Ref. Ares(2026)4440115 - 30/04/2026

ANNEX 1: DESCRIPTION OF THE ACTION

Joint UNDP-FAO Project Proposal

For the European Union funded project

“Forest, Climate Change and Biodiversity SRBC Accelerator”

(FCCB-SRBC Accelerator)

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Abbreviations

ADB	Asian Development Bank
BBNJ	Biodiversity Beyond National Jurisdiction Agreement
BTR	Biennial Transparency Report
CBD	Convention on Biological Diversity
CCDA	Climate Change and Development Authority
CEPA	Conservation and Environment Protection Authority
CPF	Country Programming Framework (FAO)
CPD	Country Programme Document (UNDP)
CRA	Climate Risk Assessment
DNPM	Department of National Planning and Monitoring
DoF	Department of Finance
EIA	Environmental Impact Assessment
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FCCB	Forestry–Climate Change–Biodiversity
GCF	Green Climate Fund
GEF	Global Environment Facility
GGGI	Global Green Growth Institute
GHG	Greenhouse Gas
GoPNG	Government of Papua New Guinea
M&E	Monitoring and Evaluation
MIP	Multiannual Indicative Programme
MRV	Measurement, Reporting and Verification
MTDP IV	Medium-Term Development Plan IV (2023–2027)
NBCS	National Blue Carbon Strategy
NBSAP	National Biodiversity Strategy and Action Plan
NDC	Nationally Determined Contribution

NEC	National Executive Council
NFI	National Forest Inventory
PES	Payment for Ecosystem Services
PFM	Public Financial Management
PIP	Public Investment Programme
PNG	Papua New Guinea
PNGFA	Papua New Guinea Forest Authority
QA/QC	Quality Assurance / Quality Control
REDD+	Reducing Emissions from Deforestation and Forest Degradation
SEA	Strategic Environmental Assessment
SOI	Summary of Information
SPA 10	Strategic Priority Area 10
SRBC	State and Resilience Building Contract
ToC	Theory of Change
TWG	Technical Working Group
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNSDCF	United Nations Sustainable Development Cooperation Framework

I. Problem Description

Papua New Guinea's ability to achieve the objectives of Medium Term Development Plan 2023-2027 (MTDP IV) – Strategic Priority Area 10 on Climate Change and Natural Environment Protection, including Deliberate Intervention Programmes 10.1 on climate change mitigation and adaptation and 10.2 on environmental protection – depends fundamentally on the capacity of its key frontline institutions—the Climate Change and Development Authority (CCDA), the Conservation and Environment Protection Authority (CEPA), and the PNG Forest Authority (PNGFA). These agencies also carry the national responsibility for implementing the Reducing Emissions from Deforestation and forest Degradation (REDD+) Strategy 2017–2027 and fulfilling PNG's obligations under the United Nations Framework Convention on Climate Change (UNFCCC), Convention on Biodiversity (CBD), and the Biodiversity Beyond National Jurisdiction Agreement (BBNJ).

Despite strong policy frameworks, progress remains slow because these institutions face systemic and structural challenges that prevent them from accessing adequate public funds to deliver their core mandates. A central barrier lies in the weak coordination between the forestry, climate change and biodiversity (FCCB) agencies – notably CCDA, CEPA, PNGFA and the central agencies, particularly the Department of Treasury (DOT) and the Department of National Planning and Monitoring (DNPM). The coordination mechanisms envisaged under the MTDP IV - such as the Cluster Groups and Technical Working Groups—are only partially operational for the economic sector. FCCB agencies often present their planning and budget submissions independently rather than through a unified sector strategy. As a result, DOT receives fragmented, unaligned proposals that do not collectively demonstrate the scale of investment required for SPA 10 and the long-term economic and environmental benefits such investments would generate. This lack of a consolidated FCCB investment plan makes it difficult for Treasury to prioritise climate and environmental programmes against competing national priorities.

Another major limitation is the insufficient capacity within CCDA, CEPA, and PNGFA to prepare high-quality Public Investment Programme (PIP) submissions. The development of a PIP requires robust problem analysis, multi-year costing, evidence-based justification, clear linkages to MTDP IV indicators, economic appraisal, safeguards integration, and credible monitoring frameworks. Many FCCB agencies lack technical staff trained in public investment design and public finance processes. As a result, their proposals often do not meet the required standards for approval by Treasury or DNPM. This leads to delays, repeated revisions, or outright rejection of submissions, leaving key climate, forestry, and biodiversity programmes without the necessary funding to move from policy to implementation. Critical national priorities—such as the expansion of the National Forest Inventory, enhancement of REDD+ MRV systems, establishment of protected areas, and development of climate adaptation measures—are therefore underfunded and unable to scale.

This inadequate access to public funds also has serious implications for PNG's international commitments. Implementation of the REDD+ Strategy, for example, requires significant long-term investment in forest monitoring, governance reforms, land-use planning, safeguards, and community-based initiatives. Without predictable national financing, progress remains limited. CCDA's obligations under the UNFCCC—such as Nationally Determined Contributions (NDC) implementation, National Adaptation Plan (NAP) rollout, Monitoring, Reporting and Verification (MRV) and Biennial Transparency Reports (BTR) submissions—are similarly constrained by inconsistent or insufficient budget allocations. CEPA faces comparable challenges in meeting CBD targets, including the expansion and effective management of protected areas, biodiversity monitoring, and the introduction of Payment for Ecosystem Services guidelines, which are also tied to performance indicators under the EU-PNG State and Resilience Building Contract (SRBC). The emerging responsibilities under the BBNJ Agreement will add further pressure on an already under-resourced agency.

Compounding these challenges are weaknesses in data management across the FCCB sector. Data on forests, biodiversity, emissions, and environmental compliance is fragmented, often stored in disparate spreadsheets, and lacks systematic quality assurance. Treasury places strong emphasis on evidence-based decision-making, and the inability of agencies to provide credible, timely data undermines the strength of their budget proposals and reduces confidence in their ability to deliver

results aligned with MTDP IV outcomes. This contributes to a cycle where limited data leads to limited budgeting, which in turn leads to limited capacity to generate high-quality evidence for subsequent funding cycles.

Furthermore, the operational budgets of CCDA, CEPA and PNGFA remain insufficient for mandates that require extensive field presence across PNG's vast, remote and diverse landscape. Many core functions—including biodiversity assessments, climate risk analysis, REDD+ verification, protected area management, consultation with landowners, environmental audits and regulatory monitoring—are field-driven. Without adequate operational financing, agencies struggle to conduct regular field missions, liaise effectively with provincial administrations, or engage meaningfully with communities. As a result, national policies remain largely aspirational, and implementation on the ground lags behind strategic intentions.

In summary, the inability of CCDA, CEPA and PNGFA to access sufficient public funds is rooted in two interconnected problems: weak coordination with central agencies and insufficient institutional capacity to prepare strong, investment-ready proposals. Unless these structural issues are addressed—through improved coordination, strengthened planning processes, enhanced PIP development skills, and better data systems—PNG will continue to face significant constraints in implementing the SPA 10 agenda, advancing the REDD+ Strategy, and fulfilling its commitments under the UNFCCC, CBD and BBNJ frameworks. Strengthening the financing and institutional architecture of the FCCB sector is therefore essential not only for environmental outcomes but also for PNG's broader economic transformation, resilience building, and credibility within the international climate and biodiversity community.

II. Strategy

2.1. Intervention Logic with the EU's Action Document for PNG SRBC

This intervention is designed to support the Government of Papua New Guinea (GoPNG) in delivering priority reforms and performance results under the State and Resilience Building Contract (SRBC), in line with MTDP IV (2023–2027) and the EU's Multiannual Indicative Programme (MIP) 2021–2027. It contributes directly to Strategic Priority Area 10 (Climate Change and Natural Environment Protection) by strengthening the legal, institutional, and investment foundations required for effective climate change mitigation and adaptation, biodiversity conservation, and sustainable ecosystem management. By focusing on policy reform, institutional capacity, and systems strengthening, the intervention addresses structural bottlenecks that have constrained effective implementation of climate and environmental commitments in Papua New Guinea.

The intervention logic is grounded in the premise that credible policy frameworks, reliable data systems, and coordinated public investment planning are essential preconditions for achieving SRBC disbursement-linked indicators and linked with **the first Specific Objective under the Action Document for PNG State and Resilience Building Contract (SRBC).**

Under the first Outcome, the action strengthens national climate governance by improving the quality and coverage of the National Forest Inventory, enabling more robust country-specific emission factors and evidence-based REDD+ and NDC reporting, while simultaneously supporting the development, validation, and endorsement of key climate policies and regulatory instruments. These reforms enhance policy credibility, improve inter-agency coordination, and ensure alignment between climate commitments and national planning and budgeting processes.

Under the second Outcome, the intervention addresses systemic weaknesses in biodiversity governance and ecosystem management by strengthening institutional capacity for protected area establishment and management, operationalising a national framework for Payment for Ecosystem Services (PES), and establishing a centralised Protected Areas Network Registry at CEPA. This integrated approach improves data availability, transparency, and accountability, enabling evidence-based decision-making, more effective reporting against CBD and Kunming–Montreal Global

Biodiversity Framework targets, and better prioritisation of public and private investments in conservation and nature-based solutions.

The intervention further assumes that joint FCCB investment frameworks and consolidated Public Investment Programme (PIP) submissions will strengthen coherence between policy reforms and financing decisions. By supporting CCDA, CEPA, PNGFA, DNPM, and Treasury to jointly plan, cost, and sequence climate and biodiversity investments, the action reinforces MTDP IV implementation mechanisms and contributes to improved public financial management, a core eligibility pillar of the SRBC. This ensures that policy reforms are translated into funded programmes with measurable results, rather than remaining stand-alone policy commitments.

Ultimately, the intervention contributes to the SRBC's overarching objective of state and resilience building by reinforcing national ownership, improving institutional coordination, and embedding climate and biodiversity considerations into PNG's core planning, budgeting, and reporting systems. In doing so, it strengthens PNG's capacity to deliver on its international obligations under the UNFCCC, REDD+, CBD, and BBNJ, while supporting inclusive, gender-responsive, and sustainable development outcomes consistent with EU budget support principles and the Global Gateway agenda.

2.2. Link to UNSCDF, UNDP CPD and FAO CPF

This project directly advances the United Nations Sustainable Development Cooperation Framework (UNSDCF) for Papua New Guinea by strengthening national capacities for climate action, environmental governance, resilience-building, and sustainable natural resource management. In particular, the intervention contributes to the UNSDCF outcome areas focused on climate resilience, environmental sustainability, inclusive economic transformation, and institutional effectiveness.

The action supports the UNSDCF's commitment to strengthening national systems for climate mitigation and adaptation, biodiversity conservation, and disaster and environmental risk reduction. By expanding the National Forest Inventory, improving country-specific emission factors, strengthening climate finance governance, and enhancing ecosystem management systems, the project contributes directly to strengthening PNG's institutional ability to manage climate and environmental risks in a sustainable and inclusive manner.

The project is aligned with the UNDP Country Programme Document (CPD) for Papua New Guinea, particularly the outcome areas related to governance, climate change, resilience, and sustainable development. It reinforces UNDP's strategic focus on strengthening public institutions, improving policy coherence, enhancing climate finance readiness, and embedding environmental sustainability within national planning and budgeting systems. Through support to the Joint FCCB Investment Framework and consolidated Public Investment Programme submissions, the intervention advances UNDP's work on public financial management reform, results-based planning, and climate-responsive budgeting. The strengthening of the Climate Finance Unit and endorsement of national climate strategies further contribute to governance reform and climate finance mobilisation.

At the same time, the project aligns closely with FAO's Country Programming Framework (CPF) in Papua New Guinea, particularly in the areas of sustainable forest management, climate-resilient agriculture and forestry systems, ecosystem conservation, and improved natural resource governance. FAO's technical leadership in forest inventory systems, emission factor development, protected area management planning, and forestry value-chain development directly supports its global and country-level mandate to promote sustainable land use, enhance food and livelihood security, and mitigate climate change impacts through improved forest governance.

The joint UNDP–FAO implementation arrangement ensures that both governance reform and technical ecosystem management dimensions are addressed in an integrated manner. UNDP's leadership in policy, institutional coordination, and public investment planning complements FAO's technical expertise in forestry and biodiversity systems. This partnership contributes to a coherent UN system response under the UNSDCF, avoids duplication of effort, and reinforces collective UN support to the Government of Papua New Guinea in achieving MTDP IV SPA 10 objectives.

Overall, the project strengthens national institutions, enhances policy–budget coherence, improves climate and biodiversity data systems, and embeds environmental sustainability within PNG's development architecture. In doing so, it directly contributes to the achievement of UNSDCF priorities, advances UNDP CPD outcomes on governance and climate resilience, and supports FAO's mandate on sustainable forest and ecosystem management, while reinforcing EU SRBC reform objectives.

III. Results and Partnerships

3.1. Goal and Objectives

The overall goal of this action is to accelerate the achievement of key Sector Reform and Budget Support (SRBC) performance indicators under MTDP IV SPA 10, strengthening Papua New Guinea's climate change mitigation and adaptation efforts while enhancing inclusive and sustainable environmental protection, including biodiversity conservation and ecosystem management.

This proposed EUR 2.1 million project aims to strengthen PNG's institutional capacity to implement national climate and biodiversity commitments by enhancing forest monitoring systems, accelerating climate policy development, expanding the coverage and management of protected areas, and establishing a national framework for Payment for Ecosystem Services. By supporting CCDA, CEPA, and PNGFA in delivering key SRBC indicators under Outcome 1, the project will improve national emission factors, operationalise climate strategies, advance protected area declarations, and provide the legal and technical foundations for PES mechanisms, while simultaneously strengthening inter-agency coordination, data systems, and investment planning essential for achieving MTDP IV SPA 10 outcomes and international obligations under the UNFCCC, REDD+, CBD, and BBNJ.

Specific Objectives (Outcomes)

The project will pursue the following Outcomes:

- Outcome 1: Enhanced implementation of climate change mitigation and adaptation measures.
- Outcome 2: Enhanced ecosystem management, including restoration and protection, while ensuring gender-responsive and sustainable use of natural resources.

The Outputs are:

1.1. A strengthened and expanded National Forest Inventory (NFI) system established to improve country-specific emission factors and support REDD+, NDC tracking, and national climate reporting.

1.2. New and/or amended climate change policies, strategies, and regulatory frameworks developed, validated, and endorsed by the Climate Change and Development Authority (CCDA) to strengthen national climate governance.

1.3. Joint Forestry–Climate Change–Biodiversity (FCCB) investment frameworks and/or consolidated Public Investment Programme (PIP) submissions developed and submitted to the Department of National Planning and Monitoring (DNPM) and Treasury

1.4. Forestry Downstream Processing Promotion Strategy Developed.

2.1. National capacity strengthened for the establishment, management, and monitoring of protected areas in alignment with CBD commitments and MTDP IV targets.

2.2. Gender responsive National guidelines on Payment for Ecosystem Services (PES) updated, validated, and endorsed by the Conservation and Environment Protection Authority (CEPA) and submitted to the National Executive Council (NEC).

2.3. Papua New Guinea's Protected Areas Network Registry established and operationalised at CEPA to support evidence-based biodiversity governance, reporting, and investment planning.

3.2. Expected Outputs

Outcome 1 - Enhanced implementation of climate change mitigation and adaptation measures

Output 1.1 – A strengthened and expanded National Forest Inventory (NFI) system established to improve country-specific emission factors and support REDD+, NDC tracking, and national climate reporting – this output will be implemented by UN Food and Agricultural Organization (FAO) and aims to expand NFI field coverage beyond the current 212 plots across 53 clusters in 8 provinces and to improve nationally derived emission factors.

Activities will include:

- Expansion of NFI field assessments to additional priority clusters and provinces, including deployment of new field teams
- Recruitment and training of additional botanists, forest inventory specialists, and provincial technical officers
- Development and standardisation of updated NFI field manuals and strengthened QA/QC protocols
- Procurement of field equipment, measurement tools, digital data collection devices, and geospatial support tools
- Strengthening national forest carbon stock assessment capacity and analytical methodologies
- Development and documentation of updated, country-specific emission factors derived from NFI data
- Integration of NFI outputs into national GHG inventory processes, REDD+ MRV systems, and UNFCCC reporting frameworks
- Publication of forest carbon stock data and technical documentation.

These activities will directly support the 2026 target of additional cluster assessments and publication of forest carbon data, and the 2027 establishment and documentation of updated national emission factors.

Output 1.2 – New and/or amended climate change policies, strategies, or regulatory frameworks developed, validated, and endorsed by CCDA to strengthen national climate governance - this output will be implemented by the United Nations Development Programme (UNDP) and supports validation, endorsement, and operationalisation of priority climate governance instruments, particularly the National Climate Finance Strategy (NCFS) and the National Blue Carbon Strategy (NBCS).

Activities will include:

- Technical revision, costing, and refinement of the NCFS based on national and regional stakeholder consultations
- Drafting and technical development of the National Blue Carbon Strategy
- Organisation and facilitation of structured multi-stakeholder consultations at national and sub-national levels, integrating gender equality, social inclusion, and environmental and social safeguards
- Legal and institutional gap analysis to ensure alignment of climate strategies with existing legislation and mandates
- Facilitation of inter-agency technical validation workshops led by CCDA
- Preparation of final documentation for formal endorsement by CCDA;
- Advisory support for submission of endorsed strategies to the National Executive Council (NEC);

- Technical assistance to strengthen operationalisation of the Climate Finance Unit within CCDA.

These activities support the 2026 endorsement and NEC submission of the NCFS and drafting of the NBCS, and the 2027 gazettal/implementation of the NCFS and endorsement/submission of the NBCS.

Output 1.3 – Joint Forestry–Climate Change–Biodiversity (FCCB) investment frameworks and/or consolidated Public Investment Programme (PIP) submissions developed and submitted to DNPM and Treasury – this output will be implemented by UNDP and addresses systemic fragmentation in FCCB investment planning and strengthens policy–budget coherence under SRBC.

Activities will include:

- Facilitation of structured inter-agency dialogue between CCDA, CEPA, and PNGFA on joint FCCB investment planning
- Development of a formal coordination arrangement (MoU or equivalent mechanism) to support joint FCCB Public Investment Programme (PIP) preparation
- Analytical assessment and prioritisation of cross-sector FCCB investment needs aligned with MTDP IV SPA 10
- Preparation of a Joint FCCB Investment Framework consolidating forestry, climate change, and biodiversity priorities
- Technical assistance for costing, economic justification, safeguards integration, and development of investment logic
- Preparation and submission of consolidated FCCB PIP proposals to DNPM and Treasury
- Capacity development of government staff on climate-responsive investment planning, PIP preparation, and medium-term expenditure planning
- Alignment of FCCB investment proposals with DNPM and Treasury appraisal requirements.

These activities support:

- 2026: Draft Joint FCCB Investment Framework developed and at least one consolidated FCCB PIP submitted.
- 2027: Formal endorsement of the Framework and at least two consolidated PIP submissions.
- Progressive strengthening of government staff capacity in climate-responsive public investment planning.

Output 1.4 – A forestry downstream processing promotion strategy developed to support implementation of the round log export ban policy – this output will be implemented by FAO and supports implementation of the round log export ban policy, activities will include:

- Review of existing forestry economic studies and modelling (including ongoing sector analyses)
- International benchmarking and comparative case studies
- Stakeholder consultations across public and private sectors
- Development of a downstream processing promotion strategy aligned with national forestry reforms
- Validation and documentation of the strategy through structured consultations.

This output strengthens forest value addition, economic resilience, and policy coherence within SPA 10.

Outcome 2 - Enhanced ecosystem management, restoration, while ensuring gender-responsive and sustainable use of natural resources

Output 2.1 – National capacity strengthened for establishing, managing, and monitoring protected areas aligned with CBD commitments and MTDP IV targets - this output will be implemented by FAO and strengthens institutional capacity for establishment, gazettal, management, and monitoring of protected areas aligned with CBD and MTDP IV targets.

Activities will include:

- Identification and prioritisation of candidate protected area sites and extensions
- Biodiversity baseline surveys and ecosystem assessments
- Socio-economic assessments and structured consultations with customary landowners, applying safeguards and FPIC principles
- Boundary demarcation and technical documentation required for legal gazettal
- Development or updating of protected area management plans and monitoring tools
- Capacity building for CEPA, provincial administrations, and community-level actors on protected area governance and biodiversity monitoring
- Advisory support for NEC submission and gazettal processes.

These activities support:

- 2026: At least one new or extended protected area declared and one management plan/tool developed.
- 2027: At least two additional declaration and two management plans/tools developed or updated.

Output 2.2 – Gender-responsive National Payment for Ecosystem Services (PES) Guidelines Updated and Endorsed - this output will be implemented by UNDP and aims to operationalise a coherent national framework for PES.

Activities will include:

- Comprehensive assessment of existing PES-related legal, regulatory, and institutional frameworks
- Identification of legal, institutional, and financing gaps affecting PES implementation
- Analysis of international PES best practices relevant to PNG
- Mapping of priority ecosystem services and sectors (forestry, biodiversity, watersheds, blue carbon)
- Drafting and technical validation of updated National PES Guidelines, including institutional arrangements, benefit-sharing mechanisms, safeguards, and monitoring systems
- Organisation of multi-stakeholder consultation and validation workshops
- Facilitation of CEPA endorsement processes
- Advisory support for submission of the PES Guidelines to the National Executive Council.

These activities support:

- 2026: Updated PES Guidelines drafted and technically validated, with minimum validation workshops conducted.
- 2027: Formal endorsement by CEPA and submission to NEC.

Output 2.3 – Papua New Guinea's Protected Areas Network Registry established and operationalized at CEPA to support evidence-based biodiversity governance, reporting, and investment planning – this output will be implemented by FAO with support of UNDP Support. It establishes a functional, web-based Protected Areas Network Registry hosted by CEPA.

Activities will include:

- Existing Systems Review: Conduct the review of existing biodiversity and geo-portal systems and identification of system upgrade requirements.
- Registry Configuration: Extend and configure the backend database for the Protected Area (PA) Registry within the existing GeoNode platform
- Workflow Implementation: Develop input forms, define user roles, and establish a simplified workflow for data entry and management
- Data Preparation: Migrate existing data and prepare specific datasets for the Highlands pilot region
- Forest Monitoring Integration: Implement scripts to link basic forest loss overlays to the registry for visualization
- Quality Control: Conduct testing and debugging of the system logic and interface
- Initial Training: Provide training and deployment support to local staff to ensure CEPA is able to operate the registry
- National Rollout: Consolidate GIS data nationwide and upload it to the registry database
- Automated Reporting: Develop a module for automated statistical reporting and PDF/Excel generation for supporting MTDP IV SPA 10 monitoring, SRBC performance tracking, and CBD/GBF reporting
- System Integration: Integrate the PA Registry with the Carbon Registry via API
- Optimization: Perform system optimizations and quality assurance adjustments based on initial usage
- Handover: Deliver advanced training and final handover support to ensuring long-term sustainability
- Awareness: Raise public awareness of the PA Registry

These activities support:

- 2026: System design completed and registry developed.
- 2027: Registry launched and fully operational, with trained CEPA staff and automated reporting functionality in place.

3.3. Theory of Change (ToC)

Delivering the expected results will depend on mobilizing adequate financial and technical resources, fostering multisectoral partnerships, and leveraging UNDP's comparative advantage in governance,

development finance, inclusion and digital transformation as well as FAO's comparative advantage[1] of social protection and climate resilience to catalyse agricultural productivity, foster environmental sustainability, and mitigate the impacts of climate change.

Papua New Guinea's ability to achieve the climate and environmental reform objectives under MTDP IV Strategic Priority Area 10 and the EU State and Resilience Building Contract (SRBC) depends not only on the existence of policy commitments, but on the strength of institutional systems, data credibility, and coordinated public investment planning across the Forestry–Climate Change–Biodiversity (FCCB) sector. While PNG has established national frameworks for climate mitigation and adaptation, REDD+, biodiversity protection, and ecosystem governance, implementation remains constrained by limited forest monitoring coverage, outdated or non-endorsed climate finance instruments, fragmented biodiversity data systems, weak Payment for Ecosystem Services frameworks, and insufficient alignment between sector priorities and national budget processes.

The Theory of Change underpinning this action assumes that sustainable progress under SRBC SPA 10 can only be achieved if institutional bottlenecks affecting data quality, policy credibility, and investment coordination are addressed simultaneously. Strengthening any one component in isolation would not be sufficient; instead, an integrated approach is required to reinforce governance systems across climate mitigation, adaptation, and ecosystem management.

The intervention therefore focuses first on improving the credibility and completeness of national forest monitoring systems. By expanding the National Forest Inventory to additional clusters and provinces, strengthening quality assurance procedures, and developing updated country-specific emission factors derived from nationally generated data, PNG will enhance the robustness of its greenhouse gas inventory, REDD+ measurement, reporting and verification systems, and NDC tracking processes. Improved forest carbon data will increase the reliability of UNFCCC reporting and strengthen the evidence base required for climate-related investment planning.

At the same time, the action supports the validation, endorsement, and operationalisation of key climate governance instruments, notably the National Climate Finance Strategy and the National Blue Carbon Strategy. Once formally endorsed and submitted to the National Executive Council, these instruments will provide a clearer policy framework for mobilising domestic and international climate finance. By strengthening the Climate Finance Unit within the Climate Change and Development Authority and facilitating inter-agency validation processes, the intervention enhances policy coherence and institutional ownership, thereby increasing the likelihood that climate priorities are translated into funded programmes.

Recognising that policy credibility must be linked to financing mechanisms, the Theory of Change also emphasises the development of a Joint FCCB Investment Framework and the preparation of consolidated Public Investment Programme submissions. By institutionalising coordination between the Climate Change and Development Authority, the Conservation and Environment Protection Authority, and the PNG Forest Authority, and aligning proposals with the requirements of the Department of National Planning and Monitoring and the Department of Treasury, the project strengthens policy–budget coherence. This coordinated approach increases the probability that climate and biodiversity programmes receive structured and sustained budget allocations, reinforcing the fiscal sustainability pillar of the SRBC.

Parallel to climate mitigation efforts, the action strengthens ecosystem governance. By supporting the identification, assessment, and gazettal of new or extended protected areas, and by developing or updating protected area management plans, the intervention contributes directly to PNG's commitments under the Convention on Biological Diversity and MTDP IV environmental targets. These governance improvements are further reinforced through the establishment of a national Protected Areas Network Registry hosted by CEPA. By consolidating legal, spatial, and management information into a secure and operational digital platform, and by enabling automated reporting for MTDP IV SPA

[1] https://www.fao.org/4/md881E01/md881E01.pdf

10, SRBC performance reviews, and CBD reporting, the Registry strengthens transparency, accountability, and evidence-based planning.

The updating and endorsement of National Payment for Ecosystem Services Guidelines complements this framework by establishing clearer institutional arrangements, safeguards, and benefit-sharing mechanisms for ecosystem-based financing. This creates enabling conditions for more sustainable and equitable conservation finance mechanisms, thereby linking biodiversity protection with long-term economic incentives.

Taken together, these outputs are expected to generate immediate institutional outcomes, including improved forest carbon data credibility, enhanced inter-agency coordination, strengthened climate finance governance, operational biodiversity data systems, and improved capacity for climate-responsive public investment planning. These institutional improvements are anticipated to translate into intermediate outcomes such as improved SRBC performance tracking, stronger UNFCCC and CBD reporting, increased quality and approval rates of FCCB Public Investment Programme submissions, and enhanced alignment between MTDP IV targets and budget allocations.

The long-term impact of the intervention is therefore to accelerate the achievement of SRBC performance indicators under MTDP IV SPA 10 while strengthening Papua New Guinea's climate resilience, biodiversity conservation outcomes, and institutional governance systems. By embedding reforms within national institutions, formal endorsement processes, digital systems, and public financial management cycles, the action ensures that improvements are institutionalised rather than project dependent. In doing so, it reinforces national ownership, supports EU budget support principles, and contributes to a more resilient, climate-responsive, and biodiversity-secure development trajectory for Papua New Guinea.

3.4. Resources Required to Achieve the Expected Results

Delivering the expected results under Outcomes 1 and 2 will require a strategic combination of financial resources, high-level technical expertise, institutional strengthening, and targeted investments in field systems and digital infrastructure. The intervention is designed as a governance and systems-strengthening accelerator; therefore, its effectiveness depends on deploying resources in a manner that addresses structural bottlenecks in forest monitoring, climate governance, biodiversity management, and public investment coordination.

The estimated EUR 2.1 million budget will cover human resources, specialised technical advisory services, institutional capacity development, National Forest Inventory field expansion and equipment, development of digital systems including the Protected Areas Network Registry, stakeholder consultations, and structured inter-agency coordination mechanisms. Investments in field equipment, QA/QC systems, emission factor development, and registry infrastructure are essential to institutionalise improvements in forest carbon accounting and biodiversity governance. Capacity-building resources will strengthen the long-term technical and managerial capabilities of the Climate Change and Development Authority (CCDA), the Conservation and Environment Protection Authority (CEPA), and the PNG Forest Authority (PNGFA), ensuring sustainability beyond the project's lifespan.

UNDP will serve as the lead agency for the project and will hold overall responsibility for programme management, coordination, financial oversight, reporting to the European Union, and ensuring alignment with SRBC and MTDP IV SPA 10 objectives. As lead agency, UNDP will oversee implementation coherence across outputs, manage policy dialogue interfaces with central agencies, and ensure that interventions are embedded within national planning, budgeting, and reporting systems.

A formal UN-to-UN Agreement will be signed between UNDP and FAO to implement the components falling under FAO's technical mandate. Under this arrangement, FAO will be responsible for delivering specialised technical outputs related to the expansion and strengthening of the National Forest Inventory, development and documentation of updated country-specific emission factors, forestry

downstream processing strategy development, and technical support for protected area assessments and management planning. The UN-to-UN modality ensures clarity of roles, fiduciary accountability, and effective coordination while leveraging each agency's comparative advantage.

UNDP's comparative advantage lies in its expertise in policy development, governance systems, public financial management reform, climate finance, digital transformation, and multi-stakeholder coordination. UNDP will lead support to the validation and endorsement of national climate instruments such as the National Climate Finance Strategy and Blue Carbon Strategy, operationalisation of the Climate Finance Unit, development of the Joint FCCB Investment Framework, preparation of consolidated Public Investment Programme submissions, facilitation of structured dialogue with DNPM and Treasury, and strengthening of institutional coordination mechanisms.

FAO's comparative advantage lies in its technical leadership in forestry systems, forest carbon accounting, greenhouse gas methodologies, and ecosystem management. FAO will ensure that NFI expansion, emission factor updates, and protected area technical components are aligned with international standards and consistent with UNFCCC and CBD reporting frameworks.

Through this coordinated UNDP–FAO partnership under UNDP's overall leadership, the intervention ensures that both governance and technical dimensions of the FCCB reform agenda are addressed simultaneously. The project will not establish parallel systems but will reinforce national institutions and embed strengthened processes within CCDA, CEPA, and PNGFA. By integrating technical system upgrades with policy reform and public investment planning, the action ensures sustainability, national ownership, and long-term contribution to SRBC performance indicators and MTDP IV SPA 10 outcomes.

3.5. Human Resources

Successful delivery of the expected results will require a dedicated management, coordination, and technical team operating under UNDP's overall leadership as the lead agency. The project will combine UNDP and FAO programme management capacity, embedded technical expertise, and government counterparts to ensure high-quality implementation, institutional ownership, and sustainability. A detail justification of required project personnel and technical experts are provided under the Project Management section.

3.6. Partnerships

Effective implementation of this action requires strong institutional collaboration, alignment with EU budget support objectives, and structured coordination across national and international partners. The project is designed to reinforce national ownership while leveraging complementary expertise within the UN system and among development partners.

3.6.1 Government Institutions

The project will operate under strong government leadership, ensuring alignment with MTDP IV SPA 10 and SRBC reform objectives.

While UNDP serves as the lead implementing agency, the Climate Change and Development Authority (CCDA), the Conservation and Environment Protection Authority (CEPA), and the PNG Forest Authority (PNGFA) are the primary implementing counterparts for their respective outputs.

The Department of Treasury and the Department of National Planning and Monitoring (DNPM) are critical partners for strengthening policy–budget coherence and reviewing consolidated FCCB Public Investment Programme submissions. Structured engagement with these central agencies will be institutionalised through the FCCB coordination framework.

Additional collaboration will involve:

- Department of Finance, particularly for public financial management alignment
- Provincial administrations for NFI expansion and protected area implementation

- Relevant sectoral agencies (e.g., Fisheries, Agriculture, Lands) where cross-sectoral coordination is required for PES and ecosystem governance.

These partnerships ensure that reforms are embedded within national systems, enhance transparency, and promote long-term sustainability.

3.6.2 International Organizations and Development Partners

The project will maintain close coordination with key development partners to avoid duplication and maximise complementarity. These include:

- The European Union, particularly through the SRBC and EU-FCCB programme
- GGGI under the Climate FIRST initiative
- The World Bank, particularly in relation to REDD+, forest governance, and public finance reforms
- The Asian Development Bank (ADB), especially in areas of climate resilience and infrastructure planning
- GEF and GCF-funded programmes where complementary support to forest monitoring, biodiversity conservation, and climate governance is provided.

Coordination mechanisms will include structured information sharing, participation in technical working groups, and alignment of investment pipelines to ensure coherence with national priorities and EU Global Gateway objectives.

3.7. Contribution to horizontal priorities and mainstreaming

Environmental Protection & Climate Change

This action is intrinsically anchored in environmental protection and climate change objectives, as it directly supports the implementation of Papua New Guinea's national climate mitigation and adaptation priorities under MTDP IV Strategic Priority Area 10, the REDD+ Strategy 2017–2027, the Enhanced Nationally Determined Contribution, the National Adaptation Plan, and the Kunming–Montreal Global Biodiversity Framework. The project's core focus on strengthening forest monitoring systems, climate policy development, protected area expansion, and Payment for Ecosystem Services mechanisms ensures that environmental sustainability, ecosystem integrity, and climate resilience are fully mainstreamed across all components and outputs.

In line with the strategic nature of the intervention and its institutional and policy-oriented scope, the Strategic **Environmental Assessment (SEA) screening concluded that no further action is required,** as the project does not finance physical infrastructure or environmentally sensitive civil works. Similarly, the Environmental Impact **Assessment (EIA) screening classified the action as Category C**, confirming that no additional environmental assessment is required given the nature of the activities, which are largely focused on institutional capacity building, policy development, data systems, and governance strengthening. The **Climate Risk Assessment (CRA) screening concluded that the action is of no or low climate risk**, as the intervention does not involve direct exposure to climate-sensitive infrastructure or assets. On the contrary, the project is expected to reduce systemic climate risks by strengthening national climate governance, forest-based mitigation systems, and ecosystem resilience frameworks.

Through its support to the National Forest Inventory, REDD+ measurement, reporting and verification systems, protected area governance, and ecosystem-based financing mechanisms, the action contributes positively to climate mitigation, climate adaptation, biodiversity conservation, and sustainable land-use planning. It also strengthens PNG's capacity to mobilise climate finance, improve climate-responsive public investment planning, and enhance compliance with multilateral environmental agreements under the UNFCCC, CBD and emerging BBNJ framework.

Gender Equality and Empowerment of Women and Girls

In accordance with the OECD Gender DAC classification (Section 1.1), this action is labelled G1, as gender equality is a significant objective and is systematically mainstreamed across all components of the project. Gender considerations are explicitly integrated into climate governance, forest monitoring, biodiversity conservation, protected area management, and ecosystem financing mechanisms.

A gender analysis has been conducted during the project preparation phase, examining the differentiated roles, needs, constraints, and opportunities of women and men in Papua New Guinea's forest-dependent and natural resource-based sectors. The analysis highlighted that women play critical but often under-recognised roles in biodiversity stewardship, climate adaptation practices, and non-timber forest product value chains, while facing structural barriers in accessing decision-making processes, land and resource rights, benefit-sharing mechanisms, and environmental governance systems.

The findings of this gender analysis have directly informed the project design, including the revision of Strategic Objective 2 (SO2): "Enhanced ecosystem management, including restoration and protection, while ensuring gender-responsive and sustainable use of natural resources." Gender-responsive approaches are embedded across outputs and activities, including strengthening institutional frameworks within CCDA, CEPA, and PNGFA; integrating gender into climate and biodiversity policies; ensuring women's participation in protected area governance and PES schemes; and promoting equitable access to climate finance and livelihood opportunities.

The project adopts a gender-responsive implementation approach, including gender-disaggregated data collection, inclusive and participatory consultation processes, and targeted capacity building for women across government institutions, provincial administrations, and community governance structures. Special attention is given to integrating gender equality, youth inclusion, and social inclusion principles (GEDSI) into all interventions.

Furthermore, the project includes a clear commitment to monitor, report, and evaluate gender equality results throughout implementation. Gender-sensitive indicators will be embedded in the results framework, with regular tracking of women's participation, leadership, access to benefits, and improvements in decision-making power. Progress will be reported through project monitoring systems, mid-term and final evaluations, and aligned with national and donor reporting requirements.

The project also contributes to reducing gender-based vulnerabilities associated with climate change and environmental degradation. Strengthened ecosystem protection, sustainable land-use planning, and climate resilience measures will reduce shocks to subsistence livelihoods that disproportionately affect women and girls. The project's emphasis on inclusive policy dialogue, safeguards, and community-based approaches will support safer, more transparent, and equitable natural resource governance systems..

Human rights

Respect, protection and fulfilment, of Human Rights will be promoted throughout the Action. The Action will apply the five working principles of the human rights-based approach throughout implementation: a) applying all human rights for all; b) meaningful and inclusive participation and access to decision-making; c) non-discrimination and equality; d) accountability and rule of law for all; and e) transparency and access to information supported by disaggregated data

Disability

As per OECD Disability DAC codes identified in section 1.1, this action is labelled as D0. This implies that the action is not relevant for inclusion of persons with disabilities specifically, nevertheless attention to most vulnerable groups of population, where possible, will be included in the activities. Furthermore, the Action will -as far as possible- ensure accessibility in activities that address capacity building, awareness raising and information sharing.

Reduction of inequalities

As per Inequality marker the action is labelled I-0. This implies that the action is not relevant for reduction of inequality specifically, nevertheless attention to reduction of inequalities where possible will be included in the activities.

Democracy

The 2022 General Elections were not of a higher standard. Due to the chaotic preparations, instances of violence and numerous abuses, they were considered by the local politicians themselves as the worst in the PNG post-independence history. However, two women were elected in the PNG Parliament, which is a major positive development. PNG has a pluralist justice system, in which traditional justice mechanisms (such as compensation payments, and mediation) exist alongside state-based justice. While the traditional system is often more trusted, it is often unable to deal with many contemporary problems. Ineffective rule of law and inability of the state to provide security, and mistrust of justice institutions such as courts have been noted by a variety of studies over the years. In the absence of state-based policing and inadequate justice institutions, vigilantism, revenge killings and impunity are common.

Democratic rights will be promoted indirectly but improvement of the rule of law will be specifically addressed by the proposed action.

Conflict sensitivity, peace and resilience

The country is subject to frequent violence and social conflicts erupting due to its huge ethnic, linguistic (more than 800 languages are spoken in PNG) and geographic diversity together with limited access to resources (e.g. livelihood and land) and more in general to the poorly or ineffectively designed and implemented natural resource management strategies. Government of PNG (GoPNG) also faces challenges protecting its citizens from violence due to poor law enforcement and access to justice. The actions will directly and indirectly address conflict sensitivity and promotion of peace in the two outcomes.

Disaster Risk Reduction

PNG is subject to high vulnerability of natural disasters (e.g. earthquakes, volcano eruptions, cyclones, landslides, flooding, storm surge, heavy rain fall, drought), increasingly exacerbated by the negative impacts of climate change. The action will address the climate change directly in Outcome 1.

Other considerations if relevant

N/A

3.8. Risks

Category	Risk	Likelihood (High/Medium/Low)	Impact (High/Medium/Low)	Mitigating measures
External Environment - Political System and Corruption - Changes in political leadership, policy priorities, or instability within government may affect continuity of support to climate, forest and biodiversity reforms, including delays in endorsement of climate strategies, PES guidelines, or protected area declarations. Weak governance and risks of corruption may also undermine transparency in decision-making related to land-use planning, carbon finance, or protected area management.	Risk 1	M	H	This risk will be mitigated through sustained policy dialogue embedded within the SRBC framework, structured engagement with central agencies, and strong institutional anchoring of reforms within CCDA, CEPA, PNGFA, DNPM and the Department of Treasury. The project will support transparent, technically robust, and evidence-based processes for policy development, NEC submissions, and protected area declarations. All policy instruments, PES guidelines, and investment frameworks will follow clear validation, documentation, and stakeholder consultation procedures. Regular inter-agency TWGs and formal documentation of decisions will further reduce discretionary risks and strengthen institutional accountability.
External Environment Risks - Extreme climate events (cyclones, floods, droughts), natural disasters, or global economic shocks may disrupt field-based activities such as National Forest Inventory expansion, biodiversity surveys, and protected area assessments, causing delays in implementation and data collection.	Risk 2	H	M	The project design will apply flexible and adaptive implementation planning, including phased field deployment, seasonal scheduling, and contingency approaches using remote sensing and satellite data where physical access is constrained. Strengthening digital forest monitoring systems and integrated FCCB data platforms will reduce dependence on continuous physical field access. Coordination with provincial administrations and community-based rangers will further enhance continuity of data collection under disrupted conditions.

Category	Risk	Likelihood (High/Medium/Low)	Impact (High/Medium/Low)	Mitigating measures
Sustainable Finance, PFM, Transparency and Oversight (Fiscal / PFM Risk) - Weak public financial management capacity, delays in budget execution, and limited experience in climate-responsive investment planning may hinder the ability of CCDA, CEPA and PNGFA to translate joint FCCB investment frameworks and PIP submissions into actual budget allocations and disbursements.	Risk 3	M	H	The project directly addresses this risk through capacity development for FCCB agencies on public investment programming, PIP preparation, climate-responsive budgeting, and medium-term expenditure planning. Structured policy dialogue with the Department of Treasury and DNPM will be institutionalised through quarterly FCCB–Treasury coordination meetings. Joint FCCB investment frameworks will be aligned with MTDP IV SPA 10, SRBC indicators, and Medium-Term Revenue Strategy priorities. The SRBC policy dialogue mechanism, combined with IMF and EU-supported PFM reforms, will provide an enabling macro-fiscal environment for improved budget credibility and execution.
Sector Policies (Climate, Forestry, Biodiversity) - Delays in finalising or endorsing climate strategies, PES guidelines, or protected area gazettals may occur due to lengthy inter-agency clearance processes, legal complexities linked to customary land tenure, or institutional bottlenecks within CCDA, CEPA, PNGFA and NEC processes.	Risk 4	M	M	This risk will be mitigated through early and continuous engagement of legal units, NEC secretariat, DNPM and Treasury during the drafting phase of policies and guidelines. The project will support stepwise policy development processes including technical drafting, stakeholder validation, legal review, and pre-NEC clearance sequencing. Customary landowner consultations, FPIC principles, and social safeguards will be mainstreamed into protected area and PES guideline development to avoid downstream disputes. Dedicated technical advisors will provide hands-on support to accelerate institutional workflows.
Institutional Capacity and Human Resource Constraints - High staff turnover, limited technical depth, and uneven institutional capacity across CCDA, CEPA and PNGFA may affect continuity in forest monitoring, biodiversity management, policy drafting, and investment planning.	Risk 5	H	M	The project will prioritise institutionalized capacity building rather than reliance on individuals. This includes development of standard operating procedures, manuals, digital systems, and knowledge products that remain within institutions. Training-of-trainers approaches, mentoring, and cross-agency secondments will be used to broaden the institutional skills base. Data systems and investment planning toolkits will ensure continuity beyond individual staff assignments.

Category	Risk	Likelihood (High/Medium/Low)	Impact (High/Medium/Low)	Mitigating measures
Coordination and Inter-Agency Alignment Risks - Weak coordination between CCDA, CEPA, PNGFA, DNPM and the Department of Treasury may limit the effectiveness of joint FCCB planning, investment prioritisation, and reporting under MTDP IV SPA 10.	Risk 6	M	H	This risk is directly targeted under Outcome 1. The project will provide operational support for regular FCCB Technical Working Group meetings under the Economic Sector Coordination Cluster, with mandatory participation from Treasury and DNPM. Joint workplans, documented decisions, and tracked action points will strengthen accountability. Integration of TWG outputs into SRBC policy dialogue, MTDP IV monitoring, and national budget cycles will institutionalise coordination beyond the life of the project.

3.8. Knowledge Management, Communication and Visibility

The project will adopt a structured knowledge management approach to ensure that lessons learned, technical outputs, and institutional innovations contribute to sustained reform within the Forestry–Climate Change–Biodiversity (FCCB) sector and inform broader policy dialogue under the EU State and Resilience Building Contract (SRBC).

Knowledge generation will be embedded across all outputs. Under the National Forest Inventory expansion, technical documentation on field methodologies, QA/QC protocols, and emission factor development will be systematised and archived to strengthen institutional memory within PNGFA and CCDA. Lessons from updating emission factors and integrating NFI data into greenhouse gas inventory processes will be documented to support future UNFCCC Biennial Transparency Reports and REDD+ reporting cycles.

For climate governance components, analytical briefs and technical notes will document the process of validating and endorsing the National Climate Finance Strategy and the Blue Carbon Strategy, including costing methodologies and inter-agency coordination mechanisms. These products will inform future policy reform processes and climate finance mobilisation efforts.

Under ecosystem management outputs, documentation of protected area gazettal processes, biodiversity baseline surveys, and Payment for Ecosystem Services guideline development will be consolidated into operational guidance materials. The development and operationalisation of the Protected Areas Network Registry will generate technical documentation on digital system architecture, data governance protocols, and automated reporting functions to support CEPA's long-term system management.

Knowledge sharing will occur through:

- FCCB Technical Working Group meetings
- Policy dialogue sessions with DNPM and Treasury
- National validation workshops
- Cross-agency learning exchanges
- Targeted dissemination of analytical briefs and system manuals.

UNDP, as lead agency, will ensure that knowledge products are aligned with SRBC reporting requirements and MTDP IV SPA 10 monitoring frameworks. FAO will document technical forestry and protected area methodologies under the UN-to-UN arrangement to ensure continuity and replication potential.

Communication and visibility will be implemented in accordance with EU visibility guidelines. All major outputs, including the Joint FCCB Investment Framework, endorsed climate strategies, and the launch of the Protected Areas Network Registry, will acknowledge EU support. Public communication materials, workshops, and system launches will ensure appropriate EU branding and recognition, while respecting national ownership.

The communication approach will prioritise transparency, accessibility of information, and alignment with national reporting processes, reinforcing accountability and public trust in climate and biodiversity governance reforms.

3.11. Sustainability and Scaling Up

Sustainability is embedded at the core of the project design. The intervention does not create parallel structures but strengthens existing national institutions, systems, and planning processes within CCDA, CEPA, and PNGFA. All outputs are designed to be institutionalised within government mandates, digital systems, and public financial management frameworks.

Institutional sustainability will be achieved by embedding technical improvements—such as expanded National Forest Inventory systems, updated emission factors, and the Protected Areas Network Registry—within permanent government structures and staffing arrangements. Capacity-building activities prioritise transfer of knowledge, mentoring, and development of standard operating procedures to ensure continuity despite potential staff turnover.

Financial sustainability is addressed through the development of the Joint FCCB Investment Framework and consolidated Public Investment Programme submissions. By strengthening policy–budget coherence and improving engagement with DNPM and Treasury, the project increases the likelihood that climate and biodiversity priorities are reflected in national budget allocations beyond the project period. This alignment with MTDP IV SPA 10 and SRBC indicators enhances fiscal integration and reduces dependency on project-based funding.

Policy sustainability is reinforced through formal endorsement and submission processes to the National Executive Council. Once gazetted or formally adopted, the National Climate Finance Strategy, Blue Carbon Strategy, and PES Guidelines become part of PNG's regulatory framework, ensuring continuity beyond the life of the intervention.

Digital sustainability is ensured by designing the Protected Areas Network Registry with clear data governance protocols, institutional hosting within CEPA, and trained technical staff responsible for system maintenance. The registry's automated reporting functions support recurring MTDP IV, SRBC, and CBD reporting obligations, embedding it within routine government operations.

Scaling-up potential is inherent in the intervention's catalytic nature. Strengthened forest carbon data systems enhance eligibility for results-based finance and climate finance mobilisation. Improved policy–budget coherence increases opportunities for expanded public investment in climate and biodiversity sectors. Operational PES frameworks may facilitate future ecosystem-based financing initiatives. The strengthened FCCB coordination architecture provides a platform for integrating future donor and government investments under a unified sector framework.

By reinforcing national ownership, aligning with existing public financial management systems, and embedding reforms within legal and institutional structures, the project ensures that its impacts extend beyond the immediate project timeframe and contribute to sustained progress under MTDP IV SPA 10 and the EU SRBC.

IV. Project Management

4.1. Cost Efficiency and Effectiveness

The project will be implemented under an Indirect Management modality with UNDP serving as the Lead Agency. UNDP will hold overall responsibility for programme management, financial administration, procurement, monitoring and reporting to the European Union, and ensuring alignment with the SRBC framework and MTDP IV SPA 10 objectives.

A formal UN-to-UN Agreement or Multi-Partner Agreement will be signed between UNDP and FAO to implement the technical forestry and ecosystem components of the project. This arrangement ensures a clear division of responsibilities, fiduciary accountability, and quality assurance while leveraging FAO's specialised technical expertise in forest inventory systems, emission factor development, and protected area governance.

Cost efficiency will be achieved through:

- Use of existing national institutional structures (CCDA, CEPA, PNGFA) rather than establishing parallel mechanisms;
- Alignment of project activities with ongoing EU-FCCB, GEF, GCF, and other complementary programmes to avoid duplication;
- Integration of capacity-building efforts into existing Technical Working Groups and coordination platforms;
- Deployment of national consultants wherever possible to strengthen local capacity and reduce costs;
- Utilisation of UNDP and FAO corporate procurement and financial systems to ensure transparency, competitive sourcing, and value for money.

Effectiveness will be ensured through strong results-based management aligned with the approved Logical Framework. Performance monitoring will focus on measurable outputs such as NFI expansion, endorsement of climate governance instruments, submission of consolidated FCCB PIP proposals, gazettal of protected areas, endorsement of PES guidelines, and operationalisation of the Protected Areas Network Registry.

Project Staff (UNDP – Lead Agency)

UNDP will establish a dedicated project management structure responsible for overall coordination, fiduciary oversight, reporting to the European Union, quality assurance, and integration with the SRBC policy dialogue mechanisms. The project team will be working under the overall guidance of UNDP Resident Representative in Papua New Guinea, whereas UNDP Deputy Resident Representative, Operations Manager, and Assistant Resident Representative will provide guidance and supervision during project implementation.

Key positions will include:

- The Technical Specialist (P-4) posted in Port Moresby will lead the design, execution, monitoring and reporting of the Action and will ensure information sharing with all key stakeholders, most importantly the EUD during programme implementation, monitoring and evaluation phases. Technical Specialist will dedicate 23% of his/her time to lead this project in parallel, as the projects are complementary to each other. S/he will oversee the UNDP project team and assign tasks and responsibilities to the other members, including short-term international and national consultants, while working under overall supervision of the UNDP Assistant Resident Representative for Environment and Climate Change. S/he will liaise at the strategic and management levels with all the Project's counterparts in PNG and coordinate project implementation with FAO.
- A full time National Project Officer (NPSA-10) posted in Port Moresby will be engaged for a maximum of 21 months to support the day-to-day management of the project, ensuring that all planned activities are implemented efficiently and in alignment with project goals. The National Project Officer will report to the Technical Specialist.

- A full time Project Administrative and Finance Associate (NPSA-8) posted in Port Moresby will be engaged for a maximum of 21 months to support the administration and finance related processes of the project. The Project Administrative and Finance Associate will report to the Technical Specialist.
- UNDP Country Office Core Staff Support (gross salaries including social security charges and other related costs, staff):
    - Procurement Analyst (P2 - FTA - 8%) - The Procurement Analyst posted in Port Moresby will be engaged throughout the project period for a maximum of 21 months to support the project's procurement of goods and services.
    - Human Resources Associate (G7-FTA - 10%) - The Human Resource Associate posted in Port Moresby will be engaged for a maximum of 21 months to support the project's recruitment and human resource management processes.
    - Finance Analyst (P2 - FTA - 5%) - The Finance Analyst posted in Port Moresby will be engaged throughout the project period for a maximum of 21 months to support the project's financial processes, including financial management and reporting.
    - Monitoring and Evaluation Analyst (NOB-FTA - 15%) - The Monitoring and Evaluation (M&E) Analyst posted in Port Moresby will be engaged for a maximum of 21 months to support the project's corporate compliance and donor reporting.
    - Assistant Resident Representative (NOD-FTA - 15%) - The Assistant Resident Representative - Head of Environment & Climate Change Portfolio posted in Port Moresby will be engaged for a maximum of 21 months to lead the project's oversight, programmatic assurance and corporate compliance.

To effectively deliver its planned outputs, UNDP will also require project management support costs, including equipment and supplies such as phones, laptops, printers, toners, stationery, and staff travel. The Project Management Unit (PMU) costs will cover office operations necessary for project implementation, including rental expenses, utilities, internet, communications, consumables, and stationery. They also encompass security services, rental equipment, ICT support, and the purchase of furniture, software, and other essential tools. In addition, contractual services such as training, external publications, and technology-related support are included. General operating expenses will account for contributions to common UNDP security services, vehicle costs, and other essential support required to ensure the smooth delivery of project activities.

FAO Technical Team (under UN-to-UN Agreement)

Under a formal UN-to-UN Agreement, FAO will deploy specialised technical expertise to implement forestry and ecosystem-related components, including:

- International Chief Technical Advisor (P-4, co-financed) - 4 months (2 months in 2026 and 2 months in 2027) are budgeted to provide strategic guidance, technical oversight and coordination for project implementation.
- National Project Coordinator (forestry and biodiversity; fulltime) - 20 months (8 months in 2026 and 12 months in 2027) are budgeted to support overall project coordination, implementation and liaison with national counterparts.
- National GIS Remote Sensing and Land Use Planning Specialist (fulltime) - 20 months (8 months in 2026 and 12 months in 2027) are budgeted to provide GIS, remote sensing and spatial analysis support for NFI implementation and protected area monitoring.
- National Operations Staff (co-financed)
- International M&E Specialist (co-financed)
- International Operations Specialist (co-financed)

FAO's technical staff will work closely with PNGFA and CEPA to ensure transfer of knowledge and institutionalisation of systems.

Technical Experts and Consultants

UNDP and FAO will engage short-term international and national consultants in specialised areas including:

- National Forest Inventory Data Management
- Forest Industry and Economics
- FCCB Governance and Investment Frameworks
- Climate finance strategy development and costing
- Public investment programming and economic appraisal
- Biodiversity governance and protected area management planning
- Payment for Ecosystem Services legal and regulatory frameworks
- Protected Area Monitoring & Registry System.

Expert deployment will prioritise national capacity development and mentoring approaches to reduce long-term reliance on external expertise.

4.2. Project Management Organizational Structure

The governance structure is designed to ensure strong national ownership, EU oversight, and effective coordination across implementing partners.

Project Steering Committee (PSC)

A Project Steering Committee will provide strategic direction, oversight, and high-level coordination. The PSC will meet at least semi-annually and will be responsible for reviewing progress, endorsing annual work plans, addressing implementation bottlenecks, and ensuring alignment with MTDP IV SPA 10 and SRBC policy dialogue processes.

The PSC will include:

- Department of National Planning and Monitoring (DNPM) – Co-Chair
- European Union Delegation – Co-Chair
- UNDP – Co-Chair / Lead Implementing Agency
- FAO – Technical Implementing Partner
- Department of Treasury
- Climate Change and Development Authority (CCDA)
- Conservation and Environment Protection Authority (CEPA)
- PNG Forest Authority (PNGFA)
- Department of Finance (as relevant)

The PSC ensures that central agencies responsible for planning and budgeting are directly engaged in oversight, thereby strengthening policy–budget coherence and reinforcing SRBC objectives.

Project Management Unit (PMU)

The Project Management Unit, hosted by UNDP as Lead Agency, will be responsible for day-to-day management, coordination, financial administration, monitoring, and reporting.

The PMU will:

- Coordinate implementation across UNDP and FAO components
- Consolidate technical and financial reports for submission to the EU
- Facilitate structured engagement with DNPM and Treasury

- Support operationalisation of FCCB coordination mechanisms
- Ensure compliance with UNDP financial and procurement regulations.

FAO, as Technical Implementing Partner will have its own Project Management Unit, comprised on the project staff indicated above.

Technical Coordination Mechanisms

At the technical level, implementation will be supported through existing Technical Working Groups. These working groups will facilitate coordination among CCDA, CEPA, PNGFA, DNPM, and Treasury and will support:

- Validation of technical outputs
- Coordination of consolidated FCCB PIP submissions
- Alignment of NFI and biodiversity data systems with national reporting frameworks
- Tracking of actions relevant to SRBC SPA 10 indicators.

This structure ensures that project management remains embedded within national coordination systems and does not create parallel governance arrangements.

V. Logical Framework

Outcomes	Main expected results	Indicators (@): (At least one indicator per expected result)	Baseline (values and years)	Targets by the end of 2026	Targets by the end of 2027	Sources of data	Assumptions
Expected impact	Accelerated achievement of priority SRBC performance indicators under MTDP IV (SPA 10), strengthening PNG's climate change mitigation and adaptation and enhancing inclusive, sustainable environmental protection, including biodiversity conservation and ecosystem management.	- SRBC performance reviews and MTDP IV SPA10 reporting demonstrate improved progress against agreed FCCB-related performance indicators (SRBC Outcome area relevant to SPA10). - National reporting to UNFCCC/CBD reflects strengthened evidence base for climate and biodiversity decision-making (e.g., updated GHG inventory inputs; protected areas reporting).	- Fragmented FCCB data and uneven institutional capacity constrain evidence-based planning and reporting. (2024/25)	-	- Evidence and institutional mechanisms improved to support delivery of priority SRBC SPA10 performance indicators.	- SRBC annual performance reviews. - MTDP IV SPA10 monitoring reports. - CCDA/CEPA/PNGFA annual reports. - UNFCCC and CBD submissions.	- N/A

Outcomes	Main expected results	Indicators (@): (At least one indicator per expected result)	Baseline (values and years)	Targets by the end of 2026	Targets by the end of 2027	Sources of data	Assumptions
Outcome 1 - Enhanced implementation of climate change mitigation and adaptation measures.	1.1. A strengthened and expanded National Forest Inventory (NFI) system established to improve country-specific emission factors and support REDD+, NDC tracking, and national climate reporting (FAO)	1.1.1. Number of sites and provinces with completed NFI field data and Quality Assurance and Control (QA/QC) applied. 1.1.2. Quality of updated emission factors.	- Limited NFI sites and coverage: 212 plots at 53 clusters in 8 provinces by the end of 2025. - Emission factors are developed based on the past fragmented PNG data and international default values.	- The six NFI clusters in an additional province for the assessment under the project identified and the implementation plan prepared. - NFI forest carbon stock data from the clusters assessed under the collaborating projects analyzed and a scientific paper published as part of the process for updating emission factors.	- NFI field assessment conducted at the 6 additional clusters in an additional province. - Updated emission factors using the NFI data established and documented.	- PNGFA NFI reports; field mission records. - Published reports.	- Security situation allowed the field inventories in many places. - Co-financed by the EU-FCCB, GEF, and GCF projects.

Outcomes	Main expected results	Indicators (@): (At least one indicator per expected result)	Baseline (values and years)	Targets by the end of 2026	Targets by the end of 2027	Sources of data	Assumptions
	1.2. New and/or amended climate change policies, strategies, or regulatory frameworks developed, validated, and endorsed by CCDA to strengthen national climate governance (UNDP)	1.2.1 Number of climate finance strategies developed, validated and endorsed by the Government of PNG.	- A zero draft of the National Climate Finance Strategy exists but has not yet been finalized through national and regional stakeholder consultations. - No National Blue Carbon Strategy (NBCS) is currently in place. -	- National Climate Finance strategy endorsed by CCDA and submitted to NEC - National Blue Carbon Strategy Drafted	- National Climate Finance strategy gazetted and under implementation - National Blue Carbon Strategy endorsed by CCDA and submitted to NEC	- Draft policy documents; consultation reports. - CCDA endorsement letters; NEC submission records. - Consultation reports; attendance lists, disaggregated by sex.	- No significant change on climate policy
	1.3. Joint Forestry–Climate Change–Biodiversity (FCCB) investment frameworks and/or consolidated Public Investment Programme (PIP) submissions developed and submitted to DNPM and Treasury. (UNDP)	1.3.1 Joint FCCB investment framework developed and endorsed by relevant agencies. 1.3.2 Number of consolidated FCCB PIP submissions submitted to DNPM/Treasury. 1.3.3 Number of government staff trained on climate-responsive investment planning, disaggregated by sex.	- No formal inter-agency coordination mechanism (e.g., MoU or equivalent arrangement) currently exists between CCDA, CEPA, and PNGFA to support joint FCCB investment planning and PIP submissions. - Public Investment Programme (PIP) submissions related to	- Draft Joint FCCB Investment Framework developed and validated through inter-agency consultations. - At least 1 consolidated FCCB PIP submission prepared and submitted to DNPM/Treasury. - Minimum 10 government	- Joint FCCB Investment Framework formally endorsed by relevant agencies. - At least 2 consolidated FCCB PIP submissions submitted to DNPM/Treasury. - Minimum 20 government staff trained across CCDA, CEPA, and PNGFA on climate-	- Signed framework - inter-agency minutes. - DNPM/Treasury submission receipts. - Training reports; participant lists, disaggregated by sex.	-

Outcomes	Main expected results	Indicators (@): (At least one indicator per expected result)	Baseline (values and years)	Targets by the end of 2026	Targets by the end of 2027	Sources of data	Assumptions
			forestry, climate change, and biodiversity remain largely sector-specific, with limited alignment, coordination, or consolidation across agencies. - Government staff capacity for climate-responsive and integrated investment planning is limited, particularly in relation to FCCB programming and cross-sector investment design.	staff trained on climate-responsive and integrated investment planning, disaggregated by sex.	responsive and integrated investment planning, disaggregated by sex.		

Outcomes	Main expected results	Indicators (@): (At least one indicator per expected result)	Baseline (values and years)	Targets by the end of 2026	Targets by the end of 2027	Sources of data	Assumptions
	1.4. A forestry downstream processing promotion strategy developed to support implementation of the round log export ban policy. (FAO)	1.4.1 Quality of the study reports. 1.4.2 Quality of the strategy.	- Some review studies have been conducted. - UK has been conducting the PNG Forest Sector Economic Modelling.	- Review and case studies completed and the report produced. - Stakeholder consultation progressed and the outcomes documented. - The strategy drafted.	- The strategy developed and validated by the stakeholders.	- Review and case study reports. - Stakeholder consultation report. - Forestry downstream processing promotion strategy.	- The studies on PNG forestry economics will be shared, and they provide fundamental information for the strategy preparation. - Co-financing is provided by the GCF Program.
SO 2 - Enhanced ecosystem management, including restoration and protection, while ensuring a gender-responsive and sustainable use of	2.1. National capacity strengthened for establishing, managing, and monitoring protected areas aligned with CBD commitments and MTDP IV targets. (FAO)	2.1.1 Number of priority protected area (PA) establishment or gazettal processes supported. 2.1.2 Number of gender-responsive PA management plans or monitoring tools developed or updated.	- There are 64 nationally registered Protected Areas. - Slow and inconsistent PA expansion. - Outdated or missing plans.	- At least 1 priority area or extension declared as Protected Area in National Gazette. - At least 1 gender-responsive PA management plan/tool developed or updated.	- At least 2 priority area or extension declared as Protected Area in National Gazette. - At least 2 PA management plans/tools developed or updated.	- CEPA records; gazettal/NEC files. - Approved management plans. - Training records. - Assessment reports.	- Co-financed by the GEF projects.

Outcomes	Main expected results	Indicators (@): (At least one indicator per expected result)	Baseline (values and years)	Targets by the end of 2026	Targets by the end of 2027	Sources of data	Assumptions
natural resources	2.2. Gender-responsive National guidelines on Payment for Ecosystem Services (PES) updated, validated, and endorsed by CEPA and submitted to the National Executive Council (NEC). (UNDP)	2.2.1. National PES Guidelines updated and technically validated. 2.2.2 National PES Guidelines are gender-responsive. 2.2.3. National PES Guidelines formally endorsed by CEPA and submitted to NEC. 2.2.4. Number of multi-stakeholder consultations / validation workshops conducted for PES Guidelines.	- Existing PES guidelines/frame works are outdated, fragmented, or not operationally applied in policy or investment decision-making. - No consolidated and formally endorsed PES Guidelines/frame work have been submitted to NEC. - Stakeholder engagement on PES policy, regulatory, and implementation arrangements remains limited and ad hoc.	- Draft updated gender-responsive National PES Guidelines developed and technically validated. - Gender-responsive PES Guidelines endorsed by CEPA. - Minimum 2 multi-stakeholder consultation / validation workshops conducted.	- Gender-responsive PES Guidelines formally endorsed by CEPA and submitted to NEC.	- Final draft gender-responsive PES Guidelines - Endorsement letter; NEC submission - Workshop reports	-

Outcomes	Main expected results	Indicators (@): (At least one indicator per expected result)	Baseline (values and years)	Targets by the end of 2026	Targets by the end of 2027	Sources of data	Assumptions
	2.3. Papua New Guinea's Protected Areas Network Registry established and operationalized at CEPA to support evidence-based biodiversity governance, reporting, and investment planning. (FAO)	2.3.1 Protected Areas Network Registry designed and operational. 2.3.2 Percentage of declared protected areas registered with verified legal and GIS data. 2.3.3 Number of CEPA staff trained in registry administration and GIS, disaggregated by sex. 2.3.4 Automated reports generated for MTDP IV, SRBC and CBD reporting.	- Biodiversity and Climate Geo-portal exists, but it has limited information and functions. - PNG Environment and data portal as a document and data catalogue. It has not been updated since 2023. - There is a lack of ownership and capacity to manage and enhance the existing systems.	- The review study conducted and report produced. - Design document produced. - Stakeholder consultation conducted.	- Registry developed, launched and operational. - Minimum 10 CEPA staff trained, disaggregated by sex. - Public awareness of the PA Registry System enhanced.	- Review study report - System design document - Consultation and training reports - PA Registry System and its specification document - Awareness materials	- Co-financed by GEF and GCF programmes.

VI. Monitoring and Evaluation

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans

Monitoring Activity	Purpose	Frequency	Expected Action
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly	Slower than expected progress will be addressed by project management.
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.
Learn	Knowledge, good practices, and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.
Review and Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons, and quality will be discussed by the project board and used to make course corrections.
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)	
Project Review (Project Steering Committee)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities	Semi-annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.

Monitoring Activity	Purpose	Frequency	Expected Action
	for scaling up and to socialize project results and lessons learned with relevant audiences.		

VII. Budget

Please refer to Annex III.

VIII. Work Plan

Activities	2026									2027												Remarks
	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	
Outcome 1 - Enhanced implementation of climate change mitigation and adaptation measures																						
Output 1.1 – A strengthened and expanded National Forest Inventory (NFI) system established to improve country-specific emission factors and support REDD+, NDC tracking, and national climate reporting (FAO)																						
Expansion of NFI field assessments to additional priority clusters and provinces, including deployment of new field teams	■	■	■	■				■	■	■	■	■	■					■	■	■		
Recruitment and training of additional botanists, forest inventory specialists, and provincial technical officers	■	■	■	■																		
Development and standardisation of updated NFI field manuals and strengthened QA/QC protocols	■	■	■	■	■	■																
Procurement of field equipment, measurement tools, digital data collection devices, and geospatial support tools	■	■	■	■																		
Strengthening national forest carbon stock assessment capacity and analytical methodologies		■	■	■	■	■	■	■	■	■	■	■	■									
Development and documentation of updated,												■	■	■	■	■	■	■	■	■	■	

Activities	2026									2027												Remarks
	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	
country-specific emission factors derived from NFI data																						
Integration of NFI outputs into national GHG inventory processes, REDD+ MRV systems, and UNFCCC reporting frameworks																						
Publication of forest carbon stock data and technical documentation.																						
Output 1.2 – New and/or amended climate change policies, strategies, or regulatory frameworks developed, validated, and endorsed by CCDA to strengthen national climate governance (UNDP)																						
Technical revision, costing, and refinement of the NCFS based on national and regional stakeholder consultations																						
Drafting and technical development of the National Blue Carbon Strategy																						
Organisation and facilitation of structured multi-stakeholder consultations at national and sub-national levels, integrating gender equality, social inclusion, and environmental and social safeguards																						
Legal and institutional gap analysis to ensure alignment of climate strategies with existing legislation and mandates																						

Activities	2026									2027												Remarks
	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	
Facilitation of inter-agency technical validation workshops led by CCDA																						
Preparation of final documentation for formal endorsement by CCDA;																						
Advisory support for submission of endorsed strategies to the National Executive Council (NEC);																						
Technical assistance to strengthen operationalisation of the Climate Finance Unit within CCDA.																						
Output 1.3 – Joint Forestry–Climate Change–Biodiversity (FCCB) investment frameworks and/or consolidated Public Investment Programme (PIP) submissions developed and submitted to DNPM and Treasury (UNDP)																						
Facilitation of structured inter-agency dialogue between CCDA, CEPA, and PNGFA on joint FCCB investment planning																						
Development of a formal coordination arrangement (MoU or equivalent mechanism) to support joint FCCB Public Investment Programme (PIP) preparation																						
Analytical assessment and prioritisation of cross-sector FCCB investment needs aligned with MTDP IV SPA 10																						

Activities	2026									2027												Remarks
	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	
Preparation of a Joint FCCB Investment Framework consolidating forestry, climate change, and biodiversity priorities																						
Technical assistance for costing, economic justification, safeguards integration, and development of investment logic																						
Preparation and submission of consolidated FCCB PIP proposals to DNPM and Treasury																						
Capacity development of government staff on climate-responsive investment planning, PIP preparation, and medium-term expenditure planning																						
Alignment of FCCB investment proposals with DNPM and Treasury appraisal requirements.																						
Output 1.4: A forestry downstream processing promotion strategy developed to support implementation of the round log export ban policy (FAO)																						
Review of existing forestry economic studies and modelling (including ongoing sector analyses)																						
International benchmarking and comparative case studies																						

Activities	2026									2027												Remarks
	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	
Stakeholder consultations across public and private sectors																						
Development of a downstream processing promotion strategy aligned with national forestry reforms																						
Validation and documentation of the strategy through structured consultations.																						
Outcome 2 - Enhanced ecosystem management, restoration, while ensuring gender-responsive and sustainable use of natural resources																						
Output 2.1 – National capacity strengthened for establishing, managing, and monitoring protected areas aligned with CBD commitments and MTDP IV targets (FAO)																						
Identification and prioritisation of candidate protected area sites and extensions																						
Biodiversity baseline surveys and ecosystem assessments																						
Socio-economic assessments and structured consultations with customary landowners, applying safeguards and FPIC principles																						
Boundary demarcation and technical documentation required for legal gazettal																						
Development or updating of protected area management plans and monitoring tools																						

Activities	2026									2027												Remarks
	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	
Capacity building for CEPA, provincial administrations, and community-level actors on protected area governance and biodiversity monitoring																						
Advisory support for NEC submission and gazettal processes.																						
Output 2.2 – Gender-responsive National PES Guidelines Updated and Endorsed (UNDP)																						
Comprehensive assessment of existing PES-related legal, regulatory, and institutional frameworks																						
Identification of legal, institutional, and financing gaps affecting PES implementation																						
Analysis of international PES best practices relevant to PNG																						
Mapping of priority ecosystem services and sectors (forestry, biodiversity, watersheds, blue carbon)																						
Drafting and technical validation of updated National PES Guidelines, including institutional arrangements, benefit-sharing mechanisms, safeguards, and monitoring systems																						

Activities	2026									2027												Remarks
	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	
Organisation of multi-stakeholder consultation and validation workshops																						
Facilitation of CEPA endorsement processes																						
Advisory support for submission of the PES Guidelines to the National Executive Council.																						
Output 2.3: Papua New Guinea's Protected Areas Network Registry established and operationalized at CEPA to support evidence-based biodiversity governance, reporting, and investment planning (FAO)																						
Conduct the review of existing biodiversity and geo-portal systems and identification of system upgrade requirements.																						
Extend and configure the backend database for the Protected Area (PA) Registry within the existing GeoNode platform																						
Develop input forms, define user roles, and establish a simplified workflow for data entry and management																						
Migrate existing data and prepare specific datasets for the Highlands pilot region																						
Implement scripts to link basic forest loss overlays to the registry for visualization																						

Activities	2026									2027												Remarks
	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	
Conduct testing and debugging of the system logic and interface																						
Provide training and deployment support to local staff to ensure CEPA is able to operate the registry																						
National Rollout: Consolidate GIS data nationwide and upload it to the registry database																						
Develop a module for automated statistical reporting and PDF/Excel generation for supporting MTDP IV SPA 10 monitoring, SRBC performance tracking, and CBD/GBF reporting																						
Integrate the PA Registry with the Carbon Registry via API																						
Perform system optimizations and quality assurance adjustments based on initial usage																						
Deliver advanced training and final handover support to ensuring long-term sustainability																						
Raise public awareness of the PA Registry																						