



# United Nations Development Programme Global Environmental Facility

*FINAL (12/29/2020)*

Terminal Evaluation of the UNDP-Supported GEF-Financed Project

## **R2R Strengthening the Management Effectiveness of the National System of Protected Areas**

GEF Project ID: 5510

UNDP PIMS ID: 5261



**Country:** Papua New Guinea  
**Region:** Asia and the Pacific  
**GEF Focal Area:** Multi-focal area: Biodiversity and Land Degradation (GEF-5)  
**GEF Implementing Agency:** United Nations Development Programme (UNDP)  
**Project Executing Agencies:** Conservation and Environment Protection Authority (CEPA)  
Woodlands Park Zoo (WPZ)  
Tenkile Conservation Alliance (TCA)  
**Evaluation Time Frame:** 1 September – 31 December 2020  
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A haus tambaran of the Sepik culture, Dreikir District. Photo Credit: Madline Lahari (2020)



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## Acronyms

APR	Annual Project Review
AWP	Annual Work Plan
BD	Biodiversity
CBD	Convention on Biodiversity Diversity
CBO	Community Based Organization
CDR	Combined Delivery Report
CCA	Community Conservation Area
CEPA	Conservation and Environmental Protection Authority
CPD	Country Programme Document
DEC	Department of Environment and Conservation
DNPM	Department of National Planning and Monitoring
GEF	Global Environment Facility
KBA	Key Biodiversity Area
M&E	Monitoring and Evaluation
MEC	Ministry of Environment and Conservation
METT	Management Effectiveness Tracking Tool
MTR	Mid-term Review
NBSAP	National Biodiversity Strategy Action Plan
NEC	National Executive Council
NGO	Non-Government Organisation
NIM	National Implementation Modality
NP	National Park
NPART	National Protected Areas Round Table
PA	Protected Area
PGK	Papua New Guinea Kina
PIF	Project Identification Form
PIR	Project Implementation Report
PM	Project Manager
PMU	Project Management Unit
PNG	Papua New Guinea
PPG	Project Preparation Grant
PSC	Project Steering Committee
R2R	Ridge to Reef
RPART	Regional Protected Areas Round Table
RTA	Regional Technical Advisor
SDG	Sustainable Development Goal
TCA	Tenkile Conservation Alliance
TE	Terminal Evaluation
TET	Terminal Evaluation Team
TKCP	Tree Kangaroo Conservation Program
TMRCA	Torricelli Mountain Range Conservation Area
UNDP	United Nations Development Programme
USD	United States Dollar
VNP	Varirata National Park
WPZ	Woodland Park Zoo
WWF	Worldwide Fund for Nature
YUS	Yopno, Uruwa, Som (Names of major rivers in the area)
YUSCA	YUS Conservation Area

# 1. Executive Summary

## 1.1 Project Information Table

**Table 1: Project Information Table**

<b>Project Title:</b>	R2R Strengthening the Management Effectiveness of the National System of Protected Areas		
<b>UNDP Project ID (PIMS #):</b>	5261	<b>PIF Approval Date:</b>	01 Nov 2013
<b>GEF Project ID (PMIS #):</b>	5510	<b>CEO Endorsement Date:</b>	21 Jul 2015
<b>Award ID:</b>	87986	<b>Project Document (PRODOC) Signature Date (date project began):</b>	13 Nov 2015
<b>Country(ies):</b>	Papua New Guinea (PNG)	<b>Date project manager hired:</b>	September 2018 Shared with GEF-4 project before then
<b>Region:</b>	Asia and the Pacific	<b>Inception Workshop date:</b>	May 2016
<b>Focal Area:</b>	Multifocal	<b>Midterm Review date:</b>	Mar-May 2019
		<b>Terminal Evaluation date:</b>	Oct-Dec 2020
<b>GEF-5 Focal Area Objectives:</b>	BD-1, LD-2, LD-3	<b>Planned closing date:</b>	11 Nov 2020
<b>Trust Fund:</b>	GEF TF	<b>If revised, proposed closing date:</b>	N/A
<b>Executing Agency:</b>	Conservation and Environment Protection Authority (CEPA)		
<b>Other execution partners:</b>	Woodland Park Zoo (WPZ), Tenkile Conservation Alliance (TCA)		
<b>Geospatial Coordinates of Project Sites:</b>		Latitude	Longitude
	Varirata National Park	-10.000000	148.000000
	YUS Conservation Area	-7.010600	146.967200
	Torricelli Mountain Range	-3.500000	142.000000
<b>Project Financing:</b>	<b>at CEO endorsement (USD)</b>	<b>at Terminal Evaluation (USD)*</b>	
<b>[1] GEF financing (excl. PPG):</b>	10,929,358	10,929,358	
<b>[2] UNDP contribution:</b>	600,000	111,901	
<b>[3] Government:</b>	38,000,000	2,726,751	
<b>[4] Other partners:</b>	5,809,200	5,809,063	
<b>[5] Total Co-financing [2 + 3 + 4]:</b>	44,409,200	8,647,715	
<b>PROJECT TOTAL COSTS [1 + 5]</b>	<b>55,338,558</b>	<b>19,577, 073</b>	

\*Cut-off date for figures presented at Terminal Evaluation is 20 October 2020.

## 1.2 Brief Project Description

The “R2R Strengthening the Management Effectiveness of the National System of Protected Areas” project, approved under the Global Environment Facility (GEF)-5 replenishment cycle, started in November 2015 and is now in its 5<sup>th</sup> and final year of implementation with less than two weeks until project operational closure.<sup>1</sup> This US\$10,929,358<sup>2</sup> full-sized UNDP-supported, GEF-financed project was intended to “strengthen national and local capacities to effectively manage the national system of protected areas, and address threats to biodiversity and ecosystem function in these areas”.

As described in the MTR report, “The project aims to support Government of Papua New Guinea’s commitment to operationalize the Protected Area Policy as well as support the transitions from the former Department of Environment and Conservation to the Conservation and Environmental Protection Authority (CEPA). Furthermore, the project strategy includes strengthening the

<sup>1</sup> Since the drafting of this report, the project has now operationally closed (on November 11, 2020).

<sup>2</sup> GEF funding. Total project cost including co-financing is \$55,338,558

links between central government's policy and institutional systems with newly established decentralized PA governance and management structures and 'bottom up' conservation initiatives that are being established by community landowners and conservation partners in key biodiversity areas throughout the country. Specifically, the project was designed to improve conservation efforts at three important conservation landscapes:

- i. Varirata National Park (VNP) in Central Province: CEPA will promote public-private partnerships involving communities in protecting the area, whilst encouraging initiatives like recreational and research activities and exploring the area's tourism potential;
- ii. The YUS Conservation Area (YUSCA) is between Madang and Morobe and is led by Woodland Park Zoo's Tree Kangaroo Conservation Program in partnership with provincial governments and local communities. This is the first site in PNG declared as a Conservation Area and is dedicated to conserving the endangered Matschie's tree kangaroo (*Dendrolagus matschiei*) and its habitats.
- iii. The proposed Torricelli Mountain Range Conservation Area (TMRCA) is between East and West Sepik Provinces and led by the Tenkile Conservation Alliance is also involved in the conservation of two critically endangered tree kangaroo (Tenkile and Weimang) and a vulnerable species of grizzled tree kangaroo." (MTR Report, 2019)"

A more detailed project description is included in Section 3 of this report.

### 1.3 Evaluation Ratings Table

Ratings for various aspects of the project, including monitoring and evaluation, implementation, impact and sustainability are presented in Table 2. Ratings were assigned to the project using the obligatory GEF rating scale (see Annex 6).

**Table 2. Terminal Evaluation Ratings Assigned to the Project**

<b>1. Monitoring &amp; Evaluation (M&amp;E)</b>	<b>Rating</b>
M&E design at entry	MS
M&E Plan Implementation	MS
Overall Quality of M&E	MS
<b>2. Implementing Agency (IA) Implementation &amp; Executing Agency (EA) Execution</b>	<b>Rating</b>
Quality of UNDP Implementation/Oversight	MS
Quality of Implementing Partner Execution	MS
Overall quality of Implementation/Execution	MS
<b>3. Assessment of Outcomes</b>	<b>Rating</b>
Relevance	S
Effectiveness	MS
Efficiency	MS
Overall Project Outcome Rating	MS
<b>4. Sustainability</b>	<b>Rating</b>
Financial sustainability	ML
Socio-political sustainability	ML
Institutional framework and governance sustainability	ML
Environmental sustainability	ML
Overall Likelihood of Sustainability	ML

HS = Highly Satisfactory (exceeds expectations and/or no shortcomings); S = Satisfactory (meets expectations and/or no or minor shortcomings); MS = Moderately Satisfactory (more or less meets expectations and/or some shortcomings); MU = Moderately Unsatisfactory (somewhat below expectations and/or significant shortcomings); U= Unsatisfactory; HU = Highly Unsatisfactory (substantially below expectations and/or major shortcomings); Sustainability Ratings are: L= Likely; ML = Moderately Likely; MU= Moderately Unlikely; U = Unlikely.

### 1.4 Summary of Key Findings & Conclusions

1. The Project accomplished much within a difficult context. The COVID pandemic was a reality that significantly affected the last three quarters of the last year of this five-year project. Even without COVID, the difficulty of logistically operating in PNG is a significant factor. There was a change of Government (including change of Minister of Environment) during the project (May 2019) which contributed to some delays in project implementation. Several volcanic eruptions during the project affected project work.
2. The strategy adopted by the Project was generally solid but there were weaknesses: A) The strategy to increase funding for PAs through the development of a biodiversity offsets policy should not be seen in isolation from the potential negative impact that developments that generate revenue for biodiversity have on biodiversity, especially given that

- the EIA review process is, by all accounts, weak. The project strategy should have included a review of the EIA process. B) Given that addressing threats to biodiversity and ecosystem functioning is one part of the two-part overall project objective, a more direct approach to reduce threats to PAs may have been helpful. C) Given that the PA system in PNG is based primarily on community-managed PAs, the strategy could usefully have been even more heavily weighted towards assisting on-the-ground conservation efforts in PAs managed by customary landowners. D) Given that Provincial, District and Local Level Governments will assume a bigger role in managing PAs with the anticipated passage of the PA Bill, the strategy could well have included greater support to these entities. E) The strategy to work in two areas where NGOs had long experience working on conservation with communities (i.e., YUSCA and TMR) was good.
3. Although the technical capacity of current staff within the Sustainable Environment Programme (SEP) Wing of CEPA (the Wing responsible for PA management) has been enhanced through the project efforts, it's capacity to translate this enhanced technical capacity to on-the ground implementation of conservation efforts is still very limited due to lack of sufficient staff and lack of adequate budget to pay recurrent operational costs involved in managing PAs.
  4. Despite project support related to CEPA/SEP Wing restructuring, and human resource and finance structure support, staffing and budgetary constraints have not improved significantly over the five-year project period. The very significant limitations within the SEP Wing of CEPA in terms of staff and budget presents a barrier that needs to be addressed in order for this project's investment in development of policies, standards, guidelines, technical skills and consultative approaches learned to be fully effective.
  5. New and strengthened relationships formed with support of this project have resulted in conservation advances that likely would not have happened otherwise, including the significant expansion of the YUS Conservation Area (YUSCA).
  6. Most of the project-supported activities are highly relevant to the project objective although the biodiversity-related activities appear to be more relevant to the project objective compared with the land degradation-related activities.
  7. In relation to country ownership of project-supported activities, participation of CEPA staff in numerous trainings conducted with project support has been less than optimal and at project end there are still many documents produced with project support which are still not officially adopted/approved.
  8. A draft biodiversity offsets policy which compels the mining and petroleum industries (but not the logging industry) to pay for biodiversity that is destroyed as a result of developments undertaken, has been developed with project support along with a mechanism for calculating biodiversity offsets. Given there is no agreed approach to channeling of funds within CEPA, the lack of adequate mapping of ecosystems in PNG, and an EIA process in need of review, it is unclear whether the project's efforts will have resulted solely in increasing revenue, or if it will have contributed to the project objective of enhancing capacity to manage PAs and reducing threats to biodiversity.
  9. Without a much-needed review of the EIA process in PNG, and improved ecosystem mapping, anticipated increased revenue derived from the biodiversity offsets policy (once approved) seems unlikely to have a significant positive impact on conserving biodiversity in the country.
  10. Practical standards and guidelines for PA management have been developed which are already being applied to some extent (if not yet formally adopted) but, as is the case with other high-quality project outputs, fuller application of these standards and guidelines will depend in part on additional staffing and budget for the SEP Wing of CEPA.
  11. There was a significant missed opportunity in that the project did not overtly recognize that the three models/approaches to conservation supported by the project are significantly different from one another and did not compare and contrast these in any substantive way so as to truly understand the differences. Assessing potential benefits and drawbacks related to the various approaches to conservation supported by the project is essential, especially at this time when Community Conservation Areas (CCAs) are expected to increase in number.
  12. The NGO IPs have much to share regarding their experiences. At the end of this five-year project, they have yet to share much of that, even amongst themselves. There was insufficient exchange of experience amongst the three project sites (YUS CA, TMR and VNP).
  13. Greater technical support and direction would have been helpful in drafting and review of Terms of Reference (TOR) for contracts, review of contracts before being awarded; comparing and contrasting the three models/approaches to conservation supported by the project (an important first step before possible application to other sites around PNG can be recommended); adoption of a graduated cost sharing approach to payment of salaries of both CEPA and NGO staff; sharing of relevant experiences from around the world with Implementing Partners (IPs) regarding practical approaches to engender gender equality and women's empowerment.
  14. Helpful new technologies were developed with Project support and are being actively applied to assist in conservation efforts (i.e., "Lukim Gather" App, monitoring with "SMART", use of drones).
  15. Project support has helped with the strengthening of the coffee and cocoa cooperative in YUS. This is certain to have medium and long-term benefits for both local people in YUSCA and for the conservation of the area, but there are still significant issues that need to be resolved (and rather quickly) if community interest and support is to be maintained.
  16. Management of VNP has significantly improved as a direct result of project support and this is visible not only to scientists and PA managers but to the public at large who has demonstrated renewed interest in visiting the park. The sustainability of the effort supported by the project is, however, questionable.
  17. Management of the proposed TMRCA has been significantly enhanced and conservation efforts existing prior to this project have been sustained and built upon further despite the area not yet being gazetted as a PA and despite the recent decision of the TCA Board of Directors to remove six villages from the proposed CA.

18. TCA as an organization has been significantly strengthened and, although staffing numbers sustained during the project period were significantly reduced when project support to pay staff costs ended earlier this year, TCA now (since 2016) has its own fund-raising arm (TCA Australia whose function it is to raise funds for TCA PNG) and also has agreed future donor support which will enable sustaining current (reduced) numbers and will likely allow for most of the staff employed during the project to be brought back on board by early next year. The motivation and the capacity of the communities in the proposed TMRCA to engage in conservation has also been enhanced as observed in community representatives, including women, who now speak out and take the lead in activities as Project Officers and in the enthusiasm for rice and fish farming projects.
19. Gazettal of the proposed TMRCA has not happened despite continued efforts over the life of the project (building on efforts which began long before). It appears likely that gazettal of the TMR as a CA, although now reduced in size from 185,000 to 143,000 hectares, will happen soon. Given the time and effort invested in pursuing gazettal, and the lack of success to date, the TE believes lack of will on the part of CEPA has contributed significantly to this situation.
20. The recent decision of six villages to withdraw from the proposed TMR CA is indicative that there were issues and that these were not resolved. It is important to fully understand what took place to avoid further erosion of more communities from the proposed CA.
21. Insufficient emphasis was placed on monitoring of key species. At project end it is still not possible to know the situation regarding the populations of the species used as indicators in the Results Framework (RF), and anecdotal information is still being presented as it was at project start.
22. The capacity of NGOs to manage the respective PAs for which they are responsible has significantly increased as a result of project support but Provincial Governments are expected to play a greater role in PA management with the passage of the PA Bill and the establishment of Regional Protected Areas<sup>3</sup>, and they are not yet adequately prepared to assume the role of being involved in managing PAs -- although some progress was made in this regard.
23. Although promising efforts are underway to enhance the capacity of the CBO involved in managing the YUSCA, this is still at an early stage. It is noteworthy that at project end, the respective roles of the various partners involved in managing the YUSCA, including the CBO, are even now still being defined/re-defined.
24. In regards to ensuring sustainability of the project investment in capacity building, it will be important to ensure people who were trained with GEF funds and whose wages were paid with GEF funds can continue to be involved in conservation after project end. There is evidence that the investment made by GEF cannot be fully and immediately sustained in the cases where GEF funds were used to pay 100% of wages, i.e., TCA and in VNP. The TE notes that graduated wage-sharing was not applied in this project.
25. There were two parts to the project objective, the first was to enhance capacity to manage PAs and the second was to reduce the threats to PAs. To determine if threats to PAs have been significantly reduced at least in part as a result of this project's support is a question that requires closer scrutiny than what the information presented in METTs alone can provide. METT scores have increased over the project period, indicating the three PAs of focus of the project are being more effectively managed compared to five years ago. An assessment of the threats to these PAs is a part of the METT assessment. Comparing the METTs done in 2020 with those in 2015, some threats have decreased while other threats have increased. As per communications with the managers of those PAs, not all threats were fully documented in the METTs. Given that reducing threats to the PAs was part of the project objective, it would have been helpful to do a more in-depth threats analysis of the three PAs of focus in the project during the PPG stage. In addition, the RF should have included more direct indicators of threat levels.
26. The under staffing of the PMU over the first three years of the project caused significant issues in terms of providing needed support to IPs. Adaptive management was inadequate in that UNDP did not take action until half way through the project (September, 2018) to bring a full-time PM on board for this large project despite evidence that the project was suffering. There has been a significant positive change since a full-time PM was hired.
27. Hiring a national Project Manager (PM) was very helpful. Contracting a national (rather than an international) PM is likely more cost-effective and also serves to enhance local capacity.
28. There are shortcomings in the design of the RF pointed out in the MTR but changes were never made to the RF.
29. UNDP had both an oversight role as the GEF IA responsible for the project as well as a project execution role in supporting CEPA (one of three project executing agencies) to implement Component 1 of the project. Several responsibilities associated with project oversight were not adequately undertaken.
30. The "firewall" between UNDP as the GEF IA responsible for project oversight and UNDP as an executing entity was weak and full compliance with UNDP's policy in this regard is questionable.
31. No exit strategy was prepared. Developing an exit strategy with plenty of time before project end could have positively contributed to both impact and sustainability of the project's efforts.
32. Most of the IPs contributed a significant amount of in-kind co-financing to the project even if the overall co-financing contribution from some of the partners was significantly lower than expected (only 20% of the amount committed).
- 33.** Overall, the TE believes the project accomplished a great deal under many difficult challenges but there is much remaining to be done to ensure the full effect of these accomplishments is realized on-the-ground. If Government

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<sup>3</sup> This means that some existing PAs will transition to LMCAs (Locally Managed Conservation Areas) and LMMAs (Locally Managed Marine Areas) and will be the responsibility of the respective Provincial government rather than CEPA. Provincial Govt will also have a role in the national protected area types.

does not significantly increase staffing and government budget allocation to the SEP Wing of CEPA many of the Project investments will likely be lost. Although the economics of it would need to be further studied to come to a solid conclusion (and this type of analysis should certainly be done), investing in well-established NGO-supported on-the-ground conservation efforts may be the most cost-effective approach to conservation in PNG for the immediate future.

## 1.5 Summary of Key Lessons

1. Review of the EIA process should have been included in this project as it is a primary regulatory function of CEPA in ensuring due care of the environment. A weak EIA process threatens the effectiveness and sustainability of PAs in PNG and may undermine many of the contributions made by this project. Although many of the new standards and guidelines developed with support of this project represent important steps towards establishing an enabling environment for effective PA management in PNG, the weak EIA process may well disable much of these potential advances. Lack of inclusion of a review of the EIA process was a significant fault in the design process.
2. Use of benchmarks can be helpful in promoting impact and ensuring efficient use of funds. Benchmarks should be defined during the project inception workshop. Funds for certain activities may be re-programmed if benchmarks are not met as further investment in those activities or activities meant to build upon them may no longer be cost-effective.
3. Avoid using GEF funds to pay 100% of the cost of adding staff, whether to Government entities or to NGOs. This is rarely sustainable. Graduated cost sharing over the period of a project is most helpful in promoting sustainability. For example, instead of paying 100% of the cost of the rangers in VNP, the project could have started by paying 90% with the other 10% being paid by CEPA and then gradually over the project period decreasing GEF funds and increasing CEPA (or other sourced) funds to pay the rangers. This approach helps ensure efficient use is made of GEF funds. Otherwise, funds can be used to pay people who obtain important experience over the project period but who are then “let go” once GEF funds are no longer available.
4. A full-time Project Manager should be contracted at project outset for any full-size UNDP-supported, GEF-financed project and this position should be appropriately budgeted for. Without this, project implementation, monitoring and reporting is likely to suffer.
5. Preference should be given to contracting national (rather than International) Project Managers whenever possible as the benefits of having a National project manager are manyfold, including enhancement of national capacity. Other benefits include intimate knowledge of government institutions, policies, programmes, local context, and protocols, all of which significantly reduces project start up time. Although a close working relationship with the Government partner is essential, it is also important for National Project Managers to maintain a degree of separation/objectivity to allow for effectively and fully assuming their role.
6. Housing the project office within the Government entity responsible for the project is a good practice which should be maintained for future projects. Having all GEF project management units housed in one place helps to promote good coordination between projects although distinction between projects must also be kept clear for reporting purposes.
7. UNDP TRAC co-financing should be carefully calculated before commitments are made as inability to follow through on commitments may negatively affect the project. In the case of this project, TRAC funds in the amount of \$250,000 were to go to project management but less than half that amount was actually delivered.
8. Avoid use of GEF project funds to pay salaries of UNDP CO staff. This was approved by the PB and by the GEF but there is no precedence for this in other UNDP-supported, GEF-financed projects. Also avoid use of GEF funds to pay costs of Board meetings of IPs.
9. It is important to hold the project inception workshop within the first two months after official project start. Waiting six months to conduct an inception workshop has negative consequences one of which is that many activities are already underway and it is more difficult to make changes at this time compared with making these at project outset.
10. All IPs should be intimately involved in the project design, including the design of the Results Framework. Although some changes are anticipated at the time of an inception workshop, the PRODOC should have been well consulted with the IPs prior to submission to the GEF.
11. Adopt a more practical approach to the development of RFs – less GEF language/style, less concern about neat appearance, more practical, more detailed, messier but more meaningful.
12. If the objective of a project is to reduce threats, directly monitor those threats. Conduct an in-depth threats analysis during the PPG and include indicators in the Results Framework that have to do with the major threats. Do not hesitate to include activities related to human population growth when this is demonstrated to be a major threat to biodiversity, always ensuring that activities are in keeping with cultural norms and undertaken with full community support.
13. It is important that all large contracts (and the TORs associated with these) be reviewed and approved by the RTA. This practice began mid-way through the current project and is helpful in ensuring contracts are relevant to expected outcomes and TORs are clearly described.
14. TOR are one important factor determining how useful products/outputs will be. Avoid ambiguous words like “mainstream” and “integrate”. Be precise. It is important that those drafting TOR be technically familiar with the subject matter.
15. It is important to give the evaluation team sufficient time to meet with each other and to review documents prior to

initiating stakeholder consultations. This is especially true during times when COVID-related restrictions do not allow all Team Members to be present in country.

16. The role of national consultants on evaluation teams has always been very important but will take on even greater importance during COVID. Ensuring national consultants are fully familiar with the conduct of GEF project evaluations is important and may sometimes require additional investment by UNDP prior to the onset of an evaluation.
17. It is important to designate the TE manager during the evaluation planning stage and for the TE Manager to be fully informed of their responsibilities as such prior to the initiation of an evaluation. It is also essential that the TE Manager be fully familiar with the project.
18. It is important to study relevant initiatives from around the world especially during the design and inception of the project and to make efforts to open communication between relevant initiatives both ongoing and completed. RTAs can be very helpful in this regard.
19. Including Government and NGO IP budgetary commitment benchmarks in project design can help ensure sustainability (e.g., NGO will take on additional staff/maintenance of PA incrementally up until 100% at project end). This can be paid out of core Government or NGO budgets or with external financing secured for such purposes.

## 1.6 Summary of Key Recommendations

Based on the evidence collected, the TE makes fifteen key recommendations to the Project stakeholders and managers as summarized in Table 3. Several recommendations relate to follow-on actions required to ensure that the impact of project-initiated activities is fully realized and sustained.

*Table 3. Summary of Key Recommendations*

No.	Recommendation	Action & Entity Responsible
1	As a follow-on action to help ensure the intended impact is realized of project-initiated activities related to the development of the biodiversity offsets policy, it will be important to improve ecosystem mapping in PNG to enable greater assurance that impacts to a specific ecosystem are indeed offset by actions in the same ecosystem (in another location). Without an accurate map of ecosystems, this is not possible and 'ecological equivalence' of offsets at location x for impacts at location y cannot truly be assessed. The TE notes that USAID funding will support continued progress on the offsets policy but it is unknown if this support will include ecosystem mapping.	CEPA to follow up with USAID
2	As a follow-up action to ensure the intended impact is realized of project-initiated activities related to reducing the threats to PAs and ecosystem functioning, it will be important to undertake a review of the EIA process in PNG. The EIA process has not been reviewed since 2004. A strengthened EIA process and enhanced capacity to oversee the EIA process is key to achieving the desired impact/success of many of the investments made by this project. Omission of a review of the EIA process was a weakness in the design of this project that should now be addressed without delay.	UNDP CO to discuss with CEPA
3	A PA Forum is being established under the GEF6 project. This should serve as the mechanism for TCA and TKCP (as well as other NGOs involved in biodiversity conservation in PNG) and CEPA to compare and contrast the three different models/approaches to conservation <sup>4</sup> supported by this project to better understand the similarities and differences in the various approaches/strategies adopted and to better assess what has worked well and what hasn't, as well as assessing the economics/cost-effectiveness of the various approaches adopted. Unfortunately, this in-depth comparison was never done, not in the PRODOC and not over the five-year project period. The output of the recommended workshop should be a written comparative detailed analysis. It would then be helpful if funds can be found to make a video intended to demonstrate with concrete examples these different approaches to conservation and also to support exchanges so that customary landowners can see first-hand the different approaches. The video could be shared with communities in PAs around PNG to help each determine what approach would be best suited for their own situation. Lessons from the experiences should also be included in this documentation as this will be important to communities with PAs in assessing potential benefits and drawbacks related to the various approaches to conservation supported by this project. This is especially important as Community Conservation Areas are expected to increase in number around the country. It should be noted that these three models are not the only approaches to conservation in PNG, and other NGOs in PNG may also wish to share approaches they have adopted.	UNDP CO to host workshop with participation of CEPA, TCA, TKCP, Eco-Custodian Advocates and other NGOs in PNG working on conservation

<sup>4</sup> The approaches vary in many ways including, for example, different conservation agreements used, different incentives offered, different disincentives for non-compliance, different forms of payment for ecosystem services offered, different approaches to commodity conservation applied, different approaches to staffing (Many more –100– TCA rangers who each work only a few days/year versus far fewer – 18– TKCP rangers who work almost full-time as rangers, TCA also employs 16 Research Officers, who are above Rangers, and who have worked up to 6 months/year), different approaches and different tools for monitoring and research (Lukim Gather in TCA versus SMART in TKCP), different management arrangements, different types of support sought from Provincial Government, etc.

4	Draft a concise exit strategy outlining steps to be taken to ensure the GEF investment made in this project is not lost and is further built upon as needed, and convene a meeting of the PB to discuss the way forward even if the project has officially operationally closed. The exit strategy should include a plan for ensuring that the contingent of seven rangers in VNP whose wages were paid with GEF funds and in whom the GEF5 project invested training are kept on board and that support for their work continues.	PMU/UNDP CO/CEPA
5	All final project outputs (technical reports, plans, strategies, policy and other documents) should be compiled and uploaded onto the “cloud” and links shared with all key stakeholders including Provincial Governments, NGOs active in conservation in PNG, other PAs in PNG, and international donors with demonstrated interest in biodiversity conservation in PNG (JICA, Australian DFAT, USAID)).	UNDP CO PMSU
6	Regarding project assets transfer, the TE recommends that one of the vehicles purchased with project support be provided for full-time use in VNP after project closure and that the second vehicle also be used in a PA within the country rather than in Port Moresby at least until such a time as additional staff are added to the PA Branch in the SEP Wing of CEPA.	UNDP CO and CEPA to discuss
7	<p>Building on the nation-wide METT assessment in 2016-2017 which highlighted a broad range of threats across the PA network and further building on data compiled as part of the preparation of SMIs supported by this project, begin mapping and regularly monitoring threats to PAs including logging, mining, industrial agriculture, and human population growth in and around all PAs. This should not only be done in the context of METTs but should be mapped and tracked in greater detail. Almost all PAs reported that climate change and invasive species were important threats. Communities can play a key role in monitoring threats and for many threats there needs to be multi-stakeholder engagement and often a landscape-wide approach.</p> <p>The METT was usefully modified to better reflect the PNG PA context. Further modification would be useful. Include questions regarding: 1) The <i>type</i> of work done by workers/employees/volunteers in PAs (describe what work is being done), 2) The number of people who provide services to PAs who are not paid. This is important in the PNG context as most PAs in PNG have people working/participating in a voluntary capacity – they are not paid employees, but rather customary landowners who are working on their land/seas to manage their PA. Some PAs have a ‘formal’ process e.g. rostering people to work on particular days, but in most cases it is ad hoc (e.g. the METT question about Work Plans indicates that most PAs do not have a work plan). Without making this distinction, data collected could be confusing as 57 PAs indicated in the 2017 data collected by the project that they have no employees but many of these may have people working in the PA who are not paid. The METT question as it is at present specifically asks about paid employees. Although this is important information, an additional question regarding number of workers who are not paid would be useful. 3) The type of employee/position. At present, although the METT differentiates between full and part-time paid staff, it does not differentiate between type of employees (e.g., rangers, PA managers, researchers, etc.). 4) Add a question to determine whether management committees are truly functional or not (at present the METT only asks if such committees exist). Although 53% of the PAs indicate they have a management committee, it is not known how many of those committees are functional and the contractor engaged in the work indicated that perhaps the majority of PAs don’t have a fully functioning management committee.</p>	CEPA
8	As a follow-on action to ensure the intended impact of project-supported activities related to the development of the Lukim Gather App is more fully realized, it will be important to identify an entity (other than CEPA) that can act as administrator for incident reporting (one of the two applications for the Lukim Gather, the other being community surveys). It is recommended that UNDP PNG sponsor a workshop for civil society actors working with PAs to inform as to the potential uses of the App, especially for incident reporting, as this function is unlikely to be assumed by CEPA and if not pursued by civil society, this aspect of the project investment is likely to be lost.	UNDP CO to host (perhaps virtual) launching of app inviting conservation NGOs in PNG to participate
9	For future UNDP-supported, GEF-financed projects in PNG, use benchmarks and graduated cost sharing to enhance efficiency and to promote impact of project interventions. Avoid using GEF funds to pay 100% of the cost of IP staff (whether Government entities or NGOs) over the entire project period.	UNDP to ensure this happens during the design phase of future projects
10	For future UNDP-supported, GEF-financed projects in PNG, share practical experiences from other projects around the world (and especially those with similar socio-cultural context) regarding specific ways in which those projects/initiatives worked toward gender equality and empowerment of women in the context of biodiversity conservation. Do this at project outset – preferably during or directly following a project’s inception workshop. It is not enough to provide general guidance, sharing detailed experiences helps to ensure that more than just numbers are counted.	UNDP RTA to ensure such experiences are shared with future project IPs
11	Contract a full-time experienced Project Manager at project outset for any future full-size UNDP-supported, GEF-financed project. Where possible, contract National (rather than International) Project Managers as a general practice. Invest in building the capacity of PNG PMs.	UNDP CO to ensure this happens in future projects
12	Although no impact studies have been conducted, educating children about conservation through the Port Moresby Nature Park’s in-school programme and through the TKCP Junior Ranger program	At next World Environment Day annual event, invite a

	appears, according to many stakeholders, to be promising in terms of the impact it will have on how children view biodiversity and conservation. Continued and expanded efforts focussed on educating children about nature (both those living within PAs as well as those living in the capital city) should be encouraged.	presentation by TKCP of the Junior Ranger programme as well as a presentation of the in-school programme conducted by Port Moresby Nature Park
13	Investing in the further development of improved policies, strategies, plans and guidelines may no longer be cost-effective without the needed counterpart investment in staffing and operating budget for the SEP Wing of CEPA. It may now be more cost-effective for GEF to invest proportionately more in the work of partners with on-the-ground presence including NGOs, CBOs, communities, Provinces, Districts and LLGs. Investing in NGOs to give them the possibility to enhance their long-term presence in PAs is recommended especially as communities seek long-term partners to work with to build relationships, trust and support for their efforts.  With an expected increase in the number of Regional Protected Areas, future capacity building for Government entities related to PA management should include relevant units within Provincial Governments.	UNDP CO (GEF6 Project and SGP)
14	Update the protected fauna of PNG booklet as per the Fauna Protection and Control Act 1976. This Project supported efforts to protect endangered species including Matschie's, Tenkile and Weimang Tree Kangaroo species. Nevertheless, there is no endangered species management program within CEPA.	CEPA
15	For future UNDP-supported, GEF-financed projects in PNG, find ways to create a stronger firewall between the UNDP Country Office (CO) as a GEF Implementing Agency responsible for project oversight and UNDP as an agency providing support to project execution. Strengthen project oversight.	UNDP RTA to discuss with UNDP CO

## 2. Introduction

### 2.1 Purpose of this Evaluation

The evaluation was initiated by UNDP as the GEF Implementing Agency for this project in accordance with evaluation requirements set forth by the GEF. According to the Terms of Reference (TOR) for the TE, the aim of the TE is “to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from the project, and aid in the overall enhancement of UNDP programming”. In accordance with the GEF Monitoring and Evaluation Policy, this TE is also intended to “promote accountability for the achievement of GEF objectives; including the global environmental benefits”, promotes accountability and transparency, and assess the extent of project accomplishments.

According to the TOR for the TE, the TE is “in line with the UNDP PNG’s current evaluation plan and was also conducted to document best practices, challenges and capacities that are at hand and that are missing that can inform UNDP CO Programming going forward”. The TOR also provide assurance that the UNDP CO Management and the Implementing Partner/Executing Agency will act on the TE Results.

### 2.2 Scope of the Evaluation

The focus of the TE is a single UNDP-supported, GEF-financed project, the “R2R Strengthening the Management Effectiveness of the National System of Protected Areas”. The time period covered by the evaluation is the project period from project start in November 2015 to 20 October 2020, less than one month before project closure. All financial data presented in this report are current up until 20 October 2020. Assessments made in this report are based on information provided as to the status up until that date. There is no particular geographic focus of the TE within PNG as the project has many elements intended to bring about national benefits, nevertheless, given that some activities focused more specifically on four geographic areas within the country, the focus of the TE includes special attention to those areas (Varirata NP, Sogeri Plateau, YUSCA, TMR). The project consists of two components and the scope of the TE encompasses both components as described later in this report.

## 2.3 Methodology (including Data Collection and Analysis)

The evaluation was conducted by one International Consultant/Team Leader and one National Expert Consultant intermittently over a two-and-a-half-month period extending from September 1 to mid-November 2020, beginning approximately ten weeks before anticipated project closure and almost exactly one year after the Mid-Term evaluation. This Team structure helped to ensure that the evaluation benefitted from knowledge of the GEF and of international best practices as well as knowledge and familiarity with relevant country policies, programmes, initiatives and circumstances. The total number of days given for the evaluation was 25 work days (International Consultant) and 51 work days (National Consultant). The National Consultant's contract was both as NC for the TE as well as to prepare lessons learned from the project.

Travel to PNG was still a possibility (although not definite) when the position for the international consultant/Team Leader was advertised. By the time of the contract signing, however, travel was not possible due to the global COVID – 19 pandemic. It was agreed, therefore, at the time of contract signing that the international consultant/Team Leader for the TE would not travel to PNG. The national consultant would undertake the in-country consultations with stakeholders, the Team Leader joining in these meetings remotely as possible.

The TE was conducted in accordance with the “UNDP Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-financed Projects (July, 2020)”, and the “*GEF Monitoring and Evaluation Policy*”, and in line with GEF principles including impartiality, transparency, and participation. UNDP, the entity responsible for identifying and recruiting the TE Team, considers that the criteria of independence of the TE Team has also been met in the current team.<sup>5</sup> The Team Leader for the TE is completely independent of, and external to, the Project and the Project sponsors. The National Expert Consultant was engaged at the time of the evaluation as a consultant for the project to describe lessons learned and was also sub-contracted by one of the companies contracted by the project.

The TE sought to provide evidence-based information that is credible, reliable and useful. In this regard, the Terminal Evaluation Team (TET) followed a participatory and consultative approach, and used a variety of evaluation instruments including:

**Evaluation Matrix:** An evaluation matrix was developed based on the set of questions covering the criteria of relevance, effectiveness, efficiency, sustainability and impact which were included in the TOR for the TE and which were amended by the TET to be most useful to this particular TE. The matrix (presented in Annex 5) served as a general guide for the interviews conducted by the TET.

**Documentation Review:** The TET reviewed documents including the project document (PRODOC), project reports including Annual APR/PIR, project budget, the Mid-Term Review (MTR) report, progress implementation reports, the GEF Tracking Tools prepared by the project, project files, policy and national strategy documents, and other relevant documents. A complete list of documentation reviewed by the TET is included as Annex 4 to this report.

**Interviews:** In-person interviews were conducted with more than 120 stakeholders. Several of these meetings took place with small groups of up to 15 people such as, for example, with an organized women's group or a group of rangers. A number of interviews took place virtually (via Zoom, Skype, WhatsApp) when in-person interviews were not possible. The complete list of stakeholders interviewed is included in Annex 3.

**Project Visits:** The National Consultant on the TE Team visited all four (100%) of the project focal sites. Visits were made to Varirata National Park, YUS Conservation Area, the proposed Torricelli Mountain Range Conservation Area and the Sogeri Plateau. The PM, Project Associate, the Manager of Terrestrial Ecosystems and Program Officer, Terrestrial Protected Areas accompanied the National Consultant to the project sites to facilitate introductions but were not present during meetings between the TE and stakeholders.

Data collection and analysis involved all of the above. Sources of information included documents (as described above and as detailed in the annex of documents reviewed), and consultations with a wide range of stakeholders (as described above and as detailed in the annex of stakeholders consulted). Stakeholders consulted were selected to ensure that representatives of all key stakeholders and beneficiaries were consulted. Information obtained from these sources was intended to address questions

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<sup>5</sup> A different NC had originally been identified by UNDP and initial TE planning meetings had taken place between the TE Team Leader and that NC. Upon review of his CV and of the MTR report, the TL pointed out to UNDP that the identified NC may not qualify under the GEF's definition of “independent” (having acted for a short while as the CTA of the project and also having been involved in the implementation of the project). UNDP ultimately decided to contract a different consultant. The Team Leader (TL) had been informed by UNDP that the process to recruit a new NC would take approximately two weeks. But, in an attempt to save time, the decision was then taken by UNDP to immediately recruit the consultant who had been contracted to describe the project's “lessons learned” to also act as the NC for the TE.

outlined in the Evaluation Criteria Matrix as well as other questions which arose during the course of the evaluation. In order to ensure maximum validity and reliability of data, the TET triangulated the various data sources by asking the same questions to at least three different stakeholders and often asking the same question, posed in a different way, to individual stakeholders.

**Terminal Evaluation Mission Itinerary:** The TE mission itinerary is presented in Annex 2.

**Ratings:** In accordance with GEF guidelines for project evaluations, achievement ratings as well as sustainability and relevance ratings were assigned by the Terminal Evaluation Team (TET) using the GEF ratings scale (Annex 6). The TET rated project achievements and outcomes according to the GEF project review criteria (Relevance, Effectiveness, Efficiency, Results and Sustainability), using the obligatory GEF ratings of: Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), and Highly Unsatisfactory (HU). A full description of these ratings and other GEF rating scales is provided in Annex 6. The TET also rated various dimensions of sustainability of project outcomes using the GEF obligatory rating scale of: Likely (L), Moderately Likely (ML), Moderately Unlikely (MU), and, Unlikely (U).

## 2.4 Limitations of the Evaluation

The International Consultant/Team Leader did not participate in the in-person consultations due to COVID-related travel restrictions. The national consultant undertook the in-person consultations with stakeholders, the Team Leader joining in these meetings remotely (via Zoom, WhatsApp or other means) as possible. The Team Leader held virtual meetings with almost all contractors with the National Consultant Team Member joining in many of these.

The TE Team had no opportunity to meet amongst themselves before the NC began stakeholder consultations. The NC did not have prior GEF project evaluation experience. Given that the IC was unable to travel to the country and the NC did not have prior evaluation experience, it would have been especially important for the Team to discuss the approach to the evaluation before beginning meetings with stakeholders. There was also little opportunity to have discussions regarding the itinerary for the field site visits before these began.

Many of the documents that would normally be included in the project information package to be shared with the TE Team immediately after contracting were not shared until several weeks (and, in some cases months) after the TE was initiated.

Incorrect, incomplete or out-of-date information was provided to the TE Team on several occasions (e.g., initial incorrect information provided regarding co-financing, initial incorrect information regarding contracts awarded by the project, a different Results Framework from the one being used by the Project was provided in the TOR of the IC and neither UNDP nor the PMU could explain where the RF had come from). This highlights an important lesson, namely that it is important for the TE Manager to be fully familiar with the project.

There are several reasons for the exceptional approach described above. 1) COVID-related travel restrictions within Papua New Guinea (PNG) were suddenly lifted immediately after the NC was recruited and, as no one knew how long the window for travel might be open, the Commissioning Unit felt it was important for the team to travel without delay<sup>6</sup>. 2) An important meeting of the Conservation Area Management Committee for YUS (one of the project sites) was taking place on 9/18/20 in Lae and it was felt that the opportunity to meet with those stakeholders should not be missed by the TE<sup>7</sup>. 3) The UNDP Country Office did not assign an Evaluation Manager (EM) for the TE until approximately two weeks after the evaluation was initiated<sup>8</sup>. As a result, the planning for the TE was not in keeping with the UNDP guidance related to the conduct of TEs.

Other limitations related to the time/date difference (more than 14 hours) between the IC and the UNDP CO which resulted in slower communication than what would have been experienced if the same time zone was shared. This did not present a problem between the IC and the NC but did present an issue in communications between the IC and the UNDP CO. The IC requested 24 to 48 hours advance notice for Zoom calls after an initial issue resulted from lack of advance notice (i.e., the NC was hired and on her way to the first site visit without the IC being informed that a NC had been recruited).

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<sup>6</sup> A different NC had originally been identified by UNDP and initial TE planning meetings had taken place between the TE Team Leader and that NC. Upon review of his CV and of the MTR report, the TL pointed out to UNDP that the identified NC may not qualify under the GEF's definition of "independent" (having acted for a short while as the CTA of the project and also having been involved in the implementation of the project). UNDP ultimately decided to contract a different consultant. The Team Leader (TL) had been informed by UNDP that the process to recruit a new NC would take approximately two weeks. But, in an attempt to save time, the decision was then taken by UNDP to immediately recruit the consultant who had been contracted to describe the project's "lessons learned" to also act as the NC for the TE.

<sup>7</sup> It would otherwise not have been possible to meet with many of those stakeholders due to difficulty in accessing remote areas where they live.

<sup>8</sup> Based on conversations with UNDP Country Office staff, it is the impression of the TE Team Leader that the UNDP Country Office was not fully aware of the need to assign a TE Manager for the TE, and that, once they became aware, it was not clear from the start who that person should be.

## 2.5 Structure of this Report

This terminal evaluation report documents the achievements, successes, shortcomings and constraints encountered by the project and includes four sections as required in the standard TOR for terminal evaluations. Section 1 is the executive summary. Section 2 briefly describes the purpose, scope and methodology of the evaluation. Section 3 presents an overview of the project. Section 4 presents the findings of the evaluation. Conclusions, recommendations and lessons are presented in Section 5. Annexes are found at the end of the report. The TE Audit Trail and the GEF/LDCF/SCCF Core Indicators or Tracking Tools are annexed in a separate file.

## 2.6 Ethics and Code of Conduct Adhered to by the Terminal Evaluation Team

The TE Team reviewed and agreed to adhere to the UNEG “Ethical Guidelines for Evaluations”. The “Evaluation Consultant Code of Conduct and Agreement Form” signed by both members of the TE Team is attached as Annex 7.

## 3. Project Description

### 3.1 Project Start, Duration & Milestones

#### Project Cycle Milestones:

Received by GEF:	01 August 2013
Preparation Grant Approved (PIF approved):	12 September 2013
Project Approved for Implementation:	21 July 2015
Start Date (project document signed by government of PNG):	13 November 2015
Project Inception Workshop:	May 2016
Midterm Review:	March-May 2019
Closing Date:	11 November 2020
Terminal Evaluation:	October-December 2020

### 3.2 Environment and Development Context

The description of the project is taken from the MTR report (PIMS 5261 MTR report final, 2019). “The objective of the UNDP-GEF project is “to strengthen national and local capacities to effectively manage the national system of protected areas, and address threats to biodiversity and ecosystem functions in these areas”. This objective was designed to be achieved through two major components. The first component focuses on the strategic support to the implementation of the new PNG Protected Areas Policy and the CEPA Act (May 2014) contributing to the establishment of a comprehensive and capable national system to oversee and support National and Regional PAs, and technical support to the management of the Varirata National Park and better integration of the NP into land use strategies for the broader Sogeri Plateau landscape. The second component focuses on strengthening support to Community Conservation Areas (CCAs) to ensure that these areas are effectively managed and sustained within a supportive national framework, including through the provision of stable and predictable financial support through various government channels. Targeted livelihood support was to be provided as governed by locally established Conservation Area Agreements (CAAs) and specifically identified priorities on conservation grown coffee and cocoa in YUS and alternative protein in the Torricelli Mountain Range (TMR).”

“The primary threats to biodiversity were identified to be forest conversion and degradation from logging, mining, expanding industrial and subsistence agriculture, driven by a rapidly expanding largely rural human population with expanding needs for cash crops and subsistence gardens. The situational analysis presented in the project document outlined the urgency for expanding and strengthening the PA system in PNG. The envisaged long-term solution was to develop a robust PA system that builds on and supports community-based conservation on the ground, consistent with the Protected Area Policy approved in 2014. Two barriers were identified as hindering achievement of the long-term solution:

Barrier 1: Inadequate institutional and technical capacities and financial resources to manage and support an effective PA system

Barrier 2: Local communities and local conservation actors lack access to comprehensive institutional and technical support and stable and predictable financial resources for the management of designated Protected Areas (National and Regional).”

“The project is being implemented under a national implementation modality (NIM), with UNDP as the GEF implementing agency, CEPA as the lead implementing partner for the project and Component 1, and Woodland Park Zoo and TCA as responsible parties for the YUS Conservation Area and the proposed Torricelli Mountain Range Conservation Area, respectively.”

“The main stakeholders for the project and their expected roles and responsibilities were outlined in the stakeholder analysis included in the Project Document and augmented during the stakeholder involvement discussions held during the project inception workshop in May 2016. The project stakeholders are listed below.”

*Project stakeholders*

Stakeholder Group	Description
<b>Conservation and Environment Protection Authority (CEPA)</b>	CEPA is the primary Government institution responsible for conservation and protected area management in PNG.
<b>Provincial Governments: Central, Morobe, Madang, East Sepik and West Sepik</b>	Key responsible entity for management of Regional PAs under draft PNG Policy on PAs. Critical partners in the establishment and management of PAs. Support customary landowners in capacity building, development of agreements and the practical on-ground management of the protected areas. Budgetary allocations for staff and operations; integration of PA management into established provincial, district and Local Level Government (LLG) level development and land use planning and budgeting.
<b>Tree Kangaroo Conservation Program (TKCP) supported by Woodland Park Zoo</b>	TKCP focuses on conserving the endangered Matschie's Tree Kangaroo ( <i>Dendrolagus matschiei</i> ) and the habitat in which it lives and has been working with the local YUS community for the last 20 plus years. TKCP-PNG is an independent non-governmental organization registered in PNG and based in Lae in the Morobe Province. It is staffed mainly with YUS community members.
<b>Tenkile Conservation Alliance (TCA)</b>	TCA focuses on the conservation of both the Tenkile Tree Kangaroo in the western half of Torricelli proposed CA and Weimang Tree Kangaroo in the eastern half of Torricelli proposed CA. TCA has been established to assist the local communities in forming a CA that will protect the Torricelli's from commercial logging and mining as well as ensuring the survival of all flora and fauna within them. TCA has begun working towards this goal in order to protect both these endangered species.
<b>National Capital District Commission (NCDC)</b>	The NCDC is established under the NCDC Act of 2001 with the functions to control, manage and administer the district (Port Moresby) and to ensure the welfare of the persons living in it.
<b>Dept. of National Planning and Monitoring (DNPM) in the Ministry of National Planning</b>	DNPM is the government agency responsible for coordinating aid programs, including oversight of UNDP activities, in PNG.
<b>National Executive Council (NEC) (cabinet)</b>	The PNG Government's highest Policy oversight institution. The Minister of Environment and Conservation is in charge of environmental matters within the NEC (Cabinet). Functions with regards to PA management: Oversight function for PNG Policy on PAs implementation; approve Implementation Plan; review annual progress reports; consideration/ approval of new legislation, institutional arrangements, adequate financial support to effectively implement policy; consideration and approval of nominated National PAs ; ensure harmonization of relevant policies and programs.
<b>National Conservation Council (NCC)</b>	Once the new PA policy is approved, the NCC will get renewed mandate under draft PNG Policy for PAs, including: Review of National PA proposals and associated documentation for new protected areas before submission to Minister and NEC; Endorse the criteria for areas to be recommended as PAs; Advise the Minister on the formulation of legal instruments necessary to implement Policy; Endorse the annual report of CEPA, once it is operationalized in 2015, concerning this Policy prior to forwarding to the Minister and NEC. The NCC may have other functions articulated in the new CEPA legislation.
<b>National Protected Areas Round Table (NPART)</b>	To be established once the PNG Policy on PAs is approved and operationalized: NPART will have the following functions: Evaluate all proposals for National PAs, and make recommendations to the NCC concerning the support or otherwise of the proposal. Recommends to the NEC proposals for declaration of National PAs, based on assessment of proposals in the light of national priorities, customary landowner support and capacity for effective management. Supporting information will include the draft conservation and benefit agreement with customary landowners. Terms of Reference to be developed.
<b>Regional Protected Areas Round Table (RPART)</b>	To be established once the PNG Policy on PAs is approved and operationalized: RPART will have the following functions: Evaluate all proposals for Regional PAs, and make recommendations to Provincial Government concerning the support or otherwise of the proposal. Recommends to the Provincial Government proposals for declaration of Regional PAs, based on assessment of proposals in the light of national priorities, customary landowner support and capacity for effective management. Supporting information will include the draft conservation and benefit agreement with customary landowners. Terms of Reference to be developed.

Academia and Research Institutions	This includes the national universities, research institutions involved with environmental conservation, agriculture and natural resource management.	
Provincial and Local Level Government	These are responsible for plan development and implementation at the community levels. They work closely with the NGOs and CBOs.	
NGOs (Both national and international)	These would include organizations active in project landscapes, such as the Tree Kangaroo Conservation Program-PNG and the Tenkile Conservation Alliance, as well as key conservation partners working on conservation capacity building such as The Nature Conservancy.	
Private Sector and Parastatal Agencies	Development project proponents and investors whose operations are regulated by the DEC in terms of environment management, as well as the main users of ecosystem services such as PNG Power and Eda Ramu water supply company.	
Local Communities and Landowner Groups	Landowner groups are the primary rights-holders in the project area and have direct control of forest and land resources. The YUS Conservation Organization is the local landowner association partnering with TKCP for advising on management of the YUS CA.	
Additional stakeholders added to the stakeholder analysis at the project inception workshop (May 2016).		
Stakeholder	Outcome	Role in Project
Japan International Cooperation Agency	1	Joint rehabilitation of Varirata National Park
James Cook University	1	Capacity building of national stakeholders in protected area management
National Capital District Commission	1	Support development of a public private partnership for the management of VNP as current there is no MOU in place
National Forest Authority	1 & 2	Guide and revoke FMAs in Conservation Areas
Cocoa Board of Papua New Guinea	2	Training on certification and market compliance requirements of organic cocoa farming in project sites
Coffee Industry Cooperation	2	Training on certification and market compliance requirements of organic coffee farming in project sites

(From MTR Final Report, 2019)

### 3.3 Socio-Economic and Environmental Changes

There were no significant socio-economic changes since the beginning of project implementation. Environmental changes continue to take place in the country including deforestation, conversion of forest to agricultural land, increased mining, and increased population growth especially in rural areas. Some important external factors included the COVID-19 pandemic which was a reality that significantly affected the last three quarters of the last year of this five-year project (i.e., a little less than 1/5<sup>th</sup> of the project period). COVID-related restrictions affected the ability to undertake consultations and in-person trainings as well as the development of infrastructure, monitoring field visits, and other project activities. Even without COVID, the difficulty of logistically operating in PNG is a significant factor. Although the TE recognizes this challenge, it also understands that this situation (unlike unforeseen situations such as COVID) is to be taken into account during the project design phase when commitments are made regarding what will be achieved with the funding requested and time period planned. There was a change of Government (including change of Minister of Environment) during the project (in May 2019) which contributed to some delays in project implementation. Several volcanic eruptions during the project affected the work of at least one contractor.

### 3.4 Alignment with National, GEF, and UNDP Priorities & Links to the SDGs

The project was aligned with PNG's "Vision 2050" which has Climate Change and Environmental Sustainability as its sixth (6th) development pillar and proposes that all environmental management systems are to be sustainable by 2015. The Project supports implementation of the PNG Protected Areas Policy (PAP) aimed to create a sustainable and effectively managed national PA system and governance framework for Papua New Guinea.

The project will directly support PNG to achieve relevant Aichi Targets; especially those under Strategic Goal B: Reduce the direct pressures on biodiversity and promote sustainable use, and Strategic Goal C: To improve the status of biodiversity by safeguarding ecosystems, species and genetic diversity.

The project is consistent with Objective 1 of the GEF's Biodiversity Focal Area Strategy, 'Improve Sustainability of Protected Area Systems'. The project will contribute to the following outcomes under Objective 1: Outcome 1.1 Improved management effectiveness of existing and new protected areas.

Sustainable Development Goals (SDGs) relate to ending extreme poverty, reducing inequality, and protecting the planet, goals which are to be achieved by 2030. This project has links to several of the 17 SDGs including SDG 15 (Life on Land) and SDG 5 (Gender Equality). These links are described in further detail in the relevant sections of this report.

### 3.5 Theory of Change and Expected Results

The Project expected results including expected outputs, outcomes and impacts are described in the Theory of Change (TOC) which is included as Annex 10.

According to UNDP, a UNDP Country Office audit conducted in 2018 criticized the project for not having a Theory of Change (TOC) in place. For the purposes of the Midterm Review and to support a possible redesign of the project, the MTR team prepared a draft theory of change for consideration. Then, in November 2019, following the preparation of the TOC by the MTR Team, a consultant was contracted with project funds to revise the RF and design a TOC. The consultant conducted a workshop on the TOC in January 2020. The TOC of the project was reviewed based on the audit observation by the internal audit. Very minor adjustments were made by the consultant on the TOC. The latest TOC (developed by the MTR Team and slightly further refined by the TOC consultant) including outputs, outcomes, intermediate states, intended long-term environmental impacts of the project, causal pathways for achieving the long-term impacts and assumptions, is included as Annex 10. The TET was satisfied that the TOC developed by the MTR was well prepared and there was no need for it to be further refined. The Results Framework (RF) used for project reporting (PIR) purposes was not modified.

## 4. Findings

### 4.1 Project Design/Formulation

The justification for presenting the project under the Land Degradation (LD) focal area of the GEF, in addition to the Biodiversity (BD) focal area, was not strong. It is unclear how the activities related to the LD focal area, including activities to assess siltation levels of the Sirinumu dam, contributed meaningfully to the project objective. These activities may well have been excluded with little impact on achieving the project objective, whereas one critical activity very much related to the project objective should have been included which was not.

Review of the EIA process including an analysis of how effective the EIA process works within CEPA and the relevant Divisions for logging and agribusiness and extractives should have been included in this project as it is a major factor affecting how threats to biodiversity are managed in PNG (one part of the two-part objective of this project). The EIA process was last reviewed in 2004. According to information provided in the PRODOC, poorly regulated development related to logging, mining, petroleum and roads poses a significant threat to PNG's biodiversity. The EIA is the process used to assess the impact of these activities on biodiversity and to determine if they should be approved by Government. Review of the EIA should have been central to this project but was not included. The project design was also weak in that it supported activities such as development of a biodiversity offsets policy and calculator which would result in generating income from development activities (such as mining and petroleum) without attention to regulating the environmental consequences of those activities.

The project included focus on three proposed or existing PAs, each very different in terms of the approach/strategy adopted to conserve biodiversity. These different approaches were never overtly recognized in the project design and five years later at project end have not yet been described in any detail. Perhaps in part due to the failure of the project design to recognize that there were three very different models to conservation involved (and not just three PAs in distinct geographic areas two of which involved NGOs and one which involved CEPA), the design of the project omitted planned opportunities for what would have been very helpful cross-learning and sharing of experiences and resources amongst the three target PAs.

According to TE interviews with several of the IPs, the project design was not fully validated with project partners prior to submittal to the GEF for approval. Further compounding this issue, the inception workshop was not held until six months after project start, further delaying validation opportunities.

Given that reducing threats to the PAs was one part of the two-part project objective, it would have been helpful to do an in-depth threats analysis of the three PAs of focus during the PPG stage.

#### 4.1.1 Analysis of Results Framework

As part of this TE, the project results framework (attached as Annex 11) was assessed to determine: 1) whether changes recommended by the MTR were made to the RF, 2) to evaluate whether changes made met SMART criteria, and, 3) whether the outcomes and outputs as described in the PRODOC were comprehensively represented in the RF (or if there were elements missing in the RF that the project committed to in the PRODOC).

##### Changes to the Results Framework

The MTR recommended several changes to the RF. No changes were made and the original RF was used throughout the project period for reporting purposes in the PIRs.

- Project Objective level Indicator “A” was not modified in accordance with the MTR recommendation which was to disaggregate average capacity development scores for the various institutions.
- The capacity development scorecard was not adapted to better reflect mandates of NGOs and provincial governments as recommended in the MTR.
- The MTR pointed out that the baseline for indicator “D” was incorrect. It remains uncorrected in the final RF, still showing 0 villages were involved, when in actuality, more than 50 villages were already benefitting at that time. The TE believes the indicator itself does not qualify as SMART. Several assumptions exist within this indicator that detract from its ability to qualify as SMART.
- Other MTR recommendations related to the RF were to integrate gender mainstreaming objectives into the RF. This was not done. The MTR also recommended reflecting the expected outcomes in the RF. This too was not done.
- With respect to Indicators 2.4 and 2.5, regarding populations of target species, approximate estimates of baseline and end target populations are indicated. Considering the challenges in estimating a total number, a supplemental indicator (such as a kilometeric abundance index) might have provided stronger temporal information regarding changes over the five years of the project implementation phase. No changes were made to these indicators.

The Project’s two-fold objective was clear, practicable and feasible within the five-year time frame. The project was specifically designed to address country priorities, especially those pertaining to its protected areas, as was described above in section 3.4. The Project also aimed to capture broader development impacts including livelihood benefits for local people living within and around the PAs through support to conservation coffee, organic cocoa and eaglewood initiatives, and also sought to pursue gender equality and women’s empowerment through ensuring equal participation in trainings and livelihood support offered through the project.

Expected outcomes and outputs as described in the PRODOC were comprehensively represented in the Results Framework. The TE did not note any significant omissions.

#### 4.1.2 Assumptions and Risks

The TE is tasked with assessing whether assumptions and risks were well-articulated in the PIF and PRODOC and whether they were logical and robust and if they contributed to determining activities and planned outputs. The TE also considers externalities when assessing stated assumptions and risks.

Risks identified in PRODOC	Impact (as assessed in PRODOC)	Likelihood (as assessed in PRODOC)	Risk Assessment (as per PRODOC)	TE Comments
Weak absorptive capacity in CEPA	Medium	Very likely	High	<p>The TE believes the impact of this risk was underestimated and should have been rated as “High” instead of “Medium”.</p> <p>Even though a comprehensive strengthening process including dedicated change management support was provided by the project to CEPA, the Government has not demonstrated full commitment to a strengthened conservation and environment protection function as even though rapid approval was given for the establishment of CEPA, priority accorded to its operationalization has not been forthcoming with no increase in staffing within the SEP Wing of CEPA, no restructuring of CEPA in light of its conservation and regulatory functions, and no significant increase in operating budget.</p> <p>The project did, as expected, strengthen institutional capacities, including through stronger relationships with other conservation</p>

Risks identified in PRODOC	Impact (as assessed in PRODOC)	Likelihood (as assessed in PRODOC)	Risk Assessment (as per PRODOC)	TE Comments
				<p>stakeholders, especially conservation NGOs (TCA and TKCP) and other country Government conservation departments (e.g., Queensland Parks and Wildlife, Australia).</p> <p>The project has emphasised the importance of having a fully functional PA Management Unit within CEPA to assist Government decision makers but the staff complement of the Unit has not met the number and type of positions essential as outlined in the organogram despite being supported through the development of an organisational design of the unit, including defining its core business, organisational structure, a staffing program and medium-term expenditure framework.</p> <p>Although the capacity of Provincial Governments to be involved in the management of PAs has been strengthened somewhat, this has not been enough to, as was anticipated, “ensure that there is a broader base of institutional capacity through which to support the establishment and operation of CAs”.</p>
Slow implementation of draft Protected Areas Policy	Medium	Very likely	High	<p>The TE believes this risk was appropriately assessed. Aspects of the Protected Areas Policy developed under the last GEF-financed project are being implemented, such as support to livelihoods for local communities in and around some PAs (e.g., Mt. Wilhelm Nature Reserve, Sepik Wetlands, proposed Kimbe Bay Marine Protected Area), working with communities to declare new PAs (e.g., Sulei Wildlife Management Area, Klampun extension), and seeking sustainable financing for PAs. And, annual budgetary submissions are routinely made (and approved) by GoPNG to finance its implementation. Nevertheless, actual amounts approved have consistently been significantly less than requested amounts.</p>
Interventions are not sustained post-project or scaled up to other conservation areas.	Medium	Likely	Medium	<p>The TE believes this risk was underestimated and should have been assigned a “High” risk rating. The PRODOC indicates that the project is designed as “part of a modular, medium-term program strategy for on-going support to conservation in PNG” and that the GoPNG expects subsequent program interventions supported by the GEF, UNDP and other partners to sustain and build upon the systems and capacities being developed in this project. The TE believes that there is an over-dependence on the GEF and that it is not valid to define sustainability in terms of continued dependence on donors. Although future projects can and should certainly build on past ones, projects are not programmes, and projects make commitments to accomplish certain things with the amount of funds committed and time frame planned. Committing to do something that was not accomplished in a prior project in the next project should not be considered as sustainability.</p> <p>The Government’s commitment to sustaining the Project’s interventions which was to be demonstrated in part through cash co-financing was not realized. CEPA did establish a GEF project management unit and this is likely to enhance longer term institutional memory on individual projects.</p> <p>It is reasonable to expect that some aspects of the approaches to conservation supported by this project will be replicated in other locations over the coming years but this will take greater effort to ensure these approaches are clearly described and detailed and that the information is broadly shared (something that has not happened to date).</p>
Financial sustainability – flow of financial resources to support PAs is insufficient or interrupted	Medium	Likely	Medium	<p>The TE believes this risk was underestimated and should have been assigned a “High” risk rating.</p> <p>A biodiversity fund is expected to be operational by June 2021 (6-7 months after this project ends). This will provide important long-term financing for biodiversity conservation in PNG but cannot cover all costs of conserving biodiversity. Although efforts are underway to fundraise with numerous donors, and, as indicated above, there may</p>

Risks identified in PRODOC	Impact (as assessed in PRODOC)	Likelihood (as assessed in PRODOC)	Risk Assessment (as per PRODOC)	TE Comments
				<p>eventually be additional funds derived from the implementation of the biodiversity offsets policy, at present there is only \$2.7 million which will be available in grants to both Government and NGOs over the next four years. According to the Technical Advisor for the project, preliminary estimates indicate that the cost of managing PNG's PAs is around USD3.4 million per year. The TE notes that this project expended USD 2.5 million (not counting co-financing) over a five year period just to address partial management needs in two of the country's 61 existing PAs. It is further noted that (i) financing to PAs will be graduated over years (ii) the fund will not be the only financial instrument and (iii) some PAs will be actively managed and some will passively "managed". All three sites in the GEF5 project were actively managed and therefore may not be a direct comparison to the rest of the system.</p> <p>The biodiversity offsets policy was developed but not yet agreed. USAID has committed to providing further support to help finalize the policy. It is not known at this time how much revenue may be generated through this prospective mechanism.</p> <p>An administrative regulation describing the process by which funds and revenues for PA Management will be earmarked within the overall CEPA financial structure (a measure intended to result in greater government funding for protected areas) has not been finalized thus it is unclear how much revenue will go toward conservation.</p> <p>The NGO IPs have demonstrated capacity to mobilize other donor funds and one of them (TKCP) has its own endowment, thereby ensuring that core staff positions are never dependent on external funds although it may be important to consider internal inflation and how this may affect the dividend return of the endowment. Although it seems clear that the conservation efforts will continue in these two areas, a decrease in staffing has already happened in one area (TMR) for lack of adequate funds to maintain the staffing level supported by the project over the past five years. Staffing in VNP will also decrease next year without project support</p>
Unclear mandates and division of roles and responsibilities leads to delays in project implementation	Medium	Likely	Medium	The TE did not find any evidence that unclear mandates or division of roles/responsibilities was responsible for project implementation delays.
Social conflict in the community	Medium	Likely	Medium	This risk was not realized as the project did not progress with the planned activities in the Varirata-Sogeri Complex. Instead, the main project activity related to this area was to determine why people are living where they are and the current land uses to determine the 'business as usual' land use as an initial step. Historical usage of the area was also studied as past uses are also an indicator of what has or has not worked and can be used to indicate future possibilities. Consultations with communities indicated that social conflict certainly did exist, but as the originally planned activities were not pursued, this risk was not realized by the project.
Gender based conflicts over the roles of men and women in natural resource management	Medium	Likely	Medium	The TE believes this risk was adequately assessed in the PRODOC. Policies and approaches adopted by IPs effectively addressed this risk during project implementation.
Fish farming and other	Medium	Likely	Medium	Thus far, the communities involved in TMR have not had issues with either fish or rabbits posing threats to native biodiversity. Rabbits are

Risks identified in PRODOC	Impact (as assessed in PRODOC)	Likelihood (as assessed in PRODOC)	Risk Assessment (as per PRODOC)	TE Comments
alternative protein sources at pilot sites pose biodiversity threats				raised and managed in cages and 100% of that produced is consumed. Likewise, fish (Tilapia and Koi carp) are raised exclusively in ponds and all are consumed. Communities outside of the proposed TMR CA are also managing fish ponds with no known incidents of release into the wild. It is noted that well before this Project there were Tilapia in many of the rivers in the area which had been introduced decades before. The TE considers the risk of rabbits and/or Tilapia escaping or being purposefully introduced into the wild was appropriately rated.
Creation of Conservation function within CEPA does not occur because of resistance from within government	High	Unlikely	Low	The TE believes this risk was not fully characterized as the risk should have related not only to the actual creation of the conservation “wing” within CEPA but also to enabling its proper functioning. A conservation function within CEPA was indeed created (indeed, even prior to this project), but no structural changes have taken place to enhance the SEP Wing within CEPA. The proposed restructuring of the SEP Wing within CEPA (a detailed proposal was developed by a contractor under this Project) has not been pursued and the SEP Wing is very significantly under-staffed and under-funded thus affecting its ability to properly carry out its functions.

#### 4.1.3 Lessons from Relevant Initiatives Incorporated into Design

There is no evidence that any attempt was made to incorporate lessons from relevant initiatives into the design of the project.

#### 4.1.4 Planned Stakeholder Participation (at Design)

The project’s planned stakeholder participation at design was comprehensive and, in the case of Component 2, based on initiatives that had been underway for many years. Thus, the stakeholders were already well known and documented before this project began. The two NGOs who were the IPs for Component 2 are very well-established NGOs in the country and both had been operating in their respective project areas for a minimum of a decade when the project was being planned. They had intimate knowledge of the stakeholders in their respective areas and understood the prospective roles these would play in the project. During the PPG process, stakeholders were further consulted to ensure their perspectives were taken into account during the design phase. Some stakeholders that had not been as involved prior to the project, but who would be important to achieving the expected project outcomes, were also identified during the design phase and became more involved than they had been previously. These included the Provincial and Local Level Governments. The long-term relationship between the well-established NGOs who acted as IPs in this project and the local stakeholders, and the various points of consultation during the PPG and after this, ensured that the perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, were taken into account during the project design. For both components of this project, partnership arrangements and roles and responsibilities of the various partners were properly identified during project design.

#### 4.1.5 Linkages with other Interventions

Table 4 (below) describes linkages between the project and the other relevant initiatives within the country.

**Table 4.** Linkages between the Project and other Relevant Initiatives within the Country

Relevant Initiative	Collaboration	TE Comments
JICA Biodiversity Project “Biodiversity Conservation Through Implementation of PNG Policy on Protected Areas” (2015-2020)	The JICA Biodiversity Project and this Project both started in 2015. However, JICA Biodiversity Project started work in VNP in 2015, GEF only started in the last two years of its term. GEF built on the work of JICA on the ranger program. JICA developed the fee structure, management plan of VNP, rules, built an information centre. GEF supported a guard house and ranger quarters. JICA continues to manage the income from the visitors while GEF pays for ranger time and manages the rangers. They share resources such as transport, communicate on activities conducted at the park, supporting the	GEF built on what JICA build on or continued and strengthened the ranger program at VNP. Rangers are utilizing the visitor rules and fee structure to collect gate fees using the guard house established through GEF support.

	rangers in the field (rangers use the information centre built through JICA support). Both the JICA project as well as this project have developed partnerships with Pacific Adventist University,.	
Kokoda Initiative of the Australian Government	KI also provided funding support to VNP through CEPA to maintain the park, which both GEF and JICA did as well. KI also invested in training of CEPA staff.	Enhancing the capacity of CEPA staff.
South Pacific Regional Environment Programme (UNDP/GEF)	Sharing of information on species/biodiversity and Protected Areas through SPREP website to the global community. This includes the information produced through YUS CA and proposed TMRCA, VNP.	Sharing of information on biodiversity and Protected Areas of PNG through a dedicated PNG section with the INFORM SPREP portal. Also, all the baseline METT work was done through a SPREP consultancy. Increased knowledge of PNG biodiversity and PAs. The Protected Areas Policy Implementation Plan (PAPIP) is in part a product of this collaboration.
USAID biodiversity programme (USD 19 million 5-year programme)	Capacity of CEPA, PA Bill and Biodiversity Offsets will continue to be funded by USAID.	Enhancing capacity of CEPA. PA Bill when passed will have a greater impact on the implementing of PA Policy with application of new PA types in PNG. With progressing of the BD-Offsets policy and enactment of the Bill, CEPA will generate more income through permitting. TKCP is one of the partners for this programme so will bring benefits from GEF into this programme.
IUCN	SMART (Spatial Monitoring and Reporting Tool) application was introduced to PNG by IUCN through GEF supported IPs and applied in GEF 5 sites of TKCP in YUS and TCA in TMRCA.	Improved knowledge and information through the use of SMART application to gather and generate data.
Pacific Ridge to Reef Program	Collaborated with the PR2RP through the R2R project implemented outside Port Moresby. GEF 5 PMU participated in the evaluation of the project.	Support for evaluation of the impacts of the R2R Project in PNG.
GEF 4	GEF 5 took on from several projects from GEF 4, obvious projects and activities are PA Implementation Plan, Biodiversity Offsets Policy, Technical Specialist of GEF 4 supported GEF 5 Project, Capacity building trainings for CEPA, communities and Provinces were shared between GEF 4 & GEF 5.	Continuity of projects and activities from GEF 4 by GEF 5 to ensure completion as well as sharing of resources.

#### 4.1.6 Gender Responsiveness of Project Design

A gender analysis was developed for the project during the Project Preparation Phase (PPG). The TE assessed key questions related to the integration of gender issues into the project design and development. These are presented below.

Key Question	TE Assessment
How were gender considerations integrated in the project's design?	<ul style="list-style-type: none"> <li>Gender considerations were well captured in the project design including in the PIF and PRODOC.</li> <li>In the risk analysis in PIF, risk of Gendered based conflicts over the roles of men and women in natural resource management was rated at 4 (Extreme). Initial analysis of community dynamics was identified to be conducted to determine how to address gender issues in YUS and Toricelli. This would contribute to identifying women's traditional roles in natural resource management to incorporate in the project design.</li> <li>In the PRODOC risk was rated as medium. Gender related activities were identified including gender strategy in YUS and TMR, landuse plan to be informed by gender issues, gender assessment, benefit sharing through gender groups, gender training, gender analysis for livelihoods, gender mainstreaming guidelines. Budget was included for gender related workplan in the PRODOC.</li> <li>In the PRODOC was the SES template including gender equality and women's empowerment.</li> <li>The TE assessed the SES (see section 4.2.6, Annex 9 of this TE report).</li> </ul>
How was the project aligned with national	<ul style="list-style-type: none"> <li>The gender analysis for PIMS 5261 looked at the national overarching strategy Vision 2050, and then other national strategies including National Strategic Development Plan and</li> </ul>

<p>policies and strategies on gender equality?</p>	<p>National Gender Strategies. It also provided national context on gender issues affecting especially women and girls in PNG.</p> <ul style="list-style-type: none"> <li>• At the project level for YUS and TMR, a gender strategy on livelihoods was recommended.</li> <li>• At the project level, both YUS and TCA have developed respective strategies to address gender related issues. TCA has specific policies that ensures participation of women.</li> </ul>
<p>How were gender issues integrated in the project's strategy rationale and theory of change?</p>	<ul style="list-style-type: none"> <li>• Gender mainstreaming: promoting gender equality and women's empowerment has been added in the TOC as one of the cross-cutting issues.</li> <li>• At the project level, IPs have developed gender strategies (YUS) and gender related policies (TCA). TCA has been implementing some aspects of the gender policies especially empowerment of women in capacity building and participation of women.</li> <li>• TKCP will implement the gender strategies beyond the term of the project.</li> </ul>
<p>What gender expertise was used in the design and development of the project?</p>	<ul style="list-style-type: none"> <li>• The PPG team of this project had no gender expert. The PPG team had experts on Agriculture and LUP, Capacity Development, PAs &amp; Biodiversity, Engagement and Outreach and a project design expert (according to PRODOC).</li> </ul>
<p>Was the UNDP Gender Marker rating assigned to the project document realistic and backed by the findings of the gender analysis?</p>	<ul style="list-style-type: none"> <li>• TET has not cited any UNDP Gender Marker rating on the workplans and activities implemented by the project. However, findings associated with gender issues were mainly based on the consultations.</li> </ul>

## 4.2 Project Implementation

### 4.2.1 Adaptive Management

- Hiring of a full-time PM did not take place until past halfway through the project despite clear evidence that the arrangement at the time (having the PM for the GEF4 project act also as the PM for this project) was not working well. This was a lack of adaptive management.
- Changes to the RF were not made on several occasions when adaptive management should have resulted in its modification (i.e., following the inception workshop, following the MTR).
- The Covid-19 global pandemic which took hold in March/April 2020 caused some major changes in the approach to the undertaking of almost all contracts/grants being implemented in the last year of the project. The TE believes that innovative approaches were adopted to continue to progress as best as possible and, although often not ideal in terms of process, the outputs are generally of high quality. This represents good adaptive management. Stakeholder consultations, especially with intended beneficiaries in PAs, were more limited than planned in many activities (e.g., BMWHI activities were originally supposed to involve customary land owners but this not possible; the community exercise using Lukim Gather was done once in which all villages and sites were visited but the second planned exercise could not happen as it was planned for early April when COVID hit). Almost everything was affected by the pandemic including transport (e.g., Varirata refurbishment still waiting for construction materials to arrive, delivery of metal roofs to TMR delayed). Most of the light aircraft flights that normally operate in the country were no longer operating as pilots returned to their home countries due to the pandemic. As there are no roads connecting PNG's capital of Port Moresby with 2 of the 4 project areas, lack of flights made it impossible to visit those areas for 7 out of the last 12 months of the project (from mid-March through mid-October, 2020). Some trainings took place virtually instead of in person as originally planned (e.g., Blue Mountains Wild Heritage Institute was to deliver three courses in person but instead did these online) because international travel was not possible. And, Transcend Blue International used in country expertise to have in person opportunity with CEPA staff, adhering to social distancing protocols. Social distancing guidelines prevented in-person consultations even when no long-distance travel was required. Although most contractors found ways of delivering virtually, CEPA was less agile in adapting to the virtual approach to stakeholder consultations, indicating that they could not conclude stakeholder consultations related to the gazettal of the proposed TMRA with the two stakeholders who had expressed opposition to the gazettal (both resident in Port Moresby) because they were not able to see them in person.

### 4.2.2 Actual Stakeholder Participation and Partnership Arrangements

Actual stakeholder participation was undertaken largely as planned with less involvement of the Central and East Sepik Provincial Governments than originally anticipated as well as less involvement of the National Capital District Commission (NCDC), and the Department of National Planning and Monitoring (DNPM) within the Ministry of National Planning. The planned involvement of the National Protected Areas Round Table (NPART) and Regional Protected Areas Round Table (RPART) did not happen as these

will only be officially established once the PA Bill is passed, nevertheless CEPA tested the Provincial Roundtables in 2019 for the West & East Sepik and Morobe Provinces. Users of ecosystem services such as PNG Power and Eda Ramu water supply company were also not involved in the project, primarily because of the reduced focus on the Sogeri Plateau and because of time and funding constraints and complications associated with the COVID pandemic. Nevertheless, this may have happened if Government co-financing had been realized as it is directly in the interest of Government.

Important new relationships have been formed and existing ones strengthened as a direct result of this project. These new and strengthened relationships have had an impact on the ground, resulting in conservation advances that likely would not have happened otherwise. The relationship between CEPA and the IP NGOs has been strengthened. Likewise, the relationship between CEPA and Provincial Governments and vice versa has been strengthened. The already existing (before this Project) association with the Queensland Parks and Wildlife Service (Australia) has been further strengthened and seems likely to become a helpful long-term relationship.

Numerous contracts were awarded by the Project. These are summarized in Table 5.

**Table 5. Contracts awarded by the Project**

Contractor/Consultancy	Subject of contract	Value of Contract (USD or USD equivalent)	Ongoing or Completed
Queensland Parks and Wildlife Service, Australia	Provide technical and advisory services and training for Varirata National Park rangers	200,000	Completed
Eco-Custodian Advocates Inc., PNG	This contract was originally supposed to develop a land use plan for the Sogeri Plateau. Contract was reduced due to insufficient project funds. Actual output is a report on the historical use of the Sogeri Plateau which is intended to serve as an important precursor to the development of a land use plan.	145,000	Completed
Blue Mountain Wildlife Heritage Institute, Australia	Training for CEPA on processes for undertaking consultations with communities and building collaboration with Provincial and local level governments and in developing skills in relation to Conservation Standards used in developing PA management plans.	145,000	Completed
Transcend Blue International Australia	Identification of the transition PA types for all gazetted PAs in readiness for the passing of the PA Act. Development of "Statements of Management Intent" for transitioning PAs, as required under the PA Bill. Training CEPA staff to review and write Statements of Management Intent and mentoring staff in this process.	143,200	Completed
Howard Iorere, PNG	Infrastructure Development at Varirata National Park (Rangers quarters, entrance gate guard house)	110,510	Completed
Maureen Ewai, PNG	Document Lessons Learned from the GEF5 Project and act as National Consultant on the Terminal Evaluation of the GEF5 project.	20,608	Ongoing
The Biodiversity Consultancy, Australia	Development of the Biodiversity Offsets policy and development of drafting instructions for an administrative regulation describing the process by which funds and revenues for PA management will be earmarked within the overall CEPA financial structure	436,622	Completed Oct 2019
Protected Areas Solutions Ltd., Australia	PA planning and management (Technical and Strategic Policy Advisory Support on Protected Areas; Capacity Development in Protected Area Planning and Management; Technical advice and inputs to PMU; preparation of standards and guidelines for PA Management, formulation of a strategic plan for strengthening the SEP Wing (Unit) of CEPA	299,173	Completed May 2019
Alluvium Consultancy, Australia	Study on sedimentation levels at Sirinumu Dam and Laloki River	213,791	Completed 2019
Pacific Adventist University, PNG	Provide seedlings of native plants for VNP; conduct research at VNP; train park rangers; marketing, promotion and public awareness for VNP	150,000	Completed Jun 2020
Catalpa International, UK	Development of the "Lukim Gather" app to be used on mobile phones for ecosystem and incident monitoring in PAs with almost immediate reporting to CEPA HQ. Training rangers and community members (including youth) in TCA and Varirata NP in the use of the app.	150,000	Completed May 2019
Michon Enterprises PTY Ltd. Australia	Training on use and maintenance of drones for PA Management	148,000	Completed Jun 2020

Port Moresby Nature Park PNG	Support for building awareness regarding PA's	140,000	Completed Jun 2020
PricewaterhouseCoopers PNG	Enhance the Human Resources and Finance capacity of CEPA. (The original purpose was to enhance both human resource as well as finance capacity but finance was omitted as per request of CEPA because Deloitte was engaged by CEPA at the time to provide support for building financial management capacity.)	124,156	Completed
Eco-Custodian Advocates Inc., PNG	Draft PNG's 6NR to Convention on Biodiversity	41,496	Completed 2019
John Carter	Redesign Project M&E framework	10,625	Completed
<b>Contracts Related to MTR and TE</b>			
Katherine Yuave	National Consultant, Mid-Term Review	77,600	Completed 2019
James Lenoci	Team Leader, Mid-Term Review	37,760	Completed 2019
Virginia Ravndal	Team Leader, Terminal Evaluation	14,400	Ongoing
Maureen Ewai	National Consultant, Terminal Evaluation	Combined with Lessons Learned Contract	Ongoing

#### 4.2.3 Project Finance and Co-Finance

##### Budget allocated vs. expended

The cut-off date for project Terminal Evaluation was established by the TE as 20 October, 2020. One hundred percent of the total GEF budget allocated to the project of \$10,929,358 was expended as of that date with approximately three weeks remaining until project operational closure on November 11, 2020.

**Table 6: Project Expenditures through Terminal Evaluation (USD)**

Component	Actual Expenditures (USD)						GEF Grant PRODOC Budget	% spent of PRODOC budget
	2016	2017	2018	2019	2020*	Total		
<b>Component 1</b>	402,388	570,166	1,091,435	1,602,188	1,125,252	4,791,430	5,109,176	93.8
<b>Component 2: WPZ</b>	384,016	522,420	693,966	647,268	267,368	2,515,070	2,681,145	93.8
<b>Component 2: TCA</b>	544,013	675,392	494,393	825,546	44,897	2,584,281	2,639,037	97.9
<b>Project Management</b>	40,789	189,310	249,222	30,507	80,852	590,682	500,000 (from GEF) + 250,000 (from UNDP TRAC**) for total of 750,000	78.8
<b>Total</b>	1,371,206	1,957,290	2,529,018	3,105,511	1,518,370	10,481,465	10,929,358	95.9
						<b>Balance:</b>	<b>0</b>	

Source: Combined Delivery Reports

\*2020 expenditures through 20 October

\*\*Only USD 111,901 of the committed USD 250,000 UNDP TRAC was actually accounted

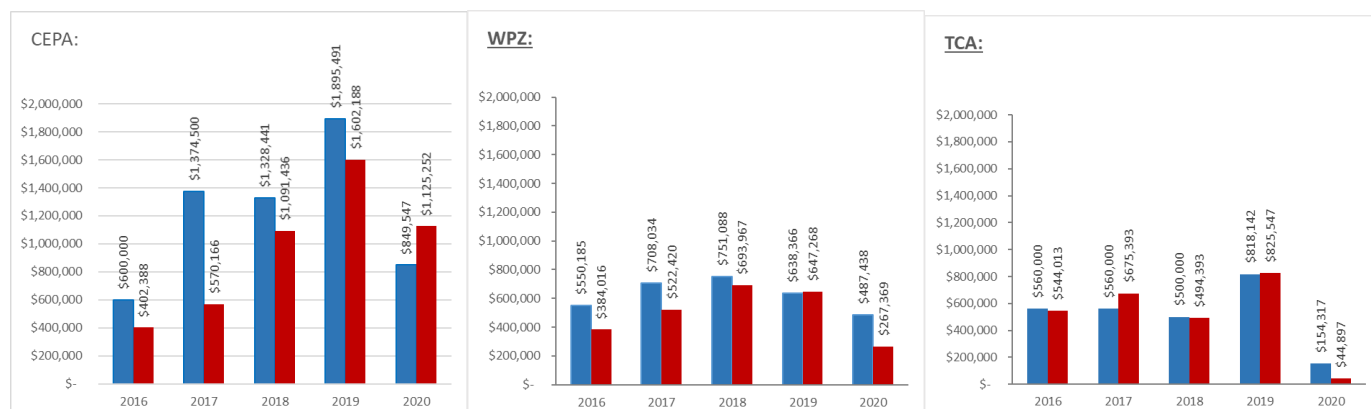
The USD 4,791,430 spent under Component 1 (CEPA) represents 93.8% of the indicative budget for this component. Under Component 2, USD 2,515,070 was spent by WPZ, representing 80% of the budget allocated for them, and USD 2,584,281 was spent by TCA, representing 100% of the indicative budget allocated to that NGO for execution. Project management costs totaled USD 590,682 or 78.8% of the USD 750,000 allocated for project management in the PRODOC budget, of which USD 500,000 was from GEF and USD 250,000 from UNDP TRAC funds.

Financial delivery on annual basis (actual annual delivered compared to approved annual work plan) for Component 1 (CEPA) ranged from as low as 42% in 2017 to exceeding 100% in 2020 (67% in 2016, 42% in 2017, 82% in 2018, 85% in 2019, 132% in 2020).

Financial delivery for the WPZ part of Component 2 was 70% in 2016, 74% in 2017, 92% in 2018, 100% in 2019 and 55% in 2020. TCA spent 97% of the budget allocated to it in 2016, 120% in 2017, 99% in 2018, 101% in 2019 and 29% in 2020. There was an

advance made to TCA in Q4 of 2016 accounting for the >100% delivery in 2017. Actual expenditures through TE versus planned budget according to approved annual work plans is presented in Figure 1.

**Figure 1. Actual Expenditures versus Approved Planned Budget**



Blue Bar = Approved Planned Budget      Red Bar = Actual Expenditure

### Co-Financing

The table below indicates the amount of co-financing committed by each entity at PRODOC signature compared with the amount actually accounted by TE. Based on information provided to the TE team by UNDP, the cumulative total of co-financing contributions is USD 8,647,716, which is approximately 20% of the USD 43,409,200 committed at project signing.

**Table 7. Summary of Co-financing Committed versus Actually Accounted at Time of TE**

Source of Co-financing	Name of Co-financier	Type	Pledged at CEO Endorsement Request Submission 2015	Accounted at TE (as of 20 October 2020)	% of Pledged Amount Actually Accounted at TE
Recipient government	CEPA	Grant	30,000,000 <sup>9</sup>	Unaccounted	Unknown
		In-kind	8,000,000	2,726,751	34.1
GEF Agency	UNDP	Grant	250,000	111,901	44.8
		In-kind	350,000	Unaccounted	Unknown
Civil society organization	TKCP	Grant	500,000	473,000	94.6
		In-kind	250,000	270,000	108
Civil Society organization	Woodland Park Zoo	Grant	525,000	531,000	101
		In-kind	1,190,000	1,210,000	102
Civil Society organization	TCA	Grant	894,200	732,709	81.9
		In-kind	1,400,000	1,578,855	113
Beneficiary	YUS Conservation Organization	Grant	50,000	13,500	27
		In-kind	1,000,000	1,000,000	100
		Total	43,409,200	8,647,716	19.9

Minutes of the PB meeting which took place in July 2019 indicate, “With respect to co-financing, funding from the government development budget was earmarked for CEPA but later withdrawn due to budget shortfalls. CEPA will continue trying to secure funding from the capital investment program. Contributions from JICA and the Kokoda Initiative should be considered as part of government co-financing”. As of the time of the TE no grant co-financing has been reported.

<sup>9</sup> The co-financing commitment letter from CEPA indicated that a total of USD equivalent \$38 million was to be provided in co-financing for the Project but did not specify how much of that amount was to be grant and how much in-kind. It is not clear to the TE how it was determined that 30 million was grant and 8 million was in-kind.

According to LPAC Meeting minutes (August 6, 2015), “The provinces have indicated co-finance commitment however were not able to submit commitment letters during the project design phase. It is hoped that the project inception phase would facilitate for confirmed commitment from provinces and other public and private sectors.” This does not seem to have been followed-up as no official letters of co-financing commitment were received from any Provincial or LLG during the project.

Although no official letters of co-financing were ever received from any of the Provincial Governments, they did in fact contribute in several ways that could have been counted as co-financing. For example, the Sandaun Provincial Government gave a total of K50,000 to TCA for the purpose of supporting the operation of TCA. The Morobe Provincial Government provided K36,000 in 2018 and K11,100 in 2019 to pay for the cost of transporting coffee out of YUS. The Kwabum District provided funding in the amount of K50,000 to TKCP for the building of three coffee storage sheds and also funded the CBO Advisor under TKCP for a period of two years at a total cost of K 237,000.

Co-financing information (with evidence for figures derived) should normally be provided by the IPs to the PMU and to UNDP. No detailed accounts of co-financing have been provided by the IPs to the PMU or to UNDP and there is no verification process undertaken by UNDP or the PMU to ensure amounts reported are indeed accurate.

Incorrect co-financing information was provided to both the MTR and to the TE by the UNDP CO in regards to its own co-financing for the project. This was later corrected in the case of the TE but not in the MTR, thus there remains an error in the final MTR report. Incorrect information originally provided by the UNDP CO to the TE indicated zero in TRAC co-financing at TE. This was questioned by the TE as this would not only indicate that UNDP had not provided any of its committed co-financing, but also would have indicated that GEF funds were used to pay core UNDP Staff as the UNDP CO had provided payroll records indicating payment had been made to UNDP staff (Head of the Environment and Energy portfolio in UNDP/PNG). UNDP subsequently corrected information provided, indicating that \$111,901 (instead of zero) of the \$250,000 in committed TRAC resources had been delivered, and that approximately 75% of the GEF funds used to pay the UNDP Head of Environment and Energy had been reversed/returned to the GEF project<sup>10</sup>.

### Financial Management

Regarding financial management, there were some issues raised in audits and Spot Checks. These are described below.

The TE Team believes it is worth noting that although approved by the GEF and the PB, the TE does not believe there is precedent for using GEF funds to pay UNDP core staff in other UNDP-supported, GEF-financed projects around the world.

### Financial Audits and Spot Checks

Regular financial audits and Spot Checks have been conducted in accordance with UNDP policy. Over the course of the five-year project, annual audits have been conducted of both TCA and TKCP and there have been annual Spot Checks of TCA and four Spot Checks of TKCP. The UNDP Country Office underwent a HACT audit in 2020 for 2019 financial records (which included CEPA Component 1). Both NGO IPs promptly contracted professional accountants/finance managers either solely or in part in response to financial management shortcomings identified in independent spot checks and audits. TKCP contracted a finance manager in 2018 and TCA contracted a professional accountant in February, 2019. A volunteer accountant had been providing services to TCA from end of 2018 until May 2020. The engagement of the volunteer accountant was reflected in 2019 quarterly reports by TCA as in-kind co-financing.

As of the time of the submission of the TE report, all recommendations made in audit reports from project start through 2020 have been fully implemented. All recommendations related to the 2020 TCA audit have been addressed as of November 12, 2020. The PMU is currently working with TCA to finalize liquidation of the final advance amounting to \$54,756.

The MTR reported that, “With respect to project management, there are expenditure categories included in the combined delivery reports that are not included in the indicative budget in the project document.” Expenditures have since been reconciled and charged as appropriate to either project management or to Component 1 related activities.

## 4.2.4 Monitoring and Evaluation

Monitoring & Evaluation (M&E)	Rating
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<sup>10</sup> The project received \$111,901 from TRAC. This was applied to project management cost including project staff travel, project operational costs and to pay for staff salaries (\$48,283 went to pay partial costs of the GEF 4 Technical Specialist 's, i.e., the PM at the time, salary in 2017). The cost of the UNDP CO Head of Environment portfolio (who was at a P5 level) was paid with GEF funds and not TRAC. He was paid 105k over a two-year period, the cost of which was distributed amongst different projects in the portfolio. The amount charged to the Project was a percent of the total ensuring that the total amount did not exceed the original approved International staff cost which was at a P3 (instead of P5) level.

M&E design at entry	4
M&E Plan Implementation	3
Overall Quality of M&E	3
UNDP Implementation Oversight	3
Implementing Partner Execution (CEPA)	3
Implementing Partner Execution (WPZ/TKCP)	5
Implementing Partner Execution (TCA)	5

M&E design at entry was well conceived and was sufficiently well articulated to enable monitoring results and tracking progress toward the achievement of objectives although there was room for improvement. The M&E plan did include a Results Framework which included baseline and indicators to assess results. Nevertheless, as pointed out in the section of this report on the analysis of the RF (section 4.1.1), there were some weaknesses in the indicators, not all of which were considered SMART, and also some faults in the baseline as it was presented. The M&E budget as presented in the PRODOC was sufficient. The M&E plan did not specify how the project would keep the GEF OFP informed and, where applicable, involved, while respecting the independent nature of the TE process. Although this is one of the points the TE should consider in rating the M&E design at entry, to be fair, in the experience of this TET, this detail is very rarely specified in an M&E plan. The more pertinent point in the opinion of the TET is whether the GEF OFP is kept informed about how well the Project is doing. In the case of this project, the GEF OFP is informed.

A new position of “Monitoring and Evaluation Analyst” was recently (March 2020) created within the UNDP CO (within the Programme Support Unit). In accordance with the new 2020 UNDP Policy for Conducting Terminal Evaluations, the M&E Analyst was assigned the role of TE Manager. This was, however, not done at the outset of the TE and there was no adherence until a global meeting took place with the Evaluation Office in NY which informed that no TE would be accepted unless the M&E focal point cleared the evaluation process and report. This information was communicated to the team and the designation of the M&E Analyst as the TE manager was then approved. The new M&E Analyst was, however, not fully informed regarding responsibilities of a TE Manager. The TE Manager was not assigned until the TE was well underway. It should be noted that the management of project evaluation processes was not part of the responsibility of the Project Management Support Unit until the TE for this project, and even then, not from the beginning.

Given that the Project objective is two-fold, to enhance capacity to manage PAs, and to reduce threats to biodiversity and ecosystem functions in PAs, it would have been beneficial to conduct a more in-depth threats analysis during the project preparation grant (PPG) stage. Threats are not being directly monitored by the project except for within the context of the METTs. For example, there is no information as to the number of logging, mining or petroleum operations (permit pending, planned or ongoing) or road construction projects in and around PAs. In relation to the monitoring of capacity, it is being monitored through the application of the Capacity Development Scorecard, but, as the Project chose to disregard the recommendation of the MTR to disaggregate scores (making this monitoring invalid), it is not possible based on that indicator to know whether capacity has increased or not for many of the entities.

Few visits have been made by the PMU to the project sites with the exception of VNP. The first PM (on board until mid-2019) made no visit to YUS CA but did visit TCA Lumi in 2017 together with UNDP and CEPA staff. The current PM made her first visit to YUSCA<sup>11</sup> and her second visit to TMR in conjunction with the TE. She had made a previous visit to TCA Lumi in May 2019 for the MTR. The Project Associate/Finance Officer visited TMR in 2019 to provide support to TCA on financial report preparation and made a second visit there during the TE.

The Monitoring Team from the UNDP CO made two visits over the five-year project. The UNDP Programme Specialist and Project Associate made a field monitoring visit to TCA in Sept 2019 mostly to discuss finances and audits but also to verify progress reported in PIRs. A Programme Analyst for the Environment Portfolio also visited the TKCP in 2019 for a spot check visit and was also a UNDP observer at the YUS CAMC meeting held at the same time. In 2020, the new UNDP M&E Analyst made a visit to YUS in conjunction with the TE.

The MTR was conducted late with the final MTR report submitted with only 14 months left in the 5-year project and only 12 months prior to the inception of the terminal evaluation.

The TE was conducted on time but not well managed (no TE manager appointed until well into the TE process, inappropriate initial selection of national consultant not in keeping with UNDP and GEF criteria for independence, documents including METTs shared late in the TE process, no evaluation question matrix prepared by the TE Manager).

The PIRs involved mostly self-reporting by IPs with, in the opinion of the TET, insufficient verification or questioning from the PMU or UNDP. Although the PMU may have facilitated queries from the UNDP RTA and UNDP Acting Head of Environment

<sup>11</sup> The PM attempted to visit YUSCA in 2019 but was prevented from doing so because of lack of security clearance.

Portfolio on information presented by the IPs in the PIRs, the TET believes that an even more directly engaged PM and greater scrutinization of information provided would have ensured more candid reporting.

The Project RF was not modified in accordance with either the inception workshop report or with the MTR recommendation despite being agreed by UNDP and the PMU (see management response).

There were issues with the RF that were never addressed (some indicators not meeting criteria as SMART indicators, baselines incorrectly defined), indicating insufficient review and input on the RF both from UNDP (during PPG and at project inception workshop) and from the GEF Sec (during process of CEO endorsement request), as well as lack of adequate monitoring. The Team Leader for the TE noted that the RF attached to her TOR was different from the RF used in the PIRs. The PM initially informed that the one attached to the TOR was correct whereas UNDP confirmed that the one used in the PIR was correct. No one knows where the second Project RF came from.

In regards to monitoring the implementation of MTR recommendations and monitoring the implementation of the Management Response to the MTR, the TE notes that several MTR recommendations were not pursued including modification of the RF. The PMU indicated it was not possible to implement all of the MTR recommendations due to time and funding constraints.

Expansion of the VNP to include part of the Sogeri plateau was not actively tracked. The idea was to create a new CCA of 7,000 ha on the Sogeri Plateau that would border the Varirata NP with Varirata NP forming the core. Perhaps because this was so vaguely stated in the RF, it was not directly reported on in the PIRs except to report in the 2020 PIR, “The Varirata National Park remains at 1,063 hectares. Laloki catchment area (within the Sogeri plateau) above the Sirinumu Dam, as a Water Control District (est. 15,516ha), once the Protected Area Bill is passed.” According to the contractor responsible for the project activities related to the Sogeri Plateau, the practicality of the expansion in light of land alienation legacies of the past could not be progressed from the outset. It would require other precursor activities in regards to the Sirinumu catchment status first, i.e., discussions related to Payment for Ecosystem Services.

#### 4.2.5 UNDP Implementation Oversight, IP Execution, Overall Project Implementation

##### Project Implementation

The UNDP CO supports CEPA in implementation of this project which is implemented as a “full-support National Implementation Model (NIM)”. A joint project management support unit (PMU) established in the UNDP CO in 2018, assists this and other projects with procurement of goods and services, contracting of project staff, monitoring & evaluation, arranging for audits/Spot Checks, providing financial services and arranging for independent evaluations. In addition, the UNDP-GEF Regional Technical Advisor (RTA) based in Bangkok provides technical support to the Project. The RTA has provided limited but high quality technical and managerial support to the project. He has made one visit to PNG over the project period (in 2018 while visiting the country to provide support to the design of the GEF6 project) during which time according to all interviewed by the TE, he provided valuable support to the UNDP CO, CEPA and the NGO IPs. Until last year, the RTA had not been included in the review or approval of large-scale contracts awarded by the project. Out of concern that large contracts were being signed without his knowledge, a new system has been instituted in which the ASL is not issued until the RTA receives the AWP and provides his feedback on it. The TE believes this approach is helpful in ensuring proper technical oversight of the process of awarding contracts.

The support of UNDP has been critical to the implementation progress made under Component 1 of the Project. Component 1 entailed many (often high-value) contracts (detailed in Table 5). TOR had to be elaborated, the work to be done had to be advertised, selections had to be made, travel arranged where appropriate, work monitored, outputs reviewed, and comments prepared. Without UNDP’s support in these areas, it is unlikely that Component 1 implementation would have progressed as well as it did as CEPA does not have the capacity to effectively and efficiently manage and administer the complexity of contracts undertaken in Component 1 (for which it is the official IP).

There have, however, been some significant delays in project implementation:

- A full-time PM was not recruited until nearly three years into the project (in September 2018). Although a very capable PM (referred to as the “Chief Technical Advisor”) for another project (the GEF4 project) was responsible for overseeing this project as well as the other, this was not effective as it was not realistic for one person to manage two large projects. This lack of a full-time PM caused delays in implementation.
- There were delays in providing support toward establishing a CA encompassing the Sogeri Plateau. The contract to develop a land use plan was not issued until the last year of the project. Compounding the late date on which these activities began, sufficient project funds were no longer available to allow for the planned work to be done.
- There were significant delays in providing support to VNP. Ten full-time positions for five years were allocated in the indicative project budget but this support only began in 2019, the year before the last year of the project. Thus, the ten full time Rangers supported by the Project worked in VNP for less than one year. By project end,

the number of rangers had been reduced to seven as three were dismissed for lack of performing duties and these three were never replaced.

- Delays in the gazettal of the TMR as a CA have occurred over the five-year project period with new obstacles appearing at every juncture. Numerous submissions for gazettal have been made by TCA over the years beginning more than a decade ago and including submissions in 2008, 2010, 2013, 2015, 2018 and 2019. CEPA indicated to the TE that the submissions were not done properly. The TE believes that CEPA has not fully taken the gazettal on, whether or not submissions were properly prepared. As of the time of the TE, CEPA has committed to finalize the last two remaining consultations and has indicated that a new submission will not be required despite the proposed PA being reduced in size with the recent withdrawal of a number of villages from the proposed CA.
- The PA Bill has not yet been passed. CEPA is working closely with the Office of the State Solicitor to resolve relevant issues for clearance by the Office.
- Restructuring of CEPA, including the SEP Wing (which is responsible for biodiversity conservation and PA management), has experienced significant delay. There has been no action taken on the plan produced with project support to strengthen the SEP Wing of CEPA and none of the proposed additional 34 posts for CEPA have been recruited despite significant project support for this including conducting applicant interviews.

### UNDP Implementation Oversight

In the case of this project, UNDP had both a project execution role in supporting CEPA to implement the project, as well as an oversight role as the GEF Implementing Agency (IA) responsible for the project. The Table 8 outlines the main tasks which UNDP is responsible for as GEF IA for this project along with the observations of the TE regarding the undertaking of these tasks. Tasks highlighted in green indicate these were fully implemented; yellow mostly satisfactory; orange indicates there were shortcomings.

**Table 8. Project Oversight by UNDP as GEF Implementing Agency**

Responsibility	TE Observations/Comments
Convene/participate in LPAC meeting	LPAC held in timely fashion in August, 2015, approximately one month after project approved by GEF (July, 2015).
Ensure inception workshop is held with all project executing agencies in a timely manner after project start to carefully review PRODOC including RF and discuss and suggest any modifications that may be beneficial	Three inception workshops were held. The first was held at Sogeri and involved extensive comments, standardization of terms through the PRODOC. It brought together UNDP, CEPA, Sogeri ward members and their Administrative Staff and JICA. Another inception workshop was held in Lae (for the YUSCA) and one in Wewak (for the TMR), both in May 2016, approximately 6 months after project start. The inception report produced by CEPA is dated July 2017, almost 20 months into the project. Project inception workshops should normally to be held within 2 months after PRODOC signing. Undertaking the inception workshops in the regions where the PAs are located allowed for participation of not only project executing agencies but also some local beneficiaries (no list of participants is included for the YUS workshop). Several important agreements made during the inception workshops (as related in the inception report) were not acted upon. Modifications made to the RF during the inception workshop were not applied. The RF remained unchanged until project closure despite recommendations for change made during the inception workshop as well as the MTR.
Ensure experiences/lessons from other relevant projects around the world are shared	There is no evidence that experiences/lessons from other relevant projects around the world have been shared by UNDP with the PMU or the IPs. According to TE interviews with the current PMU and the previous CTA for the project (who in essence acted as PM), no experiences/lessons from other relevant projects were shared by UNDP. Since April 2020, the PM reports to the UNDP Acting Head of the Environment and Energy Programme in UNDP PNG. Support provided appears to have been more in the area of project management rather than technical assistance <i>per se</i> .
Preparation of annual PIRs that provide a comprehensive and candid picture of progress made, risks etc.	Annual PIRs have been prepared which provide a comprehensive picture of progress up until July 2020 but progress is not verified by the PMU. The TE noted that progress reported for both YUS and TMR is basically cut and paste from reports provided by the IPs.  Although a "terminal report" is indicated in the project inception report, no terminal report was prepared for this project and the PM

	indicated to the TE Team that she was not made aware by UNDP that one should have been.
Manage independent MTR process	MTR conducted late (March – June 2019), approximately 40 months into a 60-month project (i.e., two thirds of the way through the project as opposed to half way through)
Oversee follow-up of MTR recommendations agreed in Management Response to MTR	Several MTR recommendations agreed in Management Response not followed including recommended modifications to the RF.
Manage independent TE process	TE process not particularly well managed. Independence criteria not met by first National Consultant recruited by UNDP. TE Manager not assigned to TE until several weeks into evaluation, as result documentation (i.e. project information package) not shared with TE Team in timely fashion, TE Manager not fully familiar with the project. It should be noted that the UNDP M&E Analyst assigned as the TE Manager was relatively new to the UNDP CO and the evaluation management process was not part of the UNDP PSU until after the TE process for this project was underway.
Ensure METTs/Core Indicators are prepared for all relevant GEF Focal Areas at project inception, mid-term, and prior to the TE	As expected, METTs were prepared at project inception, mid-term and at TE (although not all were finalized prior to the TE) as should be the case.
Ensure proper composition of PB	The PB is currently comprised of 9 members, two of whom (i.e., the Department of National Planning & Monitoring (DNPM) and the Central Provincial Government Administration) have not participated in any of the PB meetings. The PB is well balanced with UNDP, National & Provincial Government, and NGO representation although the TE believes that having a local PNG conservation NGO that is not a project IP on the Board may have also been helpful.
Ensure proper functioning of PB and timely conduct of PB meetings.	According to the TOR for the PB, it should meet at least once/year. It did not do so. The PB did not meet until almost two years after project start (August 24, 2017) and then it was considered an “interim” Board. Subsequent to that first meeting, the Board has met a total of four times, twice in 2017, once in 2018 (November 26, 2018), and thrice in 2019 (16 May, 2019, 30 July 2019, and 25 November 2019). The July 2019 meeting was to discuss the MTR management response. The Board has not met this year (2020), the last year of the project, and as of the time of the TE there are no concrete plans for it to do so. Most PB members were present (6 of the 7 active PB members) for the presentation of preliminary findings of the TE which took place on 6 November 2020.
Ensure audits/spot checks are conducted as required	Audits and spot checks were conducted as required and in accordance with risk levels identified. Two in 2018 (for TCA and YUS), one in 2019 (TCA), 2 in 2020(TCA, TKCP). The UNDP Country Office also underwent an audit in 2020.
Ensure recommendations in audit reports are addressed	A joint monitoring trip was made by UNDP and the PMU to TCA in 2019 to provide assistance to that IP to help them address issues raised in the audit. The issues have not yet been resolved but UNDP and TCA are both actively working toward that.
Ensure project is included in portfolio discussed during annual meetings of the Country Programme Board (Board responsible for oversight of the UNDP Country Programme implementation)	Done
Conduct field monitoring visits to verify progress reported and to manage any risks identified	Only one field monitoring visit was made during the five-year project to YUSCA. An attempt was made to make a field monitoring visit by the current PM in 2019 but this was not possible due to security requirements not being met. No field monitoring visits were made to the Sogeri Plateau. Numerous visits were made to VNP including 8 visits by the current PM, 3 visits by the current Project Associate. Five visits were made to TMR (the first PM visited TMR in 2017, the current PM visited TMR during the MTR and again during the TE, and the Project Associate made one field monitoring visit to TMR together with a UNDP PSU staff in 2019 to verify progress reported and to manage a risk identified in the TCA Spot Check and also visited TMR during the TE. The Covid-19 pandemic has prevented field visits from being conducted for much of 2020 as a travel ban was imposed in March, 2020 and only lifted in October, 2020.

Ensure project risks are properly managed and mitigation measures and management plans are in place.	Most risks were well defined and categorized but not all were properly managed, especially those related to sustainability.
Ensure UNDP and GEF “mainstreamed issues” are adequately addressed	Gender equality and women’s empowerment were adequately addressed although as indicated elsewhere in this report, sharing of detailed practical experiences from around the world with the IPs would have been helpful.
Oversee timely preparation of Management Response to TE	Not possible to assess at this time.
Ensure PMU coordinates annual work planning workshop to discuss challenges, share lessons and good practices between executing agencies, and to strategize for the following year.	Annual work planning workshops were held.
Ensure co-financing commitments are realized and updated correctly at MTR and TE.	Co-financing commitments have not been realized for UNDP or CEPA at the time of the TE with UNDP having provided less than half (44.8%) of the grant co-financing they committed to provide and an unknown/unaccounted amount of in-kind co-financing, and CEPA providing only approximately one third (34.1%) of their in-kind commitment and an unknown/unaccounted amount of grant co-financing. The TE requested the evidence regarding the fulfilment of co-financing by other partners (which have indicated they have provided 100% of their commitments). This has not been provided. Co-financing commitment of UNDP was not documented at the time of the MTR, with the MTR report indicating “information unavailable” for UNDP co-financing and erroneously (based on incorrect data provided by UNDP to the MTR) indicating zero for TRAC co-financing.

The TE believes that establishing a stronger firewall between the implementation and the assurance roles which UNDP plays in this project would have been helpful.

To ensure segregation of duties between implementation and quality assurance, as per UNDP rules and regulations, the minutes of meetings of Project Board meetings should be signed by the UNDP CO Resident Representative or her/his deputy or a delegated authority such as Head of Programme. The TE notes that some PB Minutes of Meetings were signed by the Head of Programme, in this case an individual who was also significantly involved in project execution. The signing of Purchase Orders should also follow UNDP rules and regulations.

#### 4.2.6. Risk Management Including Social and Environmental Safeguards

Annex 9 includes an assessment of environmental and social risks identified through the SESP in line with UNDP Social and Environmental Standards and the management measures outlined in the PRODOC SESP. No new social or environmental risks were identified or escalated as of June 2020 PIR (from the prodoc). The revised rating (I/L & Significance) was based on the findings at TE. The rating that has changed is for Risk 1(6) from Low to Medium with reference to capacity of CEPA which the project has invested in training as well as delivering products, however, due to budget constraints, on the ground efforts may not be sustainable.

### 4.3 Project Results and Impacts

#### 4.3.1 Progress towards Objective and Expected Outcomes

In addition to assessing relevance and other aspects of the project, the TE is tasked with assessing the effectiveness and impact of the project effort. In assessing effectiveness and impact, the TE looks to see to what extent the expected outcomes and objective of the project have been achieved. It also looks to see if there are indications that the project has contributed to or enabled progress toward reduced environmental stress or improved ecological status. Unlike Mid-Term Reviews, TEs do not focus as heavily on evaluating project outputs. Nevertheless, the TE does assess the extent to which key expected outputs were actually delivered, and identifies and assesses factors that may have affected the delivery of outputs.

It is important to bear in mind that the objective of this project was twofold: 1) to increase capacity to manage PAs, and, 2) to address threats to PAs. Regarding the first part of the objective, the capacity to manage PAs of both national Government (CEPA) and NGOs (TKCP, TCA) has undoubtedly increased, whereas the capacity of Provincial governments to manage PAs has not significantly increased. The more relevant questions regarding capacity are, however, not simply whether capacity has increased but whether it has increased *in meaningful ways* required to effectively manage PAs, and *whether it increased enough* to make a difference on the ground.

At project end, the SEP Wing of CEPA (the entity responsible for directly managing the 23 PAs which are under the jurisdiction of national Government<sup>12</sup>) remains severely under-staffed and under-funded with no improvement in staffing compared with project start but with some improvement in Government budget allocated for PAs. At project start, no Government budget was allocated for PAs. Beginning in 2018, annual submissions have been made for Government budgetary allocations for PAs and have been granted, although at levels significantly below requested amounts (The TE has requested confirmation from CEPA regarding budgetary information received and is still awaiting this input). At project end, CEPA's presence on the ground in the twenty-three PAs it is responsible for directly managing has not significantly changed since project start, although the number of rangers in VNP (one of three PAs of focus of this project) increased significantly (from 1 to 10<sup>13</sup>) beginning in 2019 when GEF funds were used to pay 100% of the cost of these rangers. Nevertheless, sustainability is in question as CEPA indicated to the TET that beginning in November (when GEF funding for the rangers ended), their wages would be reduced, standard benefits could not be paid and the number of rangers would likely be reduced to three or four beginning in December and until such a time as other external support could be found to cover their costs. there was no co-financing from CEPA for the rangers' salaries and there is no agreed plan as of the time of the TE for keeping a full cadre of 10 rangers .

In contrast, the capacity of the already well-established NGO, TKCP, seems to have been significantly enhanced and it appears likely that this enhanced capacity will be sustained. As in the case with CEPA, the Project supported TKCP staff by paying salaries but TKCP was not totally dependent on the GEF funds having an outside endowment which ensures the salaries of core staff are paid regardless of whether there is additional funding or not. TKCP will keep all of its staff on board after the closure of the Project, funded largely through the five-year USAID Lukautim Graun Program as well as through the YUS Conservation Endowment housed at Woodland Park Zoo in the United States. Many TKCP staff were engaged in the Project including seven staff based in the city of Lae outside of the YUSCA (Program Manager/Associate Director; Conservation Strategies Manager; Research & Monitoring Coordinator; Livelihoods Coordinator; Education & Leadership Coordinator; One Health Coordinator; Administrative Coordinator), seven staff based inside the YUSCA (six Conservation Officers; CBO Coordinator), and 18 YUSCA Rangers (who are employed on a ¾ time basis). The large number of TKCP staff involved in the project and benefitting from training and hands on experience, as well as their continued and uninterrupted employment of the same individuals working on conservation-related efforts significantly helps to ensure sustainability of the project-supported effort. Still, there is work to be done in the YUSCA to ensure the sustainability of the conservation effort. This is described in the section of this report on sustainability.

The capacity of the NGO, TCA, has also been very significantly enhanced over the five-year project period with Project Officers, Research Officers, Rangers and TCA community representatives all actively engaged in training and in the application of training received. A total of 16 Project Officers, 16 Research Officers, 100 Rangers & 100 TCA village representatives (50 female;50 male) have been involved and TCA's staff & Board have introduced several policies & procedures throughout the project.

Regarding the second part of the objective, i.e., to decrease the threats to PAs, some of the greatest threats to one of the three PAs targeted by the Project (Varirata National Park) have decreased somewhat, whereas other threats remain the same or have increased (based on METTs and interviews conducted by the TE). Threats to another PA which this project focused on, i.e., YUSCA, remain largely the same, whilst threats to the third (TMR) have not decreased and in some cases may have actually increased over the project period according to interviews conducted by the TE. Lack of gazettal of the area as a Conservation Area may have contributed to increased threats but it is not possible for the TE to make such an assessment.

It is not possible for the TE to assess whether threats to other PAs in PNG have decreased as a result of CEPA's enhanced capacity to manage PAs, but it is clear that the presence of CEPA in those areas has not increased over the project period and that project-supported policies, plans, standards and guidelines designed to enhance protection of biodiversity and to reduce or mitigate threats to the biodiversity of those areas have in large part not yet been approved and are not yet being implemented. The progress towards the objective as defined by the five objective-level indicators is described in Table 9.

**Table 9. Progress towards achieving the project objective**

Indicator	Baseline	End-of-Project target	Achieved at TE
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<sup>12</sup> Most PAs in PNG are not directly managed by the national Government but are instead supposed to be managed by local communities who are the customary landowners. Of the 61 PAs in PNG, 23 (including two Conservation Areas) are supposed to be directly managed by national Government (CEPA). The Conservation Areas are supposed to be managed by CEPA through Conservation Area Management Committees (CAMCs). Once the PA Bill is passed, the system will change somewhat with current Wildlife Management Areas (WMAs) being managed by Regional Round Tables at the Provincial level with local communities and various sectors represented.

<sup>13</sup> By the time of the TE, there are only 7 rangers instead of 10 because 3 were dismissed due to lack of performance. Nevertheless, according to the staffing requirements for the PA developed with project support provided by QPWS, 10 rangers are needed to do the required work in the Park.

A. Aggregated Average Capacity Development indicator score for CEPA, Madang, Morobe, West Sepik and East Sepik Provincial Government, TCA and TKCP	35.3%	62.3%	Aggregated average score no longer being used as an indicator as MTR pointed out that aggregating scores of the separate stakeholders into a single, average score does not provide a relevant measure of PA management capacity. The MTR suggested modifying the scorecard to better be able to assess the capacity of Provincial Governments and NGOS. The Scorecard was not modified. The Capacity Development Indicator scorecard is no longer being applied to Provincial Governments or to NGOS. Only entity assessed following MTR was CEPA which is 59% at TE.
B. Total area expansion of the National Protected Area in the Varirata-Soger Plateau, YUS and Torricelli Mountains Landscapes	78,000 ha (YUS) + 1,063 (VNP) = 79,063*	255,000 ha	<p>Total area of expansion of PA = 84,683 ha, one third (33.2%) of the target.</p> <p>Area of Varirata National Park remains unchanged at 1,063 ha although with support of the JICA project, VNP boundaries are anticipated to expand in 2021.</p> <p>No expansion of area classified as PA in the Soger Plateau. Anticipated 7,000 ha addition to PAs not achieved.</p> <p>Increase in area of YUSCA from original 78,000 ha to 162,683 ha, an addition of 84,683 ha. YUS Conservation Area is now recognized as a Landscape-level protected area in accordance with the criteria defined in the PNG Protected Areas Policy and the IUCN definition of a Category V protected area.</p> <p>Area of proposed TMRA has decreased from 185,000 ha to 143,000 ha, a decrease of 42,000 ha. TMR was not declared or gazetted as a PA during the project period but is expected to be gazetted in 2021 with a total area of 143,000 ha.</p>
C. Conducive policy environment for CEPA to operate within	No policy regulating development impacts on biodiversity	An enabling policy that established an effective national system to license and regulate development impacts on biodiversity.	A biodiversity offsets policy has been drafted which stipulates no net loss of biodiversity and entails use of a calculator to determine costs of offsetting biodiversity loss resulting from developments. . Still in draft but no major changes are anticipated. Extensive stakeholder consultations have taken place. Buy-in of the mining and petroleum sectors is still awaited. The main concern of these industries is where the monies would be put if the offsets policy is approved. With the GEF6 project now supporting the establishment of a biodiversity trust fund, it appears that the concerns of the mining and petroleum sectors will be allayed. It is expected that the policy will be presented to the NEC for approval next year (2021).
	No clear direction on how funds and revenues will be earmarked within the overall CEPA financial structure	An administrative regulation or similar issuance describing the process by which funds and revenues for PA management will be earmarked within the overall CEPA financial structure.	Should the biodiversity offsets policy be approved and implemented, additional revenues will certainly be derived by CEPA from permits for developments which negatively affect biodiversity, but it is not yet agreed how these funds will be channelled within CEPA, thus it is not yet known whether the SEP Wing of CEPA (the unit responsible for managing PAs as well as for managing biodiversity outside of PAs) will receive additional budgetary support as a result of this project's efforts related to biodiversity offsets. It has been noted in the documentation produced that additional fees are warranted but the fee structure has not been negotiated other than proposing the 'cost-recovery' model as applied by e.g. the government of Australia. Negotiating the fee structure is likely to require some time.
D. Number of villages directly benefitting from community-based livelihood activity that contribute to the reducing the extent and intensity of threats to the YUS and Torricelli Cas	YUS= # villages TMR= # villages  The baseline was originally indicated erroneously as zero. The TE believes that the MTR indication	>60	<p>100 villages</p> <p>TMR: All 50 villages of TMR are supported with livelihood activities (18 villages are supported by GEF, 32 are supported via co-finance) source: TCA lessons learned report.</p> <p>YUS: 50 villages in YUS are supported with livelihood initiatives.</p>

	that there were at least 15 villages still significantly underestimated the actual number of villages benefitting from livelihood activities at project start.**		
E. IRRF Sub-indicator 1.1.3.A.1.1: Extent to which institutional frameworks are in place for conservation, sustainable use, and/or access and benefit sharing of natural resources, biodiversity and ecosystems.***	Not defined. MTR suggestion: <i>The concept of community conservation areas is included in the PAP, but with no enabling institutional framework</i>	Not defined. MTR suggestion: <i>CCAs are mainstreamed in PNG through an enabling institutional framework, supported by CEPA, LLGs and regional roundtables</i>	The TE agrees that there was need to further refine and define the indicator as it is far too comprehensive to be considered SMART. However, the target as suggested by the MTR already existed at baseline.

\* As pointed out by the MTR (but never modified in the RF), the baseline was incorrectly indicated as 0 ha. The YUS CA was already declared at project entry.

\*\* As pointed out by the MTR (but never modified in the RF), the baseline was incorrectly indicated as 0 villages. At least 50 villages were already benefitting from livelihood activities before project start

\*\*\* Objective Indicator E was added from the Integrated Results and Resources Framework (IRRF) of the 2014-2017 UNDP Strategic Plan. There was no baseline or end target established for this indicator.

### Progress Towards Expected Outcomes

Three expected outcomes were associated with Component 1 (Management Capabilities of the PNG State to oversee Protected Area Management):

Outcome 1.1: Institutional capacity of CEPA and relevant Provincial Government counterparts for PA system planning and management improved

Outcome 1.2: Oversight and coordination of the national PA system is strengthened through standardized and scientifically-based monitoring of status and pressures, agreed national standards and guidelines for PA management and minimum technical standards for PA management and staff

Outcome 1.3: Effective management of National Parks demonstrated through increased management effectiveness at Varirata National Park and better integration of the Park into the broader Sogeri Plateau landscape to reduce erosion and sedimentation levels in the Laloki River

Two outcomes were expected in relation to Component 2 (Strengthening the Capacity of the State and Local Communities to Cooperatively Manage Protected Area Sites, and manage threats to biodiversity)

Outcome 2.1: Effective management of PAs covering an area of 331,000 ha

Outcome 2.2: Traditional systems and models for management and conservation of biodiversity strengthened across at least 331,000 ha of priority landscape consisting of: (a) the expanded YUS Community Conservation Area (151,000 ha) and (b) the Torricelli Mountain Range Community Conservation Area (180,000 ha)

**Table 10. Progress towards Expected Outcomes Related to Component 1**

Indicator	Baseline	End-of-Project target	End of Project Situation
1.1. Capacity of CEPA	Development indicator score for CEPA: 38%	Development indicator score for CEPA: 72%	Development indicator score for CEPA: 59%
	New PA Policy	PNG PA Policy in place and implemented through a formulated Strategic Plan	The PA Policy was approved by the NEC in 2014, prior to the start of this project. This project supported the preparation of the plan to implement that policy, the Protected Areas Policy Implementation Plan (PAPIP). PAPIP was finalized in November 2017. Implementation of the PAPIP is demonstrated by budgetary submissions and approvals since 2018. Since 2018, CEPA has made annual submissions for budgetary support to implement the Protected Areas policy and Government has provided budgetary support every year since then although significantly less than the requested amount. In 2018 CEPA requested K20.0 million for PAs and received only K3.03 million. In 2019 K1.98 million was allocated for PAs and in 2020 only K500,000.
	Standards and guidelines: None	Standards and Guidelines for PA Management in PNG approved	Standards and guidelines for PA management in PNG have been developed (May 2019) but are not yet approved. Nevertheless, CEPA is using the Standards and Guidelines and has been editing as they see fit as they go along. CEPA will require further support to finalize the standards and guidelines. CEPA expects to formalize/approve the documents in 2021 and are using the templates for statement of management intents.
	Zero of CEPA's PA Unit staff completed specialised, targeted short-course training in PA oversight and coordination	>30* of CEPA's PA Unit professional staff completed specialised, targeted short-course training in PA oversight and Coordination	All nine (100%) of the professional staff in CEPA's Sustainable Environment Programme Wing completed specialized, targeted short-course training in PA management <sup>14</sup> .
1.2. METT Scores of Varirata NP	Varirata NP: 27%	Varirata NP: 50%	Varirata NP: 68% (Assessment undertaken 3 September 2020)
1.3. Sirinumu Dam Integrated Land Use Plan approved and being implemented	No Plan in place	Sirinumu Dam Integrated Land Use Plan approved covering a landscape area of > 7000 ha	No land use plan developed. Instead a document describing the history of land use on the Sogeri Plateau was developed (still in draft awaiting comments). A Water Control District for the Sirinumu Dam area existed at project start and still exists, but the boundaries need to be redrawn and it needs to be re-gazetted. JICA support to develop Biosphere Reserve is expected to result in an extension of the boundaries of VNP to cover most of the Sogeri Plateau. Consultations have not yet begun with the communities on this, which will be required before the BR can be extended in area.
1.4. Sedimentation levels in the Laloki River as measured at relevant downriver site (and compared to levels in the Sirinumu dam)	To be determined in Year 1 of the project	5% less than the baseline <sup>15</sup>	"Upstream of the confluence at Sogeri, the results indicate that the Laloki River is delivering significantly less sediment than Eilogo Creek". The Alluvium hydrologist together with PNG Power gave a presentation at CEPA to confirm the conclusion that currently there was low sedimentation levels in the Sirinumu Dam. Source: Final Sedimentation Study report, August 2019.

<sup>15</sup> The TE agrees with the MTR that setting an end target of a 5% reduction in sedimentation levels in downstream reaches of the Laloki River (as compared to levels in the Sirinumu Dam) was unsubstantiated, as baseline figures were to be determined in Year 1 of the project.

**Table 11. Progress towards Expected Outcomes Related to Component 2**

Indicator	Baseline	End-of-Project target	Achieved at TE
2.1. Capacity Development indicator score for Madang, Morobe, West Sepik and East Sepik Provincial Government, TCA and TKCP	Morobe Provincial Government: 27% Madang Provincial Government: 23% East Sepik Provincial Government: 23% West Sepik Provincial Government: 21% TCA: 53% TKCP: 62%	Morobe Provincial Government: 50%  Madang Provincial Government: 55%  East Sepik Provincial Government: 58%  West Sepik Provincial Government: 56%  TCA: 70%  TKCP: 75%	Morobe Provincial Government: 59%  Madang Provincial Government: No information available as this Province did not participate in the Project  East Sepik Provincial Government: Scorecard not completed by time of the TE  West Sepik Provincial Government: 69%  TCA: 70%  TKCP: 76%
2.2. METT Scores of YUS Conservation Area and Torricelli Mountain Range Conservation Area	YUS: 57% Torricelli: 57%	YUS: 75% Torricelli: 72%	YUS: 89% (Assessment undertaken October 12 2020.)  Torricelli: 74% (Assessment undertaken September 7 2020)
2.3. Extent of area under different National PA Categories and covered by Integrated Land Use Plans to direct management	YUS: Conservation Area: 76,000 ha Torricelli: 0 ha Protected Area	YUS CA: 151,000 ha  TMR CA: 180,000 ha	YUS Conservation Area: 162,683 ha  Proposed Torricelli Mountain Range Conservation Area: 143,000 ha
2.4. Stable or increased populations of threatened species - YUS	YUS: Baseline: Matschie's Tree Kangaroo ( <i>Dendrolagus matschiei</i> ) (Endangered) 250+	YUS: Stable or increased population: Matschie's Tree Kangaroo ( <i>Dendrolagus matschiei</i> ) 250+	YUS: The last research done to assess status of Matschie's Tree Kangaroo population was done in 2017. Data collected is still being analyzed. According to community members in the YUSCA, Matschie's Tree Kangaroo is being seen now in areas where it has never been seen before including close to villages.
2.5. Stable or increased populations of threatened species - TMR	Tenkile Tree Kangaroo ( <i>Dendrolagus scottae</i> ) (Critically Endangered) Population estimate 300+; Weimang Tree Kangaroo ( <i>D. pulcherrimus</i> ) Population estimate 500+	Stable or Increased Populations: Tenkile Tree Kangaroo ( <i>Dendrolagus scottae</i> ), target 300+ Weimang Tree Kangaroo ( <i>D. pulcherrimus</i> ), 500+	Tenkile Tree Kangaroo Weimang Tree Kangaroo  According to TCA, results from camera trapping and individual accounts, during this project, indicate that the populations of both species are increasing - to what extent remains unknown until further research is conducted. TCA is now considering use of distance sampling technique & camera trapping to monitor changes in populations. Through consultations with an expert in the monitoring of wildlife species, TCA has been apprised that when no hunting occurs & predation is minimal, tree kangaroo populations have the potential to double every 4-5 years, possibly meaning, the population of Tenkile could be up to or over 800 individuals i.e. ~100 in 2005; ~200 in 2010; ~400 in 2015 & ~800 in 2020. The Weimang could have higher numbers i.e. ~300 in 2010; ~600 in 2015 & ~1,200 in 2020. Population numbers are, however, at present

			unknown as techniques must be improved and more field data collected before accurate estimates are possible.
2.6. Productivity of organic conservation coffee and cocoa in existing agricultural zones in YUS	Coffee = 2.5 tons per year from 22,650 ha Cocoa = 38.6 tons per year from 6,091 ha.	Coffee > 30 tons per year from 22,650 ha  Cocoa > 103 tons per year from 6,091 ha	Coffee = -Averaging 30 tons per year tons per year from 22,650 hectares ha in 2020  Cocoa = Cocoa pod borer arrived in YUS in 2016, resulting in substantial reduction in cocoa production capacity. Rehabilitation efforts underway.  Volume of coffee produced and sold 2015- 6 tonnes 2016-30 tonnes 2017-45 tonnes 2018-29 tonnes 2019-31 tonnes 2020 – 29 tonnes produced; transport and sale in process
2.7. Formal agreements in place between communities in participating conservation areas and central and/or Provincial Government/ project IAs, to provide financial and in-kind (service provision) support to participating communities, resulting in at least PGK 400 (approximately USD 150) in additional resources per household per year provided to the communities concerned	YUS – US\$ 50 per Household (coffee and cocoa producers) TCA = US\$ 0	YUS – US\$ 200 per household (coffee and cocoa producers)  TCA = US\$ 150 <sup>9</sup> per household (Alternative Proteins beneficiaries)	YUS: \$200 per household.  Morobe Provincial Government provided K36,000 in 2018 & K11,100 in 2019 to transport coffee out of YUS.  Coffee Industry Cooperation provided freight subsidies in the amount of K52,000 (2016-2017), K28,218 (2018), K35,287 in 2019 to ship coffee out of YUS  Kwabum District LLG provided funds to build four coffee sheds near the airport in the YUS landscape. They also hired the YUS CBO Advisor for a two-year period to enhance the capacity of the CBO involved in the management of the YUSCA.  The Wasu Local Level Government of the Tewae Siassi District in collaboration with the Cocoa Board supported YUSCA by providing 10,000 seedlings for the cocoa nursery in the coastal zone of YUSCA .

**Table 12.** Progress made towards Project Outcomes and Objective not directly reflected in the RF

Policy/plan	Status and Next Steps
Protected Area Policy Implementation Plan (2018-2028)	Status: PAPIP finalized in November 2017. The PA Policy was approved by the NEC in 2014, prior to the start of this project. The current project supported the preparation of the plan to implement that policy, the Protected Areas Policy Implementation Plan (PAPIP). PAPIP was finalized in November 2017. Since 2018, CEPA has made annual submissions for budgetary support to implement the Protected Areas policy and Government has provided budgetary support every year since then although significantly less than the requested amount. In 2018 CEPA requested K20.0 million for PAs and received only K3.03 million. In 2019 K1.98 million was allocated for PAs and in 2020 only K500,000. Figures for 2021 have been requested from CEPA but not yet provided
Protected Areas Bill	Initially, the expectation was that the Bill would be passed in early 2018. CEPA subsequently requested that the Bill be amended to include REDD+ and World Heritage aspects and added a section on the Biodiversity Trust Fund. The amended Bill needs the State Solicitor's clearance which will trigger other relevant legal requirements in order for the Bill to be presented to Parliament. CEPA is going through the final text now and expects to forward to the State Solicitor's Office for them to advise of any further modifications that may be needed by end of November.

Standards and Guidelines for PA Management	Standards and guidelines for PA management in PNG have been developed (May 2019) but are not yet approved. Nevertheless, CEPA is using the Standards and Guidelines prepared in May 2019, and has been editing as they see fit as they go along. CEPA will require further support to finalize the standards and guidelines (GEF6?). Expect to formalize/approve the document next year.
Biodiversity Offsets policy	<p>The policy is still in draft but no major changes are anticipated. Although extensive stakeholder consultations have taken place, TBC and CEPA believe it is beneficial to undertake more stakeholder consultations to build greater support and awareness before final presentation is made to the NEC to avoid any delays in approval. Next steps: Undertake one on one in-person consultations with NEC members. Once their comments are obtained, a presentation of the final draft will be made to all key stakeholders including industry and CEPA. Comments will then be incorporated into a final policy document and the regulation written. The regulation will then be presented for approval to the NEC.</p> <p>The TE believes that the project time frame allocated for the development of a final, consulted policy and regulation was adequate but this has not been completed as the UNDP CO requested that the final consultations related to the policy be delayed until negotiations regarding carbon offsets progressed (as it was felt they were further along compared to the relatively newly introduced concept of biodiversity offsets). The TET believes this was logical but when it was apparent that carbon offset negotiations were not proceeding as expected, UNDP and the PSC could usefully have then decided it was expedient to continue with the final consultations regarding biodiversity offsets so as to enable completion of this during the project.</p> <p>USAID has committed to support CEPA with the finalization of the offsets policy</p>
Drafting instructions for a regulation to operationalize the biodiversity offsets policy	Status: Drafting instructions have not been finalized. All of work is completed. Pending further consultation with mining and petroleum sectors. With the assurance that fees will go into the new Biodiversity Fund it looks likely that the Biodiversity Offsets policy will be finalized allowing for the finalization of the drafting instructions as well.
Submission package to gazette TMR as CA	<p>Status: Notice of Minister's recommendation to declare TMR as CA (8 Aug 2019); 4 letters of objection to gazettal received by CEPA (Sept-Nov 2019); TCA response to objection letters (2 March 2020). Objection letters were received more than one year ago (Sept-Nov 2019). CEPA indicated COVID has prevented them from consulting with these stakeholders based in the capital city, Port Moresby. The TE notes that COVID-related travel restrictions were imposed in PNG in March, 2020 and lifted in October, 2020. As of the time of the TE, CEPA had no concrete plan to consult with the remaining two stakeholders who submitted objection letters to gazettal of TMR as a CA although they indicated they intend to do so without further delay.</p> <p>Six villages encompassing a total area of 37,000 ha have recently decided to withdraw from the proposed CA. Because the official submission has not yet been made to the NEC, CEPA informs that these changes can be made without further delaying the submission.</p> <p>Next Steps:</p> <ol style="list-style-type: none"> <li>1. Consult with the 2 Port Moresby-based stakeholders who sent letters of opposition regarding the gazettal. CEPA plans to do this before end of this month. CEPA indicates the gazettal will be progressed early next year.</li> <li>2. Minister makes submission to Advisory Committee for NEC (CACC) which will decide if eligible to go further (new submission will not be required but they will modify boundary coordinates)</li> <li>3. Then goes to NEC for endorsement</li> <li>4. Once endorsed will be gazetted</li> </ol>

#### 4.3.2 Relevance (\*5 = S)

The project objective was consistent with and relevant to the main objectives of the GEF Biodiversity Focal area, especially related to improving the sustainability of PA systems and improved management effectiveness of existing and new protected areas. The project was less relevant to the GEF Land Degradation Focal area, although if the planned activities related to the development of the integrated land use plan for the Sogeri Plateau had been pursued, the Project would have also been relevant to that Focal area of the GEF. The Project was relevant to the environment priorities at the national level and specifically designed to assist with the implementation of Government policy related to PAs. Indeed, the Project represented an important means of pursuing implementation of the PNG Protected Areas Policy (2014) and a means of supporting strengthened links between central government's policy and institutions with local conservation initiatives. The Project was also relevant within the context of the UNDP Country Programme as related to the expected CP outcome entailing "improved environmental and natural resource management". Component 2 was highly relevant to local stakeholders in the YUS CA and in the proposed TMR CA as the project activities in these areas were specifically designed to continue and further expand upon existing initiatives in these two areas which had been ongoing and refined over several decades. Although some new activities

were introduced including, for example, new technologies for monitoring biodiversity, most of the activities supported by the project were long-standing activities that had been pursued because they were relevant to the local stakeholders.

#### 4.3.3 Effectiveness (\*4 = MS)

The extent to which expected outcomes and objectives of the project have been achieved has been covered in section 4.3.1 of this report. Although progress was made, as described in Section 4.3.1, on many expected project outputs, the 7,000-hectare expansion of VNP extending into the Sogeri Plateau was not pursued during the project even though this was a commitment made in the PRODOC. After sedimentation studies indicated that there was not a significant erosion problem originating with the local communities, the project did not pursue the establishment of the Sogeri Plateau as a Conservation Area with the exception of contracting a study to develop a land use plan. Nevertheless, this was done so late in the project that there was neither enough time or financial resources for this to happen. Instead, a document describing the historical land use of the Sogeri Plateau area was developed. This will be important information in the eventual description of a land use plan.

#### 4.3.4 Efficiency (\*4 = MS)

The Project could have dovetailed better with efforts of parallel projects to better leverage financial efficiencies. This would have, however, required greater coordination by CEPA of the various donor-supported initiatives ongoing at the time. For example, the management plan developed with JICA support for VNP would have benefited from review by the QPWS expert supported by this project especially as a staffing plan was included in that management plan and there are significant discrepancies between what is described in that management plan and what is proposed by the QPWS expert who has been working closely with the ranger staff in VNP. Trainings conducted during the last year and a half of the project left little time for CEPA staff to put this training to practical use, ultimately also affecting project efficiency.

The TE does not consider the use of GEF funds to pay for several activities undertaken as the most efficient use of funds for the purpose of achieving the stated project objective. Such activities include the studies related to sedimentation, use of funds to pay for TCA Board members to travel to PNG, use of GEF funds to pay for UNDP CO staff costs related to the project, use of GEF funds to conduct interviews to recruit CEPA staff (none of whom were ultimately recruited), and use of GEF funds to pay to revise policies and procedures in CEPA's Human Resources Department. The TE also considers that the average cost of PB meetings (at \$15,000/meeting according to the Project Associate) may have been reduced somewhat to increase efficiencies.

Finally, it may have been more efficient to pursue fewer outputs whilst ensuring that each was pursued to a further stage of development.

#### 4.3.5 Overall Project Outcome (\*4=MS)

The rating for overall project outcome is based on the ratings for relevance, effectiveness and efficiency. In accordance with guidelines for rating overall project outcome, three constraints have been applied to the overall rating (i.e., the overall outcome achievement rating cannot be higher than the effectiveness rating and the overall outcome rating cannot be higher than the average score of effectiveness and efficiency, and the rating on relevance determines whether the overall outcome rating will be in the unsatisfactory or satisfactory range). As the rating for relevance is in the satisfactory range, and effectiveness is also in the satisfactory range, the overall project outcome rating is Moderately Satisfactory (MS).

#### 4.3.6 Sustainability (\*3 = ML)

##### Financial Sustainability (\*ML)

The likelihood of financially sustaining project outcomes varies according to the outcome and according to the IP. This project worked with several IPs, the situation of each is different. The likelihood that financial resources will be available after the GEF assistance ends to support the continuation of benefits is likely in the case of YUSCA where the IP, WPZ, has an endowment (the YUS Conservation Endowment) that ensures 100% of their core staff will continue to be employed and work on the ongoing conservation effort. In addition, TKCP has already secured significant financial support through the new five-year USAID Lukautim Graun Program (TKCP is a sub-grantee under Cardno), thus funding does not present a constraint for the work of TKCP in the YUSCA. Overall, the likelihood of financially sustaining project outcomes looks likely.

In regards to the proposed TMRCA, TCA, the NGO that manages this area also has secured funding to continue activities although there is a brief hiatus until all such funding is available. Staff numbers have been reduced since the GEF funding for paying staff

costs ended four months ago. The number of full-time TCA staff has decreased from 40 to 12 since that time. GEF funds paid for 100 % of the cost of 40 full-time TCA staff including Project Officers and Administrative staff, and 200 (+) casual, part-time staff including 100 TCA community representatives (who attended 3 meetings/year and were paid on average 9 days/year) and 100 TCA rangers (who on average worked 5-6 days/year) from project start until the first quarter of 2017. From that time until project funding to pay wages ended on July 31, 2020, some of the costs (60% of the Research Officers, some rangers, and about half of meetings costs) were covered by the EU-funded Birdlife International project which goes until February 2022. Overall, since the first quarter of 2017, the GEF paid for approximately 75% of TCA costs with the remainder coming from the EU/Birdlife project. Four years ago (in 2016), TCA Australia was established to secure funding for TCA PNG. Funding has been successfully secured for the next 18 months for at least three core staff. Currently TCA has funding for staff wages under several grants. All TCA Project Officers and Research Officers will be engaged and three new positions are currently being advertised to commence in January 2021 with support of the 16-month DFAT-funded Pawarim Komuniti solar power project. A small technical grant funded by EU (the Biopama grant) will fund equipment like mobile phones that will enable all Rangers, Project Officers and Research Officers to conduct biodiversity patrols and patrols for TMRCA law breaches. This combined with AUD \$4,000 donated via TCA/Australia will provide support to all Rangers to do the work following the training they received. Another grant, the Segre Grant, will employ the CEO for two years (while based in Australia) to build the sustainable funding sources and implement a hand over of leadership within TCA/PNG. TCA Australia identified that 400 regular donors at \$20 per month would be needed to sustain the status quo of TCA/PNG. The new TCA website funding portal provides donors with options to fund projects directly. This has worked well for the “Sponsor a Ranger” initiative which TCA/Australia started. One individual donor provided AUD \$4000 which will be used to employ all 100 Rangers to conduct two patrols using the Cyber Tracker App introduced by this project. Overall, the likelihood of financially sustaining project outcomes looks likely.

In the case of outcomes related to Component 1 (CEPA being the IP), the likelihood of financially sustaining project outcomes is less clear. Some project investments appear to be at significant risk of not being sustained after project end. The project invested in training 10 rangers for VNP and has paid 100% of their salaries since they came on board in 2019. There was no agreed plan on who would pay for them once the Project closed. CEPA has indicated to the TE that they will keep the 7 rangers on who were working at project end (at reduced wages with no benefits) until end of year and then will hope to find funding to keep three to four of them on after that with support from the “GEF6” project. There is no agreement to this effect. It should be noted that 10 rangers were originally employed, and this is the number of rangers needed in this PA according to staffing needs identified through this project’s support, but 3 were let go due to lack of performance.

Since 2018, CEPA has made annual submissions for budgetary support to implement the Protected Areas policy and Government has provided budgetary support every year since then although significantly less than the requested amount. In 2018 CEPA requested K20.0 million for PAs and received only K3.03 million. In 2019 K1.98 was allocated for PAs and in 2020 only K500,000. Figures for 2021 have been requested from CEPA but not yet provided. Amounts allocated do not come close to the amounts requested, indicating a severe shortfall in funding. The change from Department to Authority allows CEPA to be less dependent on Government for its budget. As an authority, CEPA can generate revenues, although it is still unknown if revenues generated by CEPA will go to the SEP Wing (the entity responsible for managing PAs) of CEPA. There are opportunities to enhance financial sustainability with the establishment of the new Biodiversity Fund, which is expected to be functional by mid-2021. CEPA has indicated to the TE its high expectations regarding GEF6 project support to enable application of products and trainings supported by this project. These expectations may not be completely realistic. The GEF6 project is a potential source of continued funding, but the ability of the new Biodiversity fund (expected to be operational by June, 2021 according to the project’s Technical Advisor) to pay for conservation costs should not be over-estimated. Although efforts are underway to fundraise with numerous donors, and, as indicated above, there may eventually be additional funds derived from the implementation of the biodiversity offsets policy, the TEF understands that at present there is only \$2.7 million which will be available in grants to both Government and NGOs over the next four years. According to the Technical Advisor for the project, preliminary estimates indicate that the cost of managing PNG’s PAs is around USD3.4 million per year. The TE notes that this project expended USD 2.5 million (not counting co-financing) over a five-year period just to address partial management needs in two PAs in the country.

#### Socio/Political Sustainability (\*ML)

In the case of the YUSCA, Project support has helped with the strengthening of the coffee and cocoa cooperative (currently financially managed by TKCP) and this is certain to have medium and long-term benefits for both local people in YUSCA and for the conservation of the area (as the two are intertwined) but there are still significant issues that need to be resolved (and rather quickly) if community interest and support is to be maintained in the immediate future. The main issues revolve around continued transport bottlenecks (exacerbated during COVID); lack of enough ‘Direct Trade’ markets for the “conservation coffee” -- resulting in some coffee produced being sold locally at standard rates (up until last year all coffee for export had gone

to a single buyer); lack of future season contracts that would allow for better planning related to production of coffee and to destination markets; lack of a firewall protecting local farmers involved in growing “conservation coffee” against coffee price fluctuations (low coffee prices can sometimes mean that coffee is left in the landscape as the price of getting it out of the landscape and to market may not be economical); farmers who have commitments such as paying for school fees at given times not getting paid for their coffee in a timely fashion; and TKCP staff management issues which caused significant problems. Since many of the farmers involved in the growing of conservation coffee do not have a cushion, these issues, if unresolved in a timely manner, may affect their interest in continued conservation. TKCP is actively addressing these identified challenges, through its established partnership/MOU with international coffee trading company Sucafina Specialty, and with the Coffee Industry Corporation. Moving forward, efforts will focus on further reliability and cost-effectiveness of transport (establishing standard operating procedures for the cooperative, and securing government freight subsidies) and on strengthened market access (diversification and product development). These efforts will further empower the YUS Cooperative in assuming operational responsibility for the transport and sale of their coffee, with complementary project support to realize conservation-based value-add. TKCP and the YUS Conservation Coffee initiative are engaged in the ongoing USAID Lukautim Graun Biodiversity Project, which will provide additional support for sustainable conservation-based livelihoods through collaboration with project partners.

In the case of the proposed TMR CA, community support for conservation appears to be strong overall, with some exceptions. There has been strong buy-in by most villages and compliance with the hunting moratorium and other restrictions has been good. Women are more actively participating in TCA than they ever have before, although there are still struggles. For example, of 107 applications received for a job opening with TCA as Project Officer only 7 applicants were women. TCA has worked hard towards gender equality, and women are now taking on leadership roles and becoming more actively involved. This enhances social sustainability of the conservation effort. There has, however, been a setback in socio/political sustainability in recent months. Six villages within Drekikir District of East Sepik encompassing 42,000 ha were removed by the TCA Board from the proposed CA when they decided they wanted to pursue logging interests. The TE requested to meet with East Sepik Provincial Administration as well as the Drekikir District Administrator to discuss and understand whether they are aware of this issue but they not wish to have such a meeting. At least one of village representative from the Drekikir side attended the TE meeting at TCA Base-Lumi.

#### Institutional framework and Governance sustainability (\*ML)

Policies and legal frameworks should not pose any threat to sustainability of project outcomes but the lack of full implementation of these may, especially given the weak institutional frameworks in place and the expected changes in governance, with a much heavier reliance on Provincial Governments, once the Protected Areas Bill is passed. Although CEPA’s capacity to manage PAs has been enhanced in principle, in practice it has little ability to implement as the project-supported restructuring of CEPA has not taken place, the SEP Wing of CEPA remains severely under-staffed and under-funded, and the capacity of Provincial Governments to manage PAs has not been significantly enhanced. The Project’s efforts to support the work of the NGOs which has resulted in significantly enhancing their capacity will help to promote sustainability of project outcomes.

#### Environmental sustainability (\*ML)

Several environmental factors could undermine the future flow of project environmental benefits. The same threats that were cited at the beginning of the project still exist today, and in some cases have increased. Logging, mining, petroleum extraction and industrial agriculture may affect the sustainability of conservation efforts in many PAs in the country, especially given the weak EIA process. Logging in the immediate vicinity of TMR may pose a threat to the sustainability of project outcomes. Logging is the biggest source of income for the Sandaun Provincial Government and a logging concession was recently granted in the Nuku District of the Sandaun Province bordering the proposed CA. TCA has maintained close communication with the Sandaun Provincial Government although the Provincial and Aitape Lumi District Administration expressed to the TE that there had been a lack of communication with TCA. Continuous dialogue will be essential to help mitigate potential threats to the proposed PA from logging. Human population growth throughout the country (1.9% annual growth since 2019), and in the TMR in particular, may also be a factor in determining the environmental sustainability of project outcomes. TCA notes that in one village within the TMR the population has doubled in less than twenty years with 78 people in 2002 and 160 today. This is not an unusual situation. Although numerous references were made to human population growth as a threat to biodiversity in the PRODOC, no actions were planned in the project to address this threat. Many countries have found activities geared towards gender equality and women’s empowerment to be helpful in contributing to positively address threats posed by fast rates of population growth.

#### Development of an Exit Strategy helps ensure sustainability

Although not a requirement, it is best practice for all projects to develop an exit strategy. This is best done approximately six months prior to project operational closure to give sufficient time for IPs to review and agree on the exit strategy and to make plans accordingly. No exit strategy was developed for this project.

#### 4.3.7 Country Ownership

The project concept had its origin within national sectoral plans. CEPA was very much involved in project planning and the development of the PRODOC, with the two NGO IPs comparatively less involved at the planning stage. The two NGO IPs were, however, very actively involved in project implementation.

The recipient government has not maintained financial commitment to the project. Only 34% of the in-kind co-financing committed at project approval has been realized at TE and none of the grant co-financing of \$30,000,000 has been accounted.

Government approved the Protected Areas Policy (prepared with support from the previous GEF-financed project) in 2014. This project provided support to develop a plan to implement that policy. The GEF6 project is intended to help secure financing for PAs, the primary focus of the implementation plan. The project has supported the development and modification of the regulatory framework related to PAs but the Protected Areas Bill has not yet been passed. The PA Bill was ready to be taken to Parliament but it was then decided to include REDD+ and heritage issues which were initially not included. CEPA is currently working on obtaining legal advice on finalising the bill before passing it to the Minister. Prompt passage of the Bill will ultimately be a good indicator of country ownership of the activities supported by this Project.

CEPA participation in the various trainings provided with project support varied, with grantees indicating to the TE that often mostly CEPA interns participated in training (even though some of the training was targeted specifically at management level) while in other cases there was no CEPA staff participation (e.g., only interns participated in the first Lukim Gather training held at CEPA. The second training was attended by about 10 people but the designated key point people in CEPA did not attend). In some cases, attendance was unexpectedly high at the senior management level of SEP but low at the level of Branch Manager (the target level for the training). This was the case with the Blue Mountains Wildlife Heritage Institute trainings regarding how to undertake stakeholder consultations and build collaborative relationships with Provincial Governments. The impression many contractors had as shared with the TE, was either that what was being offered was not of high priority to CEPA (and thus the lack of strong participation) or, in many cases, there was simply too much going on at the same time, compelling participants to attend several different training courses during the same time period as well as meetings related to donor-supported projects. There was also a general sense shared by contractors that CEPA Team Managers viewed the various project-supported initiatives as not their own, but that of the contractors or the GEF5 project.

The proposed TMR CA has still not been gazetted after five years of working towards that goal during this project and many years before. This lack of significant progress has not demonstrated strong political will or country ownership but it appears that gazettal will finally now move forward early next year according to TE discussions with CEPA.

#### 4.3.8 Gender Equality and Cross Cutting Issues

TE Questions related to UNDP-GEF gender reporting (as per PIR June 2020)	TKCP/YUS report based on PIR June 2020	TCA/TMR report based on PIR 2020	TE Finding/observation	GRES
How effective was the project in contributing to gender equality and women's empowerment?	Gender strategy and action plan, and several gender related plans have been developed with project support		<ul style="list-style-type: none"><li>• Although gender related strategies have been developed, these are yet to be implemented with the project support.</li><li>• TE has observed that women are heavily involved in coffee work to support their children's school fees and looking after their household needs.</li><li>• No formal women's groups are established although women organize themselves to help each other to pick coffee.</li><li>• People with special needs are cared for by their families; and their</li></ul>	Gender targeted

			<p>participation is in cleaning the coffee.</p> <ul style="list-style-type: none"> <li>• Being patrilineal society, women do sit with their brothers to give consensus on the landuse and zoning of their clan land.</li> <li>• Women are involved as teachers in Junior Ranger program.</li> <li>• The Village Birth Attendants is making a huge impact in the lives of women and children (not directly supported by the project).</li> <li>• VBA and Junior ranger programs are voluntary and they are not compensated by TKCP. TKCP provides communities with junior ranger materials and supplies.</li> <li>• TE understands that USAID funding will support YUS CA, where it has components to addressing women's empowerment including assisting women to earn income.</li> </ul>	
		<ul style="list-style-type: none"> <li>• Based on their community membership policy, a 50/50 village representation of men and women from villages are required to attend TCA Rep meetings in Lumi.</li> <li>• a minimum requirement of two women on each CAMC</li> <li>• a minimum requirement of at least one male and one female representative on the Advisory Committee who meet directly with the board. They represent each team x 16 (8 men and 8 women) in total.</li> <li>• Several capacity building trainings targeted at women and their issues have been conducted.</li> </ul>	<ul style="list-style-type: none"> <li>• Participation of women in the activities of TCA is very strong although it is still male dominated.</li> <li>• Women are providing leadership roles in the community activities facilitated by TCA as seen in rice and fish farming, information hubs.</li> <li>• Women are seen as actively participating in the meetings and are outspoken.</li> </ul>	Gender responsive
How did gender results advance or contribute to the project's environment, climate and/or resilience outcomes?	TKCP developed a gender strategy and action plan and several tools including a Gender YUS Monitoring Plan, Landuse Plan and Gender inclusive Land Pledging toolkit, Gendered Tools and		The project has supported to develop gender related strategies and action plans. Their implementation will be beyond the GEF support.	Gender targeted

	<p>Approaches for livelihoods.</p> <p>Inclusion of women in Landuse Planning, participatory 3D model.</p> <p>Inclusion of a women’s representative in a YUS CBO as a secretary who is a CBO rep in CAMC.</p>			
		<p>TCA has produced access and equity policy for its employees, equality and inclusiveness policy, gender equality action plan.</p> <p>-TCA maintains one male and one female village reps to attend project meetings in Lumi, TCA base, to give women voice.</p> <p>- women only meetings are encouraged at Lumi, and build their confidence in conducting meetings and documenting minutes.</p> <p>- a female is a CAMC chairperson in a community</p> <p>- two female rangers of the total 100 rangers</p>	<p>High motivation level of the community reps in TCA program is an indication of the investment of the project in capacity building.</p> <p>Women are outspoken, and in leadership roles.</p> <p>One Women leader, a TCA Project Officer, is also a committee member of the Nuku District Council of Women (separate network). A women’s network that has 1000 members in Nuku District (includes women from TMR) where they are focusing on skills training for women. They have an office at Nuku station, and use part of that office building to house a Bakery supported through Australian Government (through the women’s own network).</p>	Gender responsive
<p>Which of the following results areas did the project contribute to?</p> <ul style="list-style-type: none"> <li>• closing gender gaps in access to and control over resources;</li> <li>• Improving the participation and decision-making of women in natural resource governance;</li> <li>• Targeting socio-economic benefits and services for women</li> </ul>	<p>Improving the participation and decision-making of women in natural resource governance.</p>	<p>In both YUS and TMR, women participation is also seen in socio-economic/livelihood activities.</p> <p>Women’s leadership role in rice project, and also in some fish farming and communication hubs in the communities in TMR.</p> <p>Women in YUS are actively participate in coffee work to pay for their children’s school fees.</p> <p>Both YUS and TMR are a patrilineal society. Women contribute to decisions in landuse and resource management through their clans where they are required to provide their consent.</p>	Gender responsive	

#### 4.3.9 Catalytic/Replication Effect

The experiences gained during this project regarding conserving biodiversity while meeting the needs of local people in and around protected areas could possibly inspire other such efforts in other PAs and thereby have a catalytic effect. The important

experiences gained during the project may possibly be replicated in other PAs around PNG but in order for this to happen those experiences need to be described in much greater detail than they have been to date and lessons learned from those experiences would also have to be described to understand what aspects of these experiences may be appropriate to replicate in other settings. Lessons learned from the Project are currently being described but whether these compare and contrast and fully describe the various approaches to conservation which have been supported by the Project is not yet known. TKCP is being utilized as a “Learning Landscape” for the current USAID Biodiversity project as a result of the work accomplished during GEF5.

The Lukim Gather app developed with Project support is likely to be taken up by others both within and outside of PNG due to strong communication efforts by UNDP to ensure awareness about this App. Oddly, however, although entities outside of PNG are now aware of the App and its uses, TE discussions with WPZ/TKCP, one of the IPs of this project and the closest in proximity to TMR where the app has been most heavily used, was not fully familiar with its uses and were never introduced nor trained in it. TKCP uses “SMART” to conduct its monitoring programme.

## 5. Main Findings, Conclusions, Recommendations & Lessons

### 5.1 Main Findings and Conclusions

1. The Project accomplished much within a difficult context. The COVID pandemic was a reality that significantly affected the last three quarters of the last year of this five-year project (i.e., a little less than 1/5<sup>th</sup> of the project period). COVID-related restrictions affected the ability to undertake consultations and in-person trainings as well as the development of infrastructure, monitoring field visits, and other project activities. Even without COVID, the difficulty of logistically operating in PNG is a significant factor. Although the TE recognizes this challenge, it also understands that this situation (unlike unforeseen situations such as COVID) is to be taken into account during the project design phase when commitments are made regarding what will be achieved with the funding requested and time period planned. There was a change of Government (including change of Minister of Environment) during the project (in May 2019) which contributed to some delays in project implementation. Several volcanic eruptions during the project affected the work of at least one contractor.
2. The strategy adopted by the Project was generally solid but there were weaknesses. A) The strategy to increase funding for PAs through the development of a biodiversity offsets policy should not be seen in isolation from the potential negative impact that developments that generate revenue for biodiversity have on biodiversity especially given that the EIA review process is, by all accounts, weak. B) The project strategy should have included a review of the EIA process as an important part of this Project’s effort to enhance the capacity of CEPA. C) Given that addressing threats to biodiversity and ecosystem functioning is one part of the two-part overall project objective, a more direct approach to reduce threats to PAs may have been helpful. The PRODOC cites the primary threats to biodiversity as forest conversion and degradation from logging, mining, and expansion of industrial and subsistence agriculture driven by a rapidly expanding largely rural human population. Greater emphasis on mapping and monitoring these threats in and around PAs and greater collaboration with the Forest Authority in this regard would have been helpful. Although human population growth is cited as a main threat to PNGs PAs, the strategy did not include activities to address this, although the project effort related to gender equality and women’s empowerment may have contributed somewhat in this regard and it is noted that TKCP addressed healthy family planning as part of its One Health programme. D) Capacity building activities for the SEP Wing of CEPA should have been spread more evenly over the five-year project period so as not to overwhelm the small number of staff in that Wing and to allow opportunities for the application of training which, given the number and diversity of trainings offered, was not possible in many cases (especially given that this is not the only ongoing project offering training to CEPA staff). COVID may have exacerbated this situation but the core problem was too many trainings packed too closely together without sufficient opportunities to apply what was learned. E) Given that the PA system in PNG is based primarily on community-managed PAs, the strategy could usefully have been even more heavily weighted towards assisting on-the-ground conservation efforts in PAs managed by customary landowners and to providing more training support to the Provincial, District and LLGs with PAs to prepare them for the proposed Regional Protected Area Roundtables (RPARTs) and Regional Protected Areas as outlined in the PA Policy and PA Bill. F) The strategy to work in two areas where NGOs already had long experience working on conservation with the communities (i.e., YUSCA and TMR) was good.
3. In relation to CEPA’s capacity to manage PAs, progress on certain outputs supported by this project adds to both the area of protected area to be managed as well as the intensity of management required. Although the technical capacity of current staff within the Sustainable Environment Programme (SEP) Wing of CEPA (the Wing responsible for PA management) has been enhanced through the project efforts, it’s capacity to translate this enhanced technical capacity to on-the ground implementation of conservation efforts is still very limited due to lack of sufficient staff and lack of adequate budget to pay recurrent operational costs involved in managing PAs. The very significant limitations within the SEP Wing of CEPA in terms of staff and budget presents a barrier that needs to be addressed in order for this project’s

investment in development of policies, standards, guidelines, technical skills and consultative approaches learned, to be fully effective.

4. In relation to the effectiveness of project support related to enhancing the capacity of CEPA, many high-quality products have been produced and many good quality trainings conducted with project support but the limited capacity of the primary Government entity responsible for biodiversity conservation in the country in terms of its severe staffing and budgetary constraints make full use and implementation of these products and trainings unlikely. In relation to the impact of Component 1 of the project, whether or not enhanced capacity is actually applied to better manage PAs will depend on staffing and budget needs of the SEP Wing of CEPA being met and a strengthened EIA review process. Without a significant increase in staffing and budget to pay for additional staff and to pay for other recurrent costs of managing PAs, it seems unlikely that the enhanced capacity derived from this project intervention will have the full desired impact even though coordination of PA management may have improved somewhat with the enhanced capacity of the very limited existing staff who were involved in trainings.
5. Important new relationships have been formed and existing ones strengthened as a direct result of this project. These new and strengthened relationships have had an impact on the ground, resulting in conservation advances that likely would not have happened otherwise including the expansion of the YUS Conservation Area (YUSCA) which has almost doubled in size.
6. Most of the project-supported activities are highly relevant to the project objective with few exceptions. Overall, the BD-related activities appear to be more relevant to the project objective compared with the LD-related activities. Some of the lesser relevant activities include use of project funds to prepare the Sixth National Report to the Convention on Biodiversity,, use of project funds to prepare HR policies and procedures for Conservation and Environment Protection Authority (CEPA) despite few advances with staff recruitment in that institution, use of project funds to pay for TCA Board Members to travel to PNG to attend TCA Board meetings.
7. There was a good focus on gender equality and women's empowerment in both the YUS and TCA efforts, even though greater support from UNDP in terms of sharing practical experiences from other projects around the world could have possibly contributed to an even stronger approach.
8. Aspects of the Protected Areas Policy developed under the last GEF-financed project are being implemented, such as support to livelihoods for local communities in and around some PAs (e.g., Mt. Wilhelm Nature Reserve, Sepik Wetlands, proposed Kimbe Bay Marine Protected Area), working with communities to declare new PAs (e.g., Sulei Wildlife Management Area, Klampun extension), and seeking sustainable financing for protected areas (PAs). Since 2018, annual budgetary submissions are routinely made (and approved) by Government of Papua New Guinea (GPNG) to finance its implementation. Nevertheless, actual amounts approved have consistently been significantly less than requested amounts.
9. In relation to country ownership of the project-supported activities, participation of CEPA staff in numerous trainings conducted with project support has been less than optimal and at project end there are still many documents produced with project support which are still not officially adopted/approved (these products will be approved when the PA Bill is enacted). Despite project support related to CEPA/SEP Wing restructuring, and human resource and finance structure support, the staffing and budgetary constraints have not improved significantly over the five-year project period. .
10. Working with established NGO conservation partners is likely to be the most cost-effective approach to implement conservation on the ground in PNG, at least for the immediate future.
11. A draft biodiversity offsets policy which compels the mining and petroleum industries (but not the logging industry) to pay for biodiversity that is destroyed as a result of developments undertaken, has been developed with project support along with a mechanism for calculating biodiversity offsets. Although the policy is still in draft, no major changes are anticipated. Extensive stakeholder consultations have taken place with some further consultations soon to be done, in particular with the mining and petroleum sectors ( USAID has offered to support further consultations). The anticipated establishment of the Biodiversity Fund (supported by the GEF6 project) has helped to further negotiations related to the proposed biodiversity offsets policy as mining and petroleum sectors have expressed their tentative agreement with the proposed arrangement that fees be paid into a Fund that is independent of government. Should the biodiversity offsets policy be approved and implemented, additional revenues will certainly be derived by CEPA from permits for developments which negatively affect biodiversity, but it is not yet agreed how these funds will be channeled within CEPA, thus it is not yet known whether the SEP Wing of CEPA (the unit responsible for managing PAs as well as for managing biodiversity outside of PAs) will receive additional budgetary support as a result of this project's efforts related to biodiversity offsets. It is also not clear at this time how CEPA will enforce the "no net loss" policy in practice since ecosystem restoration is unlikely and ecosystem mapping in PNG is far from complete. It is certain that CEPA will need to outsource some technical assessment steps related to the permitting process while in-country capacity is being built. Given there is no agreed approach to channeling of funds within CEPA, the lack of adequate mapping of ecosystems in PNG, and an EIA process in need of review, it is unclear at this time whether the project's efforts will have resulted solely in increasing revenue for CEPA (and even then, not necessarily the relevant unit responsible for conservation) and for conservation (through the Biodiversity Fund), or if it will have directly contributed to the project objective of enhanced capacity to manage PAs and reducing threats to biodiversity. CEPA has secured funding from USAID to progress the Biodiversity Offsets policy and PA Bill.
12. Without a much-needed review of the EIA process in PNG, and improved ecosystem mapping, anticipated increased

revenue derived from the biodiversity offsets policy (once approved) seems unlikely to have a significant positive impact on conserving biodiversity in the country.

13. CEPA has indicated to the TE its expectations regarding GEF6 project support to enable application of products and trainings supported by this project, within the GEF 6 pilot sites. The GEF6 project is a potential source of continued funding, by developing and establishing the new Biodiversity fund (expected to be operational by June, 2021 according to the project's Technical Advisor) to pay for protected areas costs.
14. Statements of Management Intent (SMIs), an important step in the process of developing a complete management plan, have been produced for more than 45 existing and proposed PAs. Implementation of management plans will depend on adequate staffing. Only thirteen PAs in PNG had paid employees in 2017<sup>16</sup> whereas 45 PAs had no paid employees. (A. Peterson, compiled 2017 METT data). No information is available regarding number of paid employees in PAs at project start compared with project end.
15. Practical standards and guidelines for PA management have been developed which are already being applied to some extent (if not yet formally adopted), but, as is the case with other high-quality project outputs, fuller application of these standards and guidelines will depend on part of additional staffing and budget for the SEP Wing of CEPA.
16. Re-classification of PAs is underway to conform with the new PA Policy PA types .
17. There is greater awareness by the public regarding PAs as well as of some of the Non-Governmental Organizations (NGOs) involved in PA management in PNG (in particular the Tenkile Conservation Alliance and the TKCP) as a direct result of the project's efforts. The awareness of the public regarding PAs has been enhanced by a strategic choice to partner with the highest visited attraction in the country, the Port Moresby Nature Park, which has a strong ability to share the story of PNG's PAs, both with the public, the international community (including international donors), and the media. In addition to increasing awareness within Port Moresby, the project's efforts have also resulted in increased awareness regarding PNG's biodiversity internationally. A high-quality film, "Into the Jungle", was produced with project support. The film has contributed to enhanced awareness of PNG's biodiversity and of the proposed TMRCA in particular. A short high quality professional video was produced with project funds, "Life in the Clouds" about the research and conservation of TKCP, that was shown on Public Television in the USA. In addition, a short video piece on the YUS Conservation Coffee project was made and another video about all aspects of TKCP is being completed.
18. Investments in environmental programmes directed at youth were highly cost effective (e.g., Junior ranger programme in YUSCA, educational programme for school children by Port Moresby Nature Park), although the Junior Ranger programme in the YUS CA still requires further refinement to make it more culturally relevant. Project investment in educating school children has been a particularly efficient and effective use of funds but it is unfortunate that the project did not enable greater exchange of these experiences between the three focal project sites (YUSCA, proposed TMRCA and communities living around the Varirata National Park).
19. There was a significant missed opportunity in that the project did not overtly recognize that the three models/approaches to conservation supported by the project are significantly different from one another and did not compare and contrast these in any substantive way so as to truly understand the differences in the various approaches/strategies (one involving a type of payment for ecosystem services, while others involving promotion of alternative livelihoods and others commodity conservation, etc.). Instead, the main distinction made by the project was geographic and NGO versus Government management of PAs . Inviting the two NGOs and Varirata National Park (VNP) staff to come together to elaborate on this would have been useful. Such a "workshop" might well have benefitted from the participation of other civil society groups working on conservation in PNG as well. This would have been an important exercise and initial step in assessing potential benefits and drawbacks related to applying the various approaches to conservation that were supported by this project in other areas of PNG, especially at this time when Community Conservation Areas (CCAs) are expected to increase in number around the country. The NGOs have much to share regarding their experiences and at the end of this five-year project they have yet to share much of that even amongst themselves. This is not for lack of interest on their part but rather for lack of project-organized opportunities to do so. Regular partner meetings were arranged by the project but more focus on exchange of experience would have been beneficial.
20. Greater technical support and direction would have been helpful in several areas including drafting and review of Terms of Reference (TOR) for contracts and review of contracts before being awarded; greater technical support in recognizing that the three models/approaches to conservation supported by the project are significantly different one from the other and assistance with comparing and contrasting these (an important first step before lessons can be expected to be learned regarding both improved action on the ground where these approaches are currently being adopted as well as possible application to other sites around PNG); advice regarding adoption of a graduated cost sharing approach to payment of salaries of both CEPA and NGO staff; sharing of relevant experiences from around the world with Implementing Partners (IPs) regarding practical implementation of gender equality and women's empowerment; facilitation of sharing of experiences between IP partners.
21. Support to IPs and to the Project Management Unit (PMU) regarding financial reporting at project start was

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<sup>16</sup> And out of these 13 PAs, only 4 had full-time employees.

inadequate. Greater attention to this early on could have saved time and effort later on in the project and may have prevented some issues from occurring which were brought out in audits/spot checks.

22. New technologies have been developed and are being actively applied to assist in conservation efforts (“Lukim Gather”, SMART, drones). Provincial Governments have taken up the use of drones for land use monitoring, which may eventually be helpful to managing threats to PAs. Of the two prospective uses of the Lukim Gather App developed with project support, only one seems likely to be used. The Lukim Gather App community surveys have been shown to be helpful in enhancing community understanding and buy-in for conservation efforts, and TCA (which is the only IP that has used Lukim Gather) is likely to find funding to continue these surveys on an annual basis. The second use of the App, i.e., to report illegal incidents to CEPA in almost real time, does not appear to have immediate or even near to medium term use, and CEPA has not demonstrated keen interest in pursuing this further. CEPA does not have the capacity (not enough staff to dedicate the necessary time) to administer this function at the moment but can facilitate further use in the future. Civil society entities may have greater interest and, if provided support to engage an administrator, may be able to ensure the use of the App. Ensuring the App is made available to civil society and that further support is provided to enable its use will be important if this project investment is not to be lost. Although the Project and UNDP have made efforts to share information about Lukim Gather internationally including sharing this information with another UNDP project in Costa Rica and developing a publicity story which was shared across UNDP’s global network, at project end, one of the main partners in this project (WPZ/TKCP) was not fully familiar with its uses. TKCP has been using a different monitoring tool, the SMART monitoring tool.
23. There was insufficient exchange of experience amongst YUS CA, TMR and VNP. (e.g., WPZ was not aware of uses of Lukim Gather App; the two NGOs involved in the project were not fully aware of the different approaches each used to staffing – in YUS 18 rangers employed at ¾ time compared with 100 rangers in TMR employed for several days/year<sup>17</sup>; difference in approach in use of GEF funds to pay staff; different conservation agreements; WPZ not aware of TCA experience with Vanilla). Although partner meetings were held, greater opportunities to share experiences between the IPs would have been helpful as even some basic information was not adequately shared (e.g., TCA not aware of YUS progress with coffee and cocoa and TKCP not well informed about Lukim Gather App used by TCA).
24. An important PA in the country has practically doubled in size (YUS CA), an achievement largely attributable to the strengthened relationship between the NGO responsible for the PA (TKCP), the YUS community, and CEPA. This is a direct benefit of this project.
25. Project support has helped with the strengthening of the coffee and cocoa cooperative (currently financially managed by TKCP) and this is certain to have medium and long-term benefits for both local people in YUSCA and for the conservation of the area (as the two are intertwined) but there are still significant issues that need to be resolved (and rather quickly) if community interest and support is to be maintained in the immediate future. The main issues revolve around continued transport bottlenecks (exacerbated during COVID); lack of enough markets for the “conservation coffee” -- resulting in some coffee produced being left un-exported/unsold (up until last year all coffee for export had gone to a single buyer); lack of future season contracts that would allow for better planning related to production of coffee and to destination markets; lack of a firewall protecting local farmers involved in growing “conservation coffee” against coffee price fluctuations (low coffee prices can sometimes mean that coffee is left in the landscape as the price of getting it out of the landscape and to market may not be economical); farmers who have commitments such as paying for school fees at given times not getting paid for their coffee in a timely fashion; and TKCP staff management issues which caused significant problems. Since many of the farmers involved in the growing of conservation coffee do not have a cushion, these issues, if unresolved in a timely manner, may affect their interest in continued conservation. TKCP is actively addressing these identified challenges, through its established partnership/MOU with international coffee trading company Sucafina Specialty, and with the Coffee Industry Corporation. Moving forward, efforts will focus on further reliability and cost-effectiveness of transport (establishing standard operating procedures for the cooperative, and securing government freight subsidies) and on strengthened market access (diversification and product development). These efforts will further empower the YUS Cooperative in assuming operational responsibility for the transport and sale of their coffee, with complementary project support to realize conservation-based value-add.
26. Management of VNP has significantly improved as a direct result of project support and this is visible not only to scientists and PA managers but to the public at large who has demonstrated renewed interest in visiting the park. The sustainability of the effort supported by the project is, however, in question as there is no evidence that all activities supported during the project will be able to continue after project end. CEPA has indicated that they will keep the existing 7 rangers on board at reduced wages once project support to pay wages ends in November, 2020 and until the end of 2020 (i.e., approximately 2 months) at which time they will likely need to reduce the number of rangers in VNP down to 3 or 4 due to insufficient Government funding to pay wages and other associated costs of the rangers. They plan to seek continued support from the GEF6 project to retain some (but likely not all) of the rangers whose costs were paid by the Project although it is noted that no support for VNP was included in the GEF6 project document.
27. Management of the proposed TMRCA has been significantly enhanced and conservation efforts existing prior to this

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<sup>17</sup> TCA also had 16 Research Officers who were employed up to 6 months per year during the Project.

project have been sustained and built upon further despite the area not yet being gazetted as a PA and despite the recent decision of the TCA Board of Directors to remove six villages from the TCA organization and from the proposed CA. TCA as an organization has been significantly strengthened and, although staffing numbers sustained during the project period were significantly reduced when project support to pay staff costs ended earlier this year, TCA now (since 2016) has its own fund-raising arm (TCA Australia whose function it is to raise funds for TCA PNG) and also has agreed future donor support which will enable sustaining current (reduced) numbers and will likely allow for most of the staff employed during the project to be brought back on board by early next year. The motivation and the capacity of the communities in the proposed TMRCA to engage in conservation has also been enhanced as observed in community representatives, including women, who now speak out and take the lead in activities as Project Officers and in the enthusiasm for rice and fish farming projects.

28. Gazettal of the proposed TMRCA has not happened despite continued efforts over the life of the project (building on efforts which began prior to the Project). It appears likely that gazettal of the TMR as a CA, although now reduced in size from 185,000 to 143,000 hectares (a reduction in 42,000 hectares compared with the original proposed area), will happen early next year. Given the time and effort invested in pursuing gazettal, and the lack of success to date, the TE believes lack of will on the part of CEPA has contributed significantly to this situation. The project supported CEPA staff to undertake consultations with stakeholders related to the gazettal. The proof of efficacy of this investment will be whether the few remaining final consultations (which appear to be the most politically sensitive) take place without further delay.
29. The recent decision of several (6) villages to withdraw from the proposed TMR CA is indicative that there were issues and that these were not resolved. These issues should have been explicitly described and tracked in PIRs. It is important to fully understand what took place so as to avoid further erosion of more communities from the proposed CA.
30. Insufficient emphasis was placed on monitoring of key species. Project support to the two NGOs was sufficient to expect that both urgent on the ground conservation work as well as scientific monitoring of certain key species could be accomplished (it should not have been considered as an “either/or” situation). At project end it is still not possible to know the situation regarding the populations of the species used as indicators in the Results Framework (RF), and anecdotal information is still being presented as it was at project start. It should be noted that according to TCA, results from camera trapping and from individual accounts in TMR indicate that the populations of both Tenkile Tree Kangaroo and Weimang Tree Kangaroo have increased during the project period, although to what extent remains unknown at this time. The last research done to assess status of Matschie’s Tree Kangaroo population (in YUS) was done in 2017. Data collected has not yet been fully analyzed. Although monitoring these species across their ranges in this terrain is intrinsically difficult, it should not take three years to analyze data. According to community members interviewed by the TE, MTK is being seen now in areas where it has never been seen before.) Project funds supported a research consultant who is estimated range and abundance of Matschie’s tree kangaroos across the Huon Peninsula.
31. The capacity of NGOs to manage the respective PAs for which they are responsible has significantly increased as a result of project support. Provincial Governments are expected to play a much greater role in PA management with the passage of the PA Bill and the establishment of Regional Protected Areas<sup>18</sup>. The capacity of the Provincial Governments involved in the project to manage PAs has been enhanced in some ways but there is still much to do. Provision of drones and training on their use, operation and maintenance was helpful but this is a very small part of PA management. The Provincial Governments are not yet adequately prepared to assume the role of being involved in managing PAs although progress is being made in this regard (both through their own efforts as well as with project support). Some promising initiatives are noted. Within the Sandaun Provincial Administration Executive arm, a National Functions Unit was established to accommodate national-level programmes including environment and conservation. This unit will be involved in the management of the TMRCA through the Conservation Area Management Committee once the TMRCA is gazetted. The Sandaun Provincial Government contributed K50,000 to TCA in 2019. The Morobe Provincial Administration hired two additional officers that are directly supporting Environment and Climate change work. And, both Provincial and Local Level Governments have demonstrated buy-in through their support. Morobe Provincial Government provided K36,000 in 2018 & K11,100 in 2019 to subsidize the transport of coffee out of YUS. Kawbum District supported the building of three coffee storage sheds at airports in the YUS landscape and committed K237,000 through an MoU with TKCP to pay for an advisor to help build the capacity of the local CBO which helps to manage the CA. The Wasu Local Level Government of the Tewae Siassi District in collaboration with the Cocoa Board supported the YUS CA by providing 10,000 seedlings for the cocoa nursery in the coastal zone of YUS CA, thereby providing important support that could benefit local livelihoods and thus contribute to conservation.
32. Although promising efforts are underway to enhance the capacity of the CBO involved in managing the YUSCA, this is still at an early stage. At project end, the respective roles of the various partners involved in managing the YUSCA, including the CBO, are even now still being defined/re-defined.
33. In regards to ensuring sustainability of the project investment in capacity building, it will be important to ensure people who were trained with GEF funds and whose wages were paid with GEF funds can continue to be involved in conservation after project end. There is evidence that the investment made by GEF cannot be fully and immediately

<sup>18</sup> This means that some existing PAs will transition to LMCAs (Locally Managed Conservation Areas) and LMMAs (Locally Managed Marine Areas) and will be the responsibility of the respective Provincial government rather than CEPA. Provincial Govt will also have a role in the national protected area types.

sustained in the cases where GEF funds were used to pay 100% of wages, i.e., TCA and in VNP. The TE notes that graduated wage-sharing was not applied in this project.

34. There were two parts to the project objective, the first was to enhance capacity to manage PAs and the second was to reduce the threats to PAs. To determine if threats to PAs have been significantly reduced at least in part as a result of this project's support is a question that requires closer scrutiny than what the information presented in METTs alone can provide. METT scores have increased over the project period, indicating the three PAs of focus of the project are being more effectively managed compared to five years ago. An assessment of the threats to these PAs is a part of the METT assessment. Comparing the METTs done in 2020 with those in 2015, some threats have decreased while other threats have increased. As per communications with the managers of those PAs, not all threats were fully documented in the METTs. Given that reducing threats to the PAs was part of the project objective, it would have been helpful to do a more in-depth threats analysis of the three PAs of focus in the project during the PPG stage. In addition, the RF should have included more direct indicators of threat levels.
35. The understaffing of the PMU over the first three years of the project caused significant issues in terms of providing needed support to IPs. There has been a significant positive change since a full-time PM was hired.
36. Hiring a national Project Manager (PM) was very helpful. Contracting a national (rather than an international) PM is likely to be more cost-effective and also serves to enhance local capacity.
37. There are shortcomings in the design of the RF, some of these were pointed out in the MTR but changes were never made to the RF.
38. Project Oversight. In the case of this project, UNDP had both an oversight role as the GEF IA responsible for the project as well as a project execution role in supporting CEPA (one of three project executing agencies) to implement Component 1 of the project. Some responsibilities associated with project oversight were not adequately undertaken.
39. The "firewall" between UNDP as the GEF IA responsible for project oversight and UNDP as an executing entity was weak and full compliance with UNDP's policy in this regard is questionable.
40. No exit strategy was prepared. A simple exit strategy should normally be developed for presentation to the Project Board (PB) at least six months before project end. Not developing an exit strategy with plenty of time before project end can affect both impact and sustainability of a project's efforts. The PMU was not made aware by UNDP of what is considered best practice of preparing an Exit Strategy.
41. Most of the IPs have contributed a significant amount of in-kind co-financing to the project even if the overall co-financing contribution from some partners was significantly lower than expected (only 20% of the amount committed).
42. Adaptive management was inadequate in that UNDP did not take action to bring a full-time PM on board for this large project, despite evidence that the project was suffering, until half way through the project (September, 2018).
43. Overall, the TE believes the project accomplished a great deal under many difficult challenges but there is much remaining to be done to ensure the full effect of these accomplishments is realized on-the-ground. If Government does not significantly increase staffing and government budget allocation to the SEP Wing of CEPA, many of the Project investments will likely be lost. Although the economics of it would need to be further studied to come to a solid conclusion (and this type of analysis should certainly be done), investing in well-established NGO-supported on-the-ground conservation efforts may be the more cost-effective approach to conservation in PNG for the immediate future.

## 5.2 Key Lessons

20. Review of the EIA process should have been included in this project. A weak EIA process threatens the effectiveness and sustainability of PAs in PNG and may undermine many of the contributions made by this project. Although many of the new standards and guidelines developed with support of this project represent important steps towards establishing an enabling environment for effective PA management in PNG, the weak EIA process may well disable much of these potential advances. Lack of inclusion of a review of the EIA process was a significant fault in the design process.
21. Use of benchmarks can be helpful in promoting impact and ensuring efficient use of funds. Benchmarks should be defined during the project inception workshop. Funds for certain activities may be re-programmed if benchmarks are not met as further investment in those activities or activities meant to build upon them may no longer be cost-effective. As one example, if CEPA restructuring benchmarks were not met by an agreed point in the project implementation, instead of continuing on with activities such as providing GEF funds to contract a company to develop policies and procedures regarding human resource management and to conduct interviews to fill positions in CEPA which were not yet officially created, re-programme those funds for other activities where progress is being shown.
22. Avoid using GEF funds to pay 100% of the cost of adding staff, whether to Government entities or to NGOs. This is rarely sustainable. Graduated cost sharing over the period of a project is most helpful in promoting sustainability. For example, instead of paying 100% of the cost of the rangers in VNP, the project could have started by paying 90% with the other 10% being paid by CEPA and then gradually over the project period decreasing GEF funds and increasing CEPA (or other sourced) funds to pay the rangers. This approach helps to ensure that efficient use is made of GEF funds (otherwise funds can be used to pay people who obtain important experience over the project period but who are then let go once GEF funds are no longer available) and that the investment leads to a sustained effort. Unfortunately, the

project assistance for VNP came late in the project (only beginning in mid-2019), thereby making a graduated cost sharing approach less plausible. Just as with the case of VNP, many of the TCA staff who were paid 100% with GEF funds were put “on hold” once GEF support for staff wages ended earlier this year (reduced from 40 to 12 full-time staff). The TCA staffing situation is, however, more likely to quickly return to project-supported numbers.

23. A full-time Project Manager should be contracted at project outset for any full-size UNDP-supported, GEF-financed project and this position should be appropriately budgeted for. Without this, project implementation, monitoring and reporting is likely to suffer.
24. Preference should be given to contracting national (rather than International) Project Managers whenever possible as the benefits of having a National project manager are manifold, including enhancement of national capacity. Other benefits include intimate knowledge of government institutions, policies, programmes, local context, and protocols, all of which significantly reduces project start up time. Although a close working relationship with the Government partner is essential, it is also important for National Project Managers to maintain a degree of separation/objectivity to allow for effectively and fully assuming their role.
25. It is helpful to review administrative and financial procedures as well as responsibilities related to project management, to agree on how project files will be kept, and to provide examples of MTR and TE reports to PMs and Project Associates immediately following contracting. This will better prepare the PMU to actively assume its responsibilities.
26. Housing the project office within the Government entity responsible for the project is a good practice which should be maintained for future projects. Having all GEF project management units housed in one place helps promote good coordination between projects although the distinction between projects must be kept clear for reporting purposes.
27. UNDP TRAC co-financing should be carefully calculated before commitments are made as inability to follow through on commitments may negatively affect the project. In the case of this project, TRAC funds in the amount of \$250,000 were to go to project management but less than half that amount was actually delivered.
28. Avoid use of GEF project funds to pay salaries of UNDP CO staff. This was approved by the PB and by the GEF but there is no precedence for this in other UNDP-supported, GEF-financed projects. Avoid use of GEF funds to pay costs of Board meetings of IPs. In the case of this project, GEF funds were used to pay for TCA Board Members to come to PNG to participate in Board Meetings on three occasions. This was approved by the project but the TE does not consider this a good use of GEF funds.
29. It is important to hold the project inception workshop within the first two months after official project start. Waiting six months to conduct an inception workshop has negative consequences one of which is that many activities are already underway and it is more difficult to make changes at this time compared with making these at project outset.
30. All IPs should be intimately involved in the project design, including the design of the Results Framework. Although some changes are anticipated at the time of an inception workshop, the PRODOC should have been well consulted with the IPs prior to submission to the GEF.
31. Adopt a more practical approach to the development of RFs – less GEF language/style, less concern about neat appearance, more practical, more detailed, messier but more meaningful.
32. If the objective of a project is to reduce threats, directly monitor those threats. Conduct an in-depth threats analysis during the PPG and include indicators in the Results Framework that have to do with the major threats. Do not hesitate to include activities related to human population growth when this is demonstrated to be a major threat to biodiversity, always ensuring that activities are in keeping with cultural norms and undertaken with full community support.
33. It is important that all large contracts (and the TORs associated with these) be reviewed and approved by the RTA. This practice began mid-way through the current project and is helpful in ensuring contracts are relevant to expected outcomes and TORs are clearly described.
34. TOR are one important factor determining how useful products/outputs will be. Avoid ambiguous words like “mainstream” and “integrate”. Be precise. It is important that those drafting TOR be technically familiar with the subject matter.
35. It is important to give the evaluation team sufficient time to meet with each other and to review documents prior to initiating stakeholder consultations. This is especially true during times when COVID-related restrictions do not allow all Team Members to be present in country.
36. The role of national consultants on evaluation teams has always been very important but will take on even greater importance during COVID and beyond. Ensuring national consultants are fully familiar with the conduct of GEF project evaluations is important and may sometimes require additional investment by UNDP prior to the onset of an evaluation. Including additional time for the Team Leader to orient the National Consultant may be helpful. It may also be helpful for UNDP to develop an online training module to provide helpful information related to MTR and terminal evaluations of UNDP-Supported, GEF-financed projects and to develop a roster of national consultants who have successfully undertaken this training.
37. It is important to designate the TE manager during the evaluation planning stage and for the TE Manager to be fully informed of their responsibilities as such prior to the initiation of an evaluation. It is also essential that the TE Manager be fully familiar with the project.
38. It is important to study relevant initiatives from around the world especially during the design and inception of the project and make efforts to open communication between relevant initiatives both ongoing and completed. RTAs can be very helpful in this regard.

39. Including Government and NGO IP budgetary commitment benchmarks in project design can help ensure sustainability (e.g., NGO will take on additional staff/maintenance of PA incrementally up until 100% at project end). This can be paid out of core Government or NGO budgets or with external financing secured for such purposes.

### 5.3 Key Recommendations

Based on the evidence collected, the TE makes fifteen key recommendations to the Project stakeholders and managers as summarized in Table 3. Several recommendations relate to follow-on actions required to ensure that the impact of project-initiated activities is fully realized and sustained.

*Table 3. Summary of Key Recommendations*

No.	Recommendation	Action & Entity Responsible
1	As a follow-on action to help ensure the intended impact is realized of project-initiated activities related to the development of the biodiversity offsets policy, it will be important to improve ecosystem mapping in PNG to enable greater assurance that impacts to a specific ecosystem are indeed offset by actions in the same ecosystem (in another location). Without an accurate map of ecosystems, this is not possible and 'ecological equivalence' of offsets at location x for impacts at location y cannot truly be assessed. The TE notes that USAID funding will support continued progress on the offsets policy but it is unknown if this support will include ecosystem mapping.	CEPA to follow up with USAID
2	As a follow-up action to ensure the intended impact is realized of project-initiated activities related to reducing the threats to PAs and ecosystem functioning, it will be important to undertake a review of the EIA process in PNG. The EIA process has not been reviewed since 2004. A strengthened EIA process and enhanced capacity to oversee the EIA process is key to achieving the desired impact/success of many of the investments made by this project. Omission of a review of the EIA process was a weakness in the design of this project that should now be addressed without delay.	UNDP CO to discuss with CEPA
3	A PA Forum is being established under the GEF6 project. This should serve as the mechanism for TCA and TKCP (as well as other NGOs involved in biodiversity conservation in PNG) and CEPA to compare and contrast the three different models/approaches to conservation <sup>19</sup> supported by this project to better understand the similarities and differences in the various approaches/strategies adopted and to better assess what has worked well and what hasn't, as well as assessing the economics/cost-effectiveness of the various approaches adopted. Unfortunately, this in-depth comparison was never done, not in the PRODOC and not over the five-year project period. The output of the recommended workshop should be a written comparative detailed analysis. It would then be helpful if funds can be found to make a video intended to demonstrate with concrete examples these different approaches to conservation and also to support exchanges so that customary landowners can see first-hand the different approaches. The video could be shared with communities in PAs around PNG to help each determine what approach would be best suited for their own situation. Lessons from the experiences should also be included in this documentation as this will be important to communities with PAs in assessing potential benefits and drawbacks related to the various approaches to conservation supported by this project. This is especially important as Community Conservation Areas are expected to increase in number around the country. It should be noted that these three models are not the only approaches to conservation in PNG, and other NGOs in PNG may also wish to share approaches they have adopted.	UNDP CO to host workshop with participation of CEPA, TCA, TKCP, Eco-Custodian Advocates and other NGOs in PNG working on conservation
4	Draft a concise exit strategy outlining steps to be taken to ensure the GEF investment made in this project is not lost and is further built upon as needed, and convene a meeting of the PB to discuss the way forward even if the project has officially operationally closed. The exit strategy should include a plan for ensuring that the contingent of seven rangers in VNP whose wages were paid with GEF funds and in whom the GEF5 project invested training are kept on board and that support for their work continues.	PMU/UNDP CO/CEPA
5	All final project outputs (technical reports, plans, strategies, policy and other documents) should be compiled and uploaded onto the "cloud" and links shared with all key stakeholders including Provincial Governments, NGOs active in conservation in PNG, other PAs in PNG, and international donors with demonstrated interest in biodiversity conservation in PNG (JICA, Australian DFAT, USAID)).	UNDP CO PMSU

<sup>19</sup> The approaches vary in many ways including, for example, different conservation agreements used, different incentives offered, different disincentives for non-compliance, different forms of payment for ecosystem services offered, different approaches to commodity conservation applied, different approaches to staffing (Many more –100– TCA rangers who each work only a few days/year versus far fewer – 18– TKCP rangers who work almost full-time as rangers, TCA also employs 16 Research Officers, who are above Rangers, and who have worked up to 6 months/year), different approaches and different tools for monitoring and research (Lukim Gather in TCA versus SMART in TKCP), different management arrangements, different types of support sought from Provincial Government, etc.

6	Regarding project assets transfer, the TE recommends that one of the vehicles purchased with project support be provided for full-time use in VNP after project closure and that the second vehicle also be used in a PA within the country rather than in Port Moresby at least until such a time as additional staff are added to the PA Branch in the SEP Wing of CEPA.	UNDP CO and CEPA to discuss
7	<p>Building on the nation-wide METT assessment in 2016-2017 which highlighted a broad range of threats across the PA network and further building on data compiled as part of the preparation of SMIs supported by this project, begin mapping and regularly monitoring threats to PAs including logging, mining, industrial agriculture, and human population growth in and around all PAs. This should not only be done in the context of METTs but should be mapped and tracked in greater detail. Almost all PAs reported that climate change and invasive species were important threats. Communities can play a key role in monitoring threats and for many threats there needs to be multi-stakeholder engagement and often a landscape-wide approach.</p> <p>The METT was usefully modified to better reflect the PNG PA context. Further modification would be useful. Include questions regarding: 1) The type of work done by workers/employees/volunteers in PAs (describe what work is being done), 2) The number of people who provide services to PAs who are not paid. This is important in the PNG context as most PAs in PNG have people working/participating in a voluntary capacity – they are not paid employees, but rather customary landowners who are working on their land/seas to manage their PA. Some PAs have a ‘formal’ process e.g. rostering people to work on particular days, but in most cases it is ad hoc (e.g. the METT question about Work Plans indicates that most PAs do not have a work plan). Without making this distinction, data collected could be confusing as 57 PAs indicated in the 2017 data collected by the project that they have no employees but many of these may have people working in the PA who are not paid. The METT question as it is at present specifically asks about paid employees. Although this is important information, an additional question regarding number of workers who are not paid would be useful. 3) The type of employee/position. At present, although the METT differentiates between full and part-time paid staff, it does not differentiate between type of employees (e.g., rangers, PA managers, researchers, etc.). 4) Add a question to determine whether management committees are truly functional or not (at present the METT only asks if such committees exist). Although 53% of the PAs indicate they have a management committee, it is not known how many of those committees are functional and the contractor engaged in the work indicated that perhaps the majority of PAs don’t have a fully functioning management committee.</p>	CEPA
8	As a follow-on action to ensure the intended impact of project-supported activities related to the development of the Lukim Gather App is more fully realized, it will be important to identify an entity (other than CEPA) that can act as administrator for incident reporting (one of the two applications for the Lukim Gather, the other being community surveys). It is recommended that UNDP PNG sponsor a workshop for civil society actors working with PAs to inform as to the potential uses of the App, especially for incident reporting, as this function is unlikely to be assumed by CEPA and if not pursued by civil society, this aspect of the project investment is likely to be lost.	UNDP CO to host (perhaps virtual) launching of app inviting conservation NGOs in PNG to participate
9	For future UNDP-supported, GEF-financed projects in PNG, use benchmarks and graduated cost sharing to enhance efficiency and to promote impact of project interventions. Avoid using GEF funds to pay 100% of the cost of IP staff (whether Government entities or NGOs) over the entire project period.	UNDP to ensure this happens during the design phase of future projects
10	For future UNDP-supported, GEF-financed projects in PNG, share practical experiences from other projects around the world (and especially those with similar socio-cultural context) regarding specific ways in which those projects/initiatives worked toward gender equality and empowerment of women in the context of biodiversity conservation. Do this at project outset – preferably during or directly following a project’s inception workshop. It is not enough to provide general guidance, sharing detailed experiences helps to ensure that more than just numbers are counted.	UNDP RTA to ensure such experiences are shared with future project IPs
11	Contract a full-time experienced Project Manager at project outset for any future full-size UNDP-supported, GEF-financed project. Where possible, contract National (rather than International) Project Managers as a general practice. Invest in building the capacity of PNG PMs.	UNDP CO to ensure this happens in future projects
12	Although no impact studies have been conducted, educating children about conservation through the Port Moresby Nature Park’s in-school programme and through the TKCP Junior Ranger program appears, according to many stakeholders, to be promising in terms of the impact it will have on how children view biodiversity and conservation. Continued and expanded efforts focussed on educating children about nature (both those living within PAs as well as those living in the capital city) should be encouraged.	At next World Environment Day annual event, invite a presentation by TKCP of the Junior Ranger programme as well as a presentation of the in-school programme conducted by Port Moresby Nature Park
13	Investing in the further development of improved policies, strategies, plans and guidelines may no longer be cost-effective without the needed counterpart investment in staffing and operating	UNDP CO (GEF6 Project and SGP)

	<p>budget for the SEP Wing of CEPA. It may now be more cost-effective for GEF to invest proportionately more in the work of partners with on-the-ground presence including NGOs, CBOs, communities, Provinces, Districts and LLGs. Investing in NGOs to give them the possibility to enhance their long-term presence in PAs is recommended especially as communities seek long-term partners to work with to build relationships, trust and support for their efforts.</p> <p>With an expected increase in the number of Regional Protected Areas , future capacity building for Government entities related to PA management should include relevant units within Provincial Governments.</p>	
14	Update the protected fauna of PNG booklet as per the Fauna Protection and Control Act 1976. This Project supported efforts to protect endangered species including Matschie's, Tenkile and Weimang Tree Kangaroo species. Nevertheless, there is no endangered species management program within CEPA.	CEPA
15	For future UNDP-supported, GEF-financed projects in PNG, find ways to create a stronger firewall between the UNDP Country Office (CO) as a GEF Implementing Agency responsible for project oversight and UNDP as an agency providing support to project execution. Strengthen project oversight.	UNDP RTA to discuss with UNDP CO

## Annex 1. Terms of Reference for the Terminal Evaluation (International Consultant/Team Leader)

United Nations Development Programme – Papua New Guinea



### Terminal Evaluation Terms of Reference (ToR) Template for UNDP-supported GEF-financed projects

#### 1. INTRODUCTION

In accordance with UNDP and GEF M&E policies and procedures, all full- and medium-sized UNDP-supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (ToR) sets out the expectations for the TE of the *full-sized* project titled R2R Strengthening the Management Effectiveness of the National System of Protected Areas (*PIMS #5261*) implemented through the *Conservation and Environment Protection Authority (CEPA)*. The project started on the *13 November 2015* and is in its *5<sup>th</sup>* year of implementation. The TE process must follow the guidance outlined in the document '[Guidance for Terminal Evaluations of UNDP-supported GEF-financed Projects](#)'.

#### 2. PROJECT BACKGROUND AND CONTEXT

The project was designed to develop a government-supported approach towards creating an enabling environment to i) strengthen government policy and systems with Protected Areas to support community conservation areas in Papua New Guinea and ii) to develop effective natural resource management for community livelihood support. The overall objective of the project aims to operationalize the National Executive Council (NEC) endorsed Protected Area Policy, as well as, support the institutional transition from the former Department of Environment and Conservation to Conservation and Environment Protection Authority (CEPA). Through this project the links between central government's policy and institutional systems are expected to be strengthen with Protected Areas that are being established by community landowners and conservation partners in key biodiversity areas throughout the country.

This project directly supports a proposed conservation area which is already in the process of finalizing their application – the Torricelli Mountain Range Conservation Area (TMRCA). It focuses on supporting management capabilities of the PNG State by strengthening policies relating to Protected Area management, building capacity, implementing training programs and working to ensure the effective management of Varirata National Park. It further provides direct support to a conservation area which is already fully gazetted and registered – the YUS Conservation Area and intends to expand the landscape

level and effective management of the YUS Conservation Area and community livelihood assistance in the YUS landscape with a focus on Conservation Coffee and Cocoa.

This involves demonstration of how the development of national conservation policy framework will contribute towards the establishment of a protected area system to better support community-managed protected areas. The TE for this full-size UNDP/GEF supported project is implemented through the Conservation and Environment Protected Authority.

### 3. TE PURPOSE

The TE report will assess the achievement of project results against what was expected to be achieved and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE report promotes accountability and transparency and assesses the extent of project accomplishments.

The TE is also being conducted to document best practices, challenges and capacities that are at hand and that are missing that can inform UNDP CO Programming going forward. The UNDP CO Management and the Implementing Partner/Executing Agency will act on the TE Results. The TE is in line with the UNDP PNG's current evaluation plan.

### 4. TE APPROACH & METHODOLOGY

The TE report must provide evidence-based information that is credible, reliable and useful.

The TE team will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP) the Project Document, project reports including annual PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based evaluation. The TE team will review the baseline and midterm GEF focal area Core Indicators/Tracking Tools submitted to the GEF at the CEO endorsement and midterm stages and the terminal Core Indicators/Tracking Tools that must be completed before the TE field mission begins.

The TE team is expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), Implementing Partners, the UNDP Country Office(s), the Regional Technical Advisor, direct beneficiaries and other stakeholders.

Engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to *CEPA, West Sepik and Morobe Provincial Administrations, YUS CBO and Community Groups*, executing agencies, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Board, project beneficiaries, academia, local government and CSOs, etc. Additionally, the TE team is expected to conduct field missions to Port Moresby (*depending on the covid 19 situation in the country*), including the following project sites *Varirata National Park, Torricelli and YUS in Papua New Guinea*.

The specific design and methodology for the TE should emerge from consultations between the TE team and the above-mentioned parties regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The TE team must use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation must be clearly outlined in the TE Inception Report and be fully discussed and agreed between UNDP, stakeholders and the TE team.

The final report must describe the full TE approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the evaluation.

### 5. DETAILED SCOPE OF THE TE

The TE will assess project performance against expectations set out in the project's Logical Framework/Results Framework (see ToR Annex A). The TE will assess results according to the criteria outlined in the [Guidance for Terminal Evaluations of UNDP-supported GEF-financed Projects](#). *(The scope of the TE should detail and include aspects of the project to be covered by the TE, such as the time frame, and the primary issues of concern to users that the TE needs to address.*

The International Consultant, with support from a national consultant, will have the overall lead responsibility to assess the extent to which the project is achieving project results and improve the sustainability of project gains. Specifically, the International Consultant or the Evaluation Team Leader is expected to lead and undertake the following tasks and produce following deliverables:

- Desk review of documents, development of Inception Report, consisting of draft methodology, detailed work plan and Terminal Evaluation (TE) outline. Note: in case the TE team lead can't travel to PNG for in-country mission, the team shall adopt IEO's evaluation guideline of alternative evaluation approaches that is a mix of virtual evaluation approaches with support from a national consultant with valuable local knowledge and experience. However, the challenges associated with this approach, which limit the evaluation scope, access to stakeholders and communities should be outlined in the inception report and clearly detailed in the evaluation report. (No later than 2 weeks before the evaluation mission);
- Brief the UNDP CO to agree on methodology, scope and outline of the TE report (1 day);
- Interviews with project implementing partners, relevant Government, NGO and donor representatives and UNDP/GEF Regional Technical Advisor (maximum 3 days);
- Field visit to the pilot project site and interviews if –this may not be possible due to covid restrictions but will remain in this list (amendments to the contract can be made to accommodate should this change). Supervising the national consultant for field visits.
- Debrief with UNDP (1 day);
- Development and submission of the first draft TE report (after 3 weeks of the country mission). The draft will be shared with the UNDP CO team (Head of the Portfolio, Deputy Resident Representative, Project Manager and Programme Support Unit), UNDP/GEF RTA and key project stakeholders for review and commenting;
- Finalization and submission of the final TE report through incorporating suggestions received on the draft report (within 1 week);
- Based on the results of the evaluation, development of at least 4 knowledge products, in line with UNDP's format of success stories/lessons learnt (4 days);
- Supervision of the work of the national consultant (during entire evaluation period).

The TE is to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.

The Findings section of the TE report will cover the topics listed below. A full outline of the TE report's content is provided in ToR Annex C.

The asterisk "(\*)" indicates criteria for which a rating is required.

#### Findings

##### i. Project Design/Formulation

- National priorities and country driven-ness
- Theory of Change
- Gender equality and women's empowerment
- Social and Environmental Standards (Safeguards)
- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g. same focal area) incorporated into project design
- Planned stakeholder participation

- Linkages between project and other interventions within the sector
- Management arrangements

## ii. Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (\*), implementation (\*), and overall assessment of M&E (\*)
- Implementing Agency (UNDP) (\*) and Executing Agency (\*), overall project oversight/implementation and execution (\*)
- Risk Management, including Social and Environmental Standards (Safeguards)

## iii. Project Results

- Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
- Relevance (\*), Effectiveness (\*), Efficiency (\*) and overall project outcome (\*)
- Sustainability: financial (\*), socio-political (\*), institutional framework and governance (\*), environmental (\*), overall likelihood of sustainability (\*)
- Country ownership
- Gender equality and women's empowerment
- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
- GEF Additionality
- Catalytic Role / Replication Effect
- Progress to impact

## Main Findings, Conclusions, Recommendations and Lessons Learned

- The TE team will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.
- The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women's empowerment.
- Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.
- The TE report should also include lessons that can be taken from the evaluation, including best practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions. When possible, the TE team should include examples of good practices in project design and implementation.
- It is important for the conclusions, recommendations and lessons learned of the TE report to incorporate gender equality and empowerment of women.

The TE report will include an Evaluation Ratings Table, as shown below:

ToR Table 2: Evaluation Ratings Table for the project "Strengthening the Management Effectiveness of the National System of Protected Areas"

Monitoring & Evaluation (M&E)	Rating <sup>20</sup>
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of Implementation/Execution	
Assessment of Outcomes	Rating
Relevance	
Effectiveness	
Efficiency	
Overall Project Outcome Rating	
Sustainability	Rating
Financial resources	
Socio-political/economic	
Institutional framework and governance	
Environmental	
Overall Likelihood of Sustainability	

## 6. TIMEFRAME

The total duration of the TE will be approximately *(average 25-35 working days)* over a time period of 8 weeks starting on 01 September 2020. The tentative TE timeframe is as follows:

Timeframe	Activity
10 August 2020	Application closes
17 August 2020	Selection of TE team
24 August 2020	Preparation period for TE team (handover of documentation)
02 September 2020 (4 days)	Document review and preparation of TE Inception Report
04 September (02 days)	Finalization and Validation of TE Inception Report; latest start of TE mission
14 September 2020 (10 days)	TE mission: stakeholder meetings, interviews, field visits, etc.
15 September 2020	Mission wrap-up meeting & presentation of initial findings; earliest end of TE mission
21 September 2020 (05 days)	Preparation of draft TE report
22 September 2020	Circulation of draft TE report for comments
25 September 2020	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
30 September 2020	Preparation and Issuance of Management Response
02 October 2020	Concluding Stakeholder Workshop (optional)
05 October 2020	Expected date of full TE completion

Options for site visits should be provided in the TE Inception Report.

## 7. TE DELIVERABLES

#	Deliverable	Description	Timing	Responsibilities
1	TE Inception Report	TE team clarifies objectives, methodology and timing of the TE	No later than 2 weeks before the TE mission: 04 September 2020	TE team submits Inception Report to Commissioning Unit and project management

<sup>20</sup> Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution, Relevance are rated on a 6-point scale: 6=Highly Satisfactory (HS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately Unsatisfactory (MU), 2=Unsatisfactory (U), 1=Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4=Likely (L), 3=Moderately Likely (ML), 2=Moderately Unlikely (MU), 1=Unlikely (U)

2	Presentation	Initial Findings	End of TE mission: 15 September 2020	TE team presents to Commissioning Unit and project management
3	Draft TE Report	Full draft report ( <i>using guidelines on report content in ToR Annex C</i> ) with annexes	Within 3 weeks of end of TE mission: 22 September 2020	TE team submits to Commissioning Unit; reviewed by RTA, Project Coordinating Unit, GEF OFP
5	Final TE Report* + Audit Trail	Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report (See <i>template in ToR Annex H</i> )	Within 1 week of receiving comments on draft report: 30 September 2020	TE team submits both documents to the Commissioning Unit

\*All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.<sup>21</sup>

## 8. TE ARRANGEMENTS

The principal responsibility for managing the TE resides with the Commissioning Unit. The Commissioning Unit for this project's TE is *UNDP PNG Country Office*.

The Commissioning Unit will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the TE team. The Project Team will be responsible for liaising with the TE team to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

## 9. TE TEAM COMPOSITION

A team of two independent evaluators will conduct the TE – one team leader who is an International (with experience and exposure to projects and evaluations in the region including other regions) and one team expert, who is a national. The team leader will be responsible for the overall assessment of the project results and improve sustainability of project gains including design and writing of the TE Inception Report, lead the TE mission, supervise the national consultant and write the final TE report, etc. The team expert will support the TE lead consultant to assess the extent to which the project is achieving project results and improve sustainability of project gains. He will also work with the Project Team in developing the TE itinerary of the mission including meeting appointments and schedules.)

The evaluator(s) cannot have participated in the project preparation, formulation and/or implementation (including the writing of the project document), must not have conducted this project's Mid-Term Review and should not have a conflict of interest with the project's related activities.

The selection of evaluators will be aimed at maximizing the overall "team" qualities in the following areas:

### Education

- Master's degree in forestry/environmental management/natural resource management/ business administration or other closely related field;

### Experience

- Minimum 10 years of relevant professional experience in natural resource management and biodiversity conservation focusing on community-based conservation;

<sup>21</sup> Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>

- Demonstrated previous experience with UNDP and GEF monitoring and evaluation policies, guidelines and methodologies– at least 2 GEF funded project evaluation experiences preferably with focus on biodiversity conservation and protected areas;
- Relevant experience with results-based management evaluation methodologies;
- Experience applying SMART indicators and reconstructing or validating baseline scenarios;
- Competence in adaptive management, as applied to sustainable natural resource management and biodiversity conservation particularly in communities;
- Experience in evaluating projects;
- Experience working in *Asia Pacific Region or developing countries*;
- Experience in relevant technical areas for at least 10 years;
- Demonstrated understanding of issues related to gender and natural resource management and biodiversity conservation experience in gender responsive evaluation and analysis;
- Excellent communication skills;
- Demonstrable analytical skills;
- Project evaluation/review experience within United Nations system will be considered an asset.

#### Language

- Fluency in written and spoken English.

### COMPETENCIES

#### Corporate Competencies:

- Demonstrates integrity by modelling the UN's values and ethical standard
- Promotes the vision, mission, and strategic goals of the UN
- Displays cultural, gender, religion, race, nationality, and age sensitivity and adaptability
- Treats all people fairly without favouritism.

#### Functional Competencies:

- Thorough knowledge of GEF Monitoring and Evaluation Policy
- Familiarity with the challenges developing countries face in sustainable natural resource management and biodiversity conservation including communities
- Conceptual thinking and analytical skills
- An independent, reliable, responsible self-motivator able to work under time pressure
- Excellent communication, team-building and diplomatic skills to develop partnerships.

## 10. EVALUATOR ETHICS

The TE team will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The evaluator must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The evaluator must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses without the express authorization of UNDP and partners.

## 11. PAYMENT SCHEDULE

- 20% payment upon satisfactory delivery of the final TE Inception Report and approval by the Commissioning Unit

- 40% payment upon satisfactory delivery of the draft TE report to the Commissioning Unit
- 40% payment upon satisfactory delivery of the final TE report and approval by the Commissioning Unit and RTA (via signatures on the TE Report Clearance Form) and delivery of completed TE Audit Trail

Criteria for issuing the final payment of 40%<sup>22</sup>:

- The final TE report includes all requirements outlined in the TE TOR and is in accordance with the TE guidance.
- The final TE report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other TE reports).
- The Audit Trail includes responses to and justification for each comment listed.

## 12. APPLICATION PROCESS<sup>23</sup>

Recommended Presentation of Proposal:

- a) Letter of Confirmation of Interest and Availability using the [template](#)<sup>24</sup> provided by UNDP;
- b) CV and a Personal History Form ([P11 form](#)<sup>25</sup>);
- c) Brief description of approach to work/technical proposal of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
- d) Financial Proposal that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc), supported by a breakdown of costs, as per template attached to the [Letter of Confirmation of Interest template](#). If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

Criteria for Evaluation of Proposal: Only those applications which are responsive and compliant will be evaluated. Offers will be evaluated according to the Combined Scoring method – where the educational background and experience on similar assignments will be weighted at 70% and the price proposal will weigh as 30% of the total scoring. The applicant receiving the Highest Combined Score that has also accepted UNDP's General Terms and Conditions will be awarded the contract.

## 13. TOR ANNEXES

*(Add the following annexes to the final ToR)*

- ToR Annex A: Project Logical/Results Framework
- ToR Annex B: Project Information Package to be reviewed by TE team
- ToR Annex C: Content of the TE report
- ToR Annex D: Evaluation Criteria Matrix template
- ToR Annex E: UNEG Code of Conduct for Evaluators
- ToR Annex F: TE Rating Scales
- ToR Annex G: TE Report Clearance Form
- ToR Annex H: TE Audit Trail

<sup>22</sup> The Commissioning Unit is obligated to issue payments to the TE team as soon as the terms under the ToR are fulfilled. If there is an ongoing discussion regarding the quality and completeness of the final deliverables that cannot be resolved between the Commissioning Unit and the TE team, the Regional M&E Advisor and Vertical Fund Directorate will be consulted. If needed, the Commissioning Unit's senior management, Procurement Services Unit and Legal Support Office will be notified as well so that a decision can be made about whether or not to withhold payment of any amounts that may be due to the evaluator(s), suspend or terminate the contract and/or remove the individual contractor from any applicable rosters. See the UNDP Individual Contract Policy for further details:

[https://popp.undp.org/layouts/15/WopiFrame.aspx?sourcedoc=/UNDP\\_POPP\\_DOCUMENT\\_LIBRARY/Public/PSU\\_Individual%20Contract\\_Individual%20Contract%20Policy.docx&action=default](https://popp.undp.org/layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Individual%20Contract_Individual%20Contract%20Policy.docx&action=default)

<sup>23</sup> Engagement of evaluators should be done in line with guidelines for hiring consultants in the POPP

<https://popp.undp.org/SitePages/POPPRoot.aspx>

<sup>24</sup> <https://intranet.undp.org/unit/bom/psd/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx>

<sup>25</sup> [http://www.undp.org/content/dam/undp/library/corporate/Careers/P11\\_Personal\\_history\\_form.doc](http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc)



## **Annex 1. Terms of Reference for the Terminal Evaluation (National Consultant)**



Annex 1. TOR  
Maureen Ewai

## Annex 2. Terminal Evaluation Mission Itinerary

### Overview of Field Visits Itinerary

DATE	FROM	TO	Comment
17 September 2020	Rabaul	Lae	Flight from Rabaul to Nadzab, Lae
24 September 2020	Nadzab, Lae	Port Moresby	Flight from Nadzab, Lae to Port Moresby
25 September 2020	Port Moresby	Vanimo	Flight from Port Moresby to Vanimo via Wewak
27 September 2020	Vanimo	Wewak	Flight from Vanimo to Wewak
29 September 2020	Wewak	Lumi, TCA Base camp	Via road from Wewak-Maprik-Drekikir-Lumi
2 <sup>nd</sup> October 2020	Lumi	Nuku	Via road from Lumi to Nuku
3 <sup>rd</sup> October 2020	Nuku	Wewak	Via road from Nuku-Drekikir-Maprik-Wewak
4 <sup>th</sup> October 2020	Wewak	Aitape	Via road from Wewak-Aitape
7 <sup>th</sup> October 2020	Aitape	Wewak	Via road from Aitape-Wewak
9 <sup>th</sup> October 2020	Wewak	Port Moresby	Flight from Wewak to Port Moresby
11 <sup>th</sup> October 2020	Port Moresby	Lae	Flight from Port Moresby to Nadzab, Lae
12 <sup>th</sup> October 2020	Nadzab, Lae	Sapmanga, YUS CA	Flight from Nadzab, Lae to Sapmanga, YUS CA
14 <sup>th</sup> October 2020	Sapmanga, YUS CA	Nadzab, Lae	Flight from Sapmanga, YUS CA to Nadzab, Lae
16 <sup>th</sup> October 2020	Nadzab, Lae	Port Moresby	Flight from Nadzab, Lae to Port Moresby
20-21 October 2020	Port Moresby	Varirata National Park, Sogeri, PAU	Via road to Varirata NP, Sogeri, Pacific Adventist University

## Detailed Itinerary for Field Visits

Date	Day	Time	Activity	Comments
17 <sup>th</sup> September 2020	Thursday	11:30am-2:30pm	- Flight from Rabaul to Nadzab, Lae	- National Consultant (NC)
18 <sup>th</sup> September 2020	Friday	11:00am-5:00pm	- YUS Conservation Area Management Committee	- Venue; Salvation Army Conference centre, Eriku, Lae  - NC attended the CAMC meeting as an observer  - CAMC meeting was attended by TKCP staff and representatives from, YUS CBO, YUS LLG, Wasu LLG, CEPA
19 <sup>th</sup> September 2020	Saturday	8:30 -11:00pm	- Interview with Tabitha Berese, Women's Rep for YUS CBO, Sapmanga village, Ward 3, Lower Uruwa zone	- Venue; Salvation Army Lodge, Eriku, Lae
20 <sup>th</sup> September 2020	Sunday		- Prep supplies for travel to the field	- In Lae
21 <sup>st</sup> September 2020	Monday	7am-12 noon	- Waited at Nadzab airport for a flight to Sapmanga, YUS Landscape	- Flight was cancelled due to heavy cloud cover
		3:30-5:30pm	- Interview with Danny Nane, Community Conservation Coordinator, Tree Kangaroo Conservation Program	- Venue: TKCP Office, Professionals Building, Lae
		8:39pm-10:03pm	- Interview with Daniel Sarong, Treasurer, YUS CBO, Singorokai village, Ward 10, Nambis Zone	- Venue: Salvation Army Lodge, Eriku, Lae
22 <sup>nd</sup> September 2022	Tuesday	6am-9am	- Waited at Nadzab airport for the flight again to Sapmanga, YUS Landscape	- Heavy rain fell and again cloud cover again for a second day.

Date	Day	Time	Activity	Comments
				Travel into YUS Landscape was cancelled
		1-2pm	- Interview with Boting Minza, President of YUS CBO	- Venue: Wckid Chicken, Lae
			-	
		15:05-16:05pm	- Interview with Robin Kiki, Advisor Provincial Projects, NRM, Morobe Provincial Administration	- Venue: Wckid Chicken, Lae
23 <sup>rd</sup> September 2020	Wednesday	9:30am-13:15pm	- Focus Group Discussions with TKCP staff, TKCP office,	- Venue: Professionals Building, Lae
		2:10 pm-4:30pm	- Interview with Nicholas Wari, former Research and Monitoring Coordinator, TKCP	- Venue: Wckid Chicken, Lae
24 <sup>th</sup> September 2020	Thursday	9am-10am	- Meeting with Modi Pontio, Associate Director, TKCP	- Venue: Salvation Army Motel, Eriku, Lae  - This meeting is to be continued
		5:25-6:10pm	- Flight from Nadzab, Lae to Port Moresby	- National Consultant
25 <sup>th</sup> September 2020	Friday	07:00-09:30 am	- Flight from Port Moresby to Vanimo via Wewak	- Terminal Evaluation Team
		13:30-14:30pm	- Focus Group Discussions with Sandaun Provincial Administration -	- Venue: Sandaun Provincial Administration Conference room, Vanimo
26 <sup>th</sup> September 2020	Saturday	09:00-11:00 am	- Waited for the opposing group on the submission for gazettal of the Torricelli Mountain Range proposed Conservation Area	- The opposing team did not turn up for the meeting.
27 <sup>th</sup> September 2020	Sunday	12:20-13:00 pm	- Flight from Vanimo to Wewak	- TE team

Date	Day	Time	Activity	Comments
28 <sup>th</sup> September 2020	Monday		- Prep for travel to Lumi	- In Wewak
		7:43-9:00pm	- Interview with Eric Sakin, Director National Functions, Sandaun Provincial Administration	- Venue: In Wewak Boutique Hotel
29 <sup>th</sup> Sept 2020	Tuesday	08:00am -4:30 pm	- Departed Wewak at 8am - Arrived Lumi at 4:30pm	- Checked into guesthouse at TCA base camp at Lumi
30 <sup>th</sup> September 2020	Wednesday	08:00-09:00 am	- Introduction and welcome by TCA staff and community reps of TMRCA	-
		09:00-10:00 am	- Interview with Chris Talie	- Advisor, TCA
		10:00 am-12:30 pm	- Interview with the Management and staff of Tenkile Conservation Alliance	
		2:00-3:00 pm	- Interview with Tenkile community representatives	
		3:00-5:00 pm	- Field trip to Maui community (to see fish pond, tin roofs). Other activities are located within the Moratorium areas	- Maui community is located in Lumi town and is outside of the Moratorium areas, but are beneficiaries of the GEF support as they own the is where the TCA Base camp is located
1 <sup>st</sup> October 2020	Thursday	09:00-11:00 am	- Interview with Weimang Community representatives	
		11:50am-1:05pm	- Interview with Women's Group	
		2:30-4:00pm	- Interview with Research officers and Rangers	
		5:30-6:00pm	- Interview with the Rabbit farmer (Rabbit King), Vincent Kelele	

Date	Day	Time	Activity	Comments
2 <sup>nd</sup> October 2020	Friday	9:00 am-11:30 am 12:00-12:30 pm 1:30-2:00 pm	<ul style="list-style-type: none"> <li>- Travel from Lumi to Nuku</li> <li>- Visited the Nuku District Women's council office and Resource Centre</li> <li>- Meet with the Nuku District Administrator</li> </ul>	<ul style="list-style-type: none"> <li>- Check-in to a guesthouse</li> </ul>
3 <sup>rd</sup> October 2020	Saturday	07:00am-12:00 pm	<ul style="list-style-type: none"> <li>- Travel from Nuku to Wewak</li> </ul>	<ul style="list-style-type: none"> <li>- Overnight in Wewak</li> </ul>
4 <sup>th</sup> October 2020	Sunday	09:00am-1:00 pm	<ul style="list-style-type: none"> <li>- Travel from Wewak to Aitape</li> </ul>	
5 <sup>th</sup> October 2020	Monday	08:00 am – 10:00 am 10:00 am – 2:00 pm	<ul style="list-style-type: none"> <li>- Courtesy visit to the District Administrator's office</li> <li>- Meet with the District Administrator, LLG Managers of East and West Aitape</li> </ul>	
6 <sup>th</sup> October 2020	Tuesday	09:00-11:00 am 1:00-4:00pm	<ul style="list-style-type: none"> <li>- Visit 2 communities on the border of the TMR proposed conservation area</li> </ul>	<ul style="list-style-type: none"> <li>- These communities are related to communities within the moratorium areas or have user rights to the areas within the proposed Conservation Area</li> </ul>
7 <sup>th</sup> October 2020	Wednesday	09:00 am – 12:00 pm 1:00-3:00 pm	<ul style="list-style-type: none"> <li>- Travel to Wewak</li> </ul>	
8 <sup>th</sup> October 2020	Thursday	09:00 am-12:00pm	<ul style="list-style-type: none"> <li>- Meet with the East Sepik Provincial Rep</li> <li>- Meet with Drekikir District Administrator</li> </ul>	<ul style="list-style-type: none"> <li>- This is the District that covers the 6 communities that were removed by TCA Board from the conservation area</li> </ul>
9 <sup>th</sup> October 2020	Friday	1:30-3:00pm	<ul style="list-style-type: none"> <li>- Flight to Port Moresby from Wewak</li> </ul>	
10 <sup>th</sup> October 2020	Saturday	All day	<ul style="list-style-type: none"> <li>- Port Moresby</li> </ul>	
11 <sup>th</sup> October 2020	Sunday	09:30-11:30 am	<ul style="list-style-type: none"> <li>- Flight to Lae from Port Moresby</li> <li>- Overnight in Lae</li> </ul>	

Date	Day	Time	Activity	Comments
12 <sup>th</sup> October	Monday	07:00-11:00am	- NCA flight from Lae to Sapmanga (YUS)	- 07:00-11:00 am is a waiting time at Nadzab airport to catch a flight
13-14 <sup>th</sup> October 2020	Tuesday-Wednesday	Two days	- Interviews with communities	- In Sapmanga, YUS Landscape
15 <sup>th</sup> October 2020	Thursday	10am-11am	- Flight from Sapmanga to Lae - Overnight in Lae	
16 <sup>th</sup> October 2020	Friday	9am-12 noon 4pm-5pm	- Meeting with Modi Pontio, Associate Director, TKCP - Flight to Port Moresby from Lae	
17 <sup>th</sup> -18 <sup>th</sup> October 2020	Saturday-Sunday		- Writing reports	- In Port Moresby
19 <sup>th</sup> October 2020	Monday	All day	- Interviews online with contractors	- In Port Moresby
20-21 October 2020	Tuesday-Wednesday	2 days	- PAU, Varirata NP Rangers, Varirata Community reps	- Sogeri/Varirata & Pacific Adventist University
22-23 October 2020	Thursday & Friday	2 days	- Online interviews with contractors, interviews with CEPA, GEF Project staff	- In Port Moresby
24-25 <sup>th</sup> October 2020	Saturday-Sunday		- Writing reports	- In Port Moresby
26 <sup>th</sup> -30 <sup>th</sup> October 2020	Monday-Thursday	All week	- Online interviews with contractors, UNDP, following up on information	-In Port Moresby
31 <sup>st</sup> October 2020	Saturday	10am-12 noon	- Travel to Rabaul	National Consultant

## Summary Notes from Field Visits

### Summary Notes from Field Visits

Name of Stakeholder or Focus Group	Cross Reference to # in Form B	Notes from Meeting (Summary notes from the meeting as well as any relevant specific data whenever this has been provided to enable detailed, evidence-based observations and conclusions to be drawn.)
<b>Yopno Uruwa Som (YUS) CA</b> -Wards 1,2 & 3 (Upper & Lower Uruwa) - rangers - women's rep - women - YUS CBO reps - Conservation Officers - TKCP current & past officers - Cooperative reps -Morobe Provincial Administration		<ul style="list-style-type: none"> <li>YUS Conservation Area/Re-gazettal of YUS CA/Conservation Activities. The community is happy with conservation in the YUS landscape as it guards their livelihood, their culture, their future.</li> <li>Capacity buildings-trainings are required by communities such as in leadership. Coffee farmers are trained by coffee inspectors on quality aspects. Coffee inspectors were trained twice by CIC in 2015 and no further trainings were conducted. Coffee inspectors work with coffee farmers to ensure quality of coffee to meet the requirements of the international markets. Coffee inspectors are not compensated, not even paid. They have been working as volunteers. They work through cluster groups or sub cluster to help farmers. No support for coffee inspectors, not enough tools and materials, not paid, (when the corporative is fully established, the coffee inspectors might be paid).</li> <li>Logistics to ship coffee out of YUS is a big issue. Coffee inspectors face coffee farmers, their views and issues are faced by them and not TKCP. Payment is not coming quickly/why does TKCP hold the money for too long. Logistics support is not forthcoming. TKCP must spend more on logistics to ship coffee out of the landscape. There are 700 coffee farmers in YUS.</li> <li>If TKCP spends more annually for shipment of coffee out of YUS that will be ok to move all coffee. This is not happening. Coffee is their source of livelihood. Livelihood is important for activities in conservation area</li> <li>Coffee is their main source of income specially to pay for school fees for their children but coffee stored in the shed and until it is wasted (all the farmers' coffee must be shipped and most be sold and their income must be returned. There is a lot of effort of</li> </ul>

		<p>the farmers in keeping the farm clean, carry the coffee, washing, and drying and carrying the beans.</p> <ul style="list-style-type: none"> <li>• Coffee cooperative: TKCP support to the cooperative is not enough and there needs to be alternative and additional support for the cooperative. It cannot fully fulfil the needs of the communities as the cooperative is not fully established and needs support to be fully established. This will help the lives of the communities in the remote community.</li> <li>• Payments from the sale of coffee are held at TKCP and not distributed quickly. Not all farmers benefits are coming to the farmers. TKCP holds the income from coffee. Deductions are made at TKCP and farmers are not fully compensated.</li> <li>• YUS is a CA gazetted but no further support, to move all coffee out of the landscape (what else can the government do to support the communities)</li> <li>• TKCP holds workshops to train Junior Ranger teachers. JR Teachers spend 1 day in a week to teach the children. There are no supplies of materials and payment for teachers (no allowance). JR teachers are expected to work as volunteers without any form of compensation, resulting in Teachers leaving after the trainings and teaching for a short term.</li> <li>• Village Birth Attendants (VBAs) were trained in 2006 by TKCP in skills in (birth delivery, monitoring and advising pregnant mothers). This is a program that involves women and has saved the lives of many women and children. The VBAs are happy to continue this program (but support is not forth coming from TKCP, also no support for the peer education). There are no materials and equipment to support their work. There is no additional training since 2006. No compensation, no materials, no peer education training. Overseas doctors are brought in by TKCP once in a while, but to leave any support materials and equipment, there is none.</li> <li>• A Solar freezer was donated by donors through TKCP. They store the medicines at the health post, which helps the children. The rate of child death has been minimized and it also helps mothers. There is a need for training of VBAs to continue. VBAs have no new trainings, their level of skills need to improve, no allowances for them. (This is not funded by GEF directly, but it concerns women and children and an issue that is at the heart of the communities).</li> <li>• YUS CBO is a landowner organization and represents the community. It has to work to help the communities. CBO is currently under TKCP and it is not active because TKCP is in control of funding, as there were issues with the management. When CBO had their own</li> </ul>
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		<p>funding, one footbridge was built, they had an agroforestry project. CBO holds committee meetings and document their minutes and send to TKCP.</p> <ul style="list-style-type: none"> <li>• YUS CBO has a Women's rep as the Secretary. Various women representing different zones were identified and they have selected a rep for the Women in the CBO core committee.</li> <li>• Rangers work in the dense forests and walk for long distances, risk their lives, they need support of the porters. Individual rangers walk on their own, carry loads of food and cargo. The same individuals have been working for several years, due to walking long distances and carrying loads, some of the rangers are having health issues. Both rangers and conservation officers represent them on the ground, TKCP needs to think of the health of rangers.</li> <li>• 3D map is not in a good condition. This was a trial project funded by GEF and built using cardboards. No proper roof built (plastic roof). Through the rain and win, the model is quickly deteriorating (see photos). The other 3D model built at Yawan (Upper Uruwa) is also facing similar situation. This has been raised with TKCP and they confirmed they have trialled the 3D models at these two sites and therefore used the cardboards. Now that these are deteriorating, they plan to rebuild them with the use of foams and have purchased the materials. The issue is whether they will engage the same landowners to rebuild the models who have participated in building the initial models.</li> <li>• To continue for sustainability, Government through conservation need to help the communities for livelihood. Why not government to help to support the cooperative. TKCP cannot fully meet the needs of the communities. Link with other sectors including health, education, agriculture; will improve their livelihood.</li> <li>• Payment for services rendered in the communities: TKCP staff rates are not consistent for accommodation etc., some do not pay for accommodation and leave. No rate for a pig in the community for K500, TKCP staff force the rates on the community. Porters rates are lower for TKCP than others such as Binatang Research Centre.</li> <li>• TKCP has reached out to MAF. They will be reaching out to the Governor of Morobe Province, Hon. Ginson Saonu, who is from the local YUS Area. He has offered to assist TKCP. The MAF has recently visited Sapmanga and are willing to reduce the cost by half and have requested for the communities to clear the airstrip to allow the plane to land.</li> </ul>
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		<ul style="list-style-type: none"> <li>• TKCP is responsible for the export. Cooperative is responsible for the both export and local coffee. Certain levy (%) goes to the cooperative's account. Currently in TKCP account as they do not have bank account yet.</li> <li>• 7 bags of coffee are now at upper Uruwa. Price is very low. To have a better arrangement with a local market. K4.50/kg and freight is K5/kg. Directors of the cooperative have agreed that 10% of the coffee will be abandoned if not brought out of the landscape.</li> <li>• Freight subsidy is paid directly to NCA. TKCP negotiated for K5000/charter for coffee. They need to work out how much coffee comes out of different sites (in this case). CIC charters are tracked but those that come out of LLG etc. is not known. Its transport constraints, as well as the global market price.</li> <li>• Hon Sam Basil, MP for Bulolo District has bought an aircraft and gave it to NCA to run it.</li> <li>• In order to address the issue of income and livelihood, TKCP is looking at diversifying the products. It will not be just coffee. There is vanilla being produced in YUS and sold in Lae. With support from Real Impact (an IP of USAID Project), they are looking at supporting Women's empowerment and economic opportunities for women. They are looking at alternative options for the communities.</li> <li>• Road is currently being built. Farmers will be able to bring out their own coffee for sale in Lae.</li> <li>• There are no real agreements except land pledge agreements by the landowners for Conservation Area.</li> </ul>
<b>Varirata National Park</b> -rangers - Pacific Adventist University -Howard Iorere -Kisia Tiube (landowner of VNP & retired ranger) -Benside Thomas -Saina Jeffrey, JICA		<ul style="list-style-type: none"> <li>• There are 7 Currently active rangers at Varirata (initially 10 were recruited) by GEF 5, JICA had only 3 rangers (initially). One of the 7 is a senior ranger. Their roles include maintaining the park and tracks including cleaning, ensuring, visitors keep the rules (see photo of the rules), visitors' safety and security. Accompany the visitors when requested as tour guides on the tracks especially for bird watching. A son of a former ranger and a landowner (Kisia Tiube) is a current ranger, who is knowledgeable on the birds in the park and leads the tours on bird watching (this is local knowledge and not science knowledge).</li> <li>• They have been paid as UN Volunteers starting in August 2019 to 2020. There is more work for the current number of rangers and they feel increasing the number to 10 may help with their workload. They are normally very busy on the weekends when there are a lot of visitors starting on Fridays. A sign board-with the rules at the entrance to small so</li> </ul>

<p>-Ted Mamu, former JICA Officer</p> <p>- David Fuller, QPWS</p>		<p>visitors cannot read so rangers ensure information about the rules are shared with visitors. No guide on the plants and animals that rangers can use. A lot of bird watchers and Monobe provides the guide (son of the retired ranger). No discussions on the future of rangers/awaiting CEPA to intervene.</p> <ul style="list-style-type: none"> <li>• JICA collects the money from rangers on the visitor fees and keeps records and takes to CEPA. Uniforms, tools, safety boots, first aid (including first aid training) and the kits were provided by GEF. This really motivated the rangers to do their work better.</li> <li>• Biological survey training was provided at PAU. PAU provided the training with Binatang Research centre based in Madang (involved 5 rangers for 2 weeks, 1-week theory and 1 week practical-November 2019). A separate training was supported by JICA (5 rangers attended-biological including marine training at UPNG for 2 weeks of first week, December 2019.Due to covid, some of the trainings did not happen (including Tourism and hospitality, handling tools (chainsaw).</li> <li>• Tati is the senior ranger (head ranger)- coordinates all the ranger program. They complete a timesheet for payments, both for JICA and now with UNDP.</li> <li>• PAU has setup a 5ha forest monitoring plot at Varirata national Park. Part of the biological training involving rangers was conducted at VNP. In this plot they have tagged the trees (5ha plot) to monitor the forest over time. Over time, PAU plans to expand to 50 ha into the future. Within the PAU forest monitoring plot are the UPNG plots). Currently, rangers ensure plot is clean and no disturbance. No other training from PAU with the grant for the rangers.</li> <li>• David Fuller, QPWS visits VNP to provide mentoring to the rangers; including hands on training on how to manage the park, how to keep the area natural, signage, maintaining the track, how to use a binocular, (he visited 4 times). He was planning to develop work schedule, to provide some training within the area, guide book of the park (Tati has requested for him to do that). David Fuller of QPWS has developed several manuals and guidelines for the VNP rangers including a ranger's manual.</li> <li>• CEPA funded the picnic areas, barbeque stands. Traditional Koiari Tree house was funded by CEPA. This is an identity of the traditional landowners of Koiari. Traditionally, this was for Safety from tribal wars, also watch tower, wild boars (for protection of their family from the enemies).</li> <li>• Very slow response when requests are sent to CEPA. Reporting to CEPA through Benside, in terms of record/support-UNDP and JICA.</li> </ul>
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		<ul style="list-style-type: none"> <li>• Personal attachment and volunteers, supported to maintain the Park prior to JICA project and the rangers. Bense has a special attachment to Varirata National Park. He worked at Varirata as a young officer with the Department of Environment and Conservation (now CEPA). He lived and worked at the park and raised his family at Varirata. With his attachment and with support from James Sabi. They both with support from their children and extended family, continue to dig into their pockets to maintain the VNP.</li> <li>• CEPA process is very slow, Tati uses his own salary from UNDP to maintain the park- with James Sabi and Bense. How will CEPA support the rangers to maintain the park as the process in CEPA is very slow with their responses to request for support to maintain the park.</li> <li>• Since 2012 no transport moves in and out of the park to help rangers to buy their needs</li> <li>• Visitors want to come to Varirata but no transport.</li> <li>• First aid training was very helpful. They were happy that the training was held here. Snake bite is very dangerous. The snake bite cases are treated in Port Moresby and it takes a while to take the patient to Port Moresby. There was a snake bite incident on a ranger during JICA time, no treatment at Sogeri and they took a PMV bus to 3-mile hospital in Port Moresby. He almost died. With the first aid training, it helped. (I have a recommendation for a GEF 5 vehicle-to donate to Varirata National Park)</li> <li>• Appreciation of JICA and UNDP, their support has really helped to improve the park. How will CEPA continue this? Will CEPA sustain the facility. How will CEPA support the rangers to continue the work. Moses Goro (GEF 5 Project staff) has been really helpful to support the rangers including the weekends, when they are busy.</li> <li>• Typical schedule-Monday &amp; Friday-cleanup at picnic houses, and tall gate (main entrance), information house. Tuesday, Wednesday or Thursday-cut grass and rake or sweep the area. Wednesday- tracking and cleaning.</li> <li>• No fuel is provided by GEF- CEPA and Tati pay for the fuel to clean the park. In difficult times-they pay for fuel from the gate takings and submit receipt to JICA. JICA has been complaining about receipts than receiving cash.</li> <li>• Tati senior ranger, does not have a break; he spends 24/7 in the park while others take their break. Normal day offs are 2 days (one in a week and another in the weekend). Weekends are normally busy.</li> </ul>
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		<ul style="list-style-type: none"> <li>• VNP is a large area compared to the number of rangers to manage the area. That's why they have volunteer relatives helping the rangers to maintain the area. Funding support from CEPA is too slow/ things would have changed already if funding was flowing faster</li> <li>• pre-fabricated building that has been built in Port Moresby, Howard Iorere has been engaged under direct contract by GEF 5 Project to coordinate the building of the ranger's quarter based on his experience on a similar role for building information centre and refurbishing a hall through JICA support at Varirata National Park</li> <li>• GEF 5 support for Varirata was through the ranger program, the two buildings of guard house at the entrance of VNP and the rangers' quarter.</li> <li>• The ranger quarter is a 4-bedroom house that is currently been built and Howard is focused on ensuring the building to be completed in November. The roof and the walls and tiles are yet to be completed. The ranger quarter is not suited for ranger purpose considering their roles, and weather (rainfall), and the red soil. The building is more a family home than a ranger purposed. However, it seems that the plan was based on the original ranger building that was recently pulled down to replace it.</li> <li>• The sustainability of the work of donors especially of JICA and then GEF 5 is a concern for CEPA to maintain not just the buildings but ranger program and the management of Varirata National Park.</li> <li>• The support from CEPA as an organization has not been forthcoming for the management of the park apart from individual efforts of Benside and James and their family over the years.</li> <li>• Request for support from CEPA for maintenance of the park has not been responded to or is very slow to respond.</li> <li>• Varirata National Park makes K7000-K8000/month where the records are maintained by JICA staff and given to CEPA Finance where its deposited into CEPA consolidated revenue account and receipt is shared.</li> <li>• There is enough money generated from the park which can be self-sustaining to pay for the rangers and to maintain the park.</li> <li>• Spoke with Benside about the sustainability about VNP, he agrees about sustainability of the park and that he will request for endorsement of the CEPA Managing Director for support of VNP specially to maintain the rangers. He will prepare a brief for the MD to seek support until 2021. He is thinking of GEF 6 Biodiversity Trust Fund to support the park in the future.</li> </ul>
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		<ul style="list-style-type: none"> <li>• For community participation and benefits, he would like to see that community participate specially to provide services in the park, such as for cleaning and maintenance of the track.</li> <li>• 3 of Kisia's children (2 sons and a daughter in-law) are also employed at the park as rangers, which he is happy about.</li> <li>• He also noted that his wife provided cleaning services (cleaned the toilets) through the year, and she is yet to be paid by CEPA. There is issue with water at the park especially with dry season and him and his wife help to clean the toilets for the visitors use especially on the weekends. His family takes pride in the park and takes ownership to support where necessary.</li> <li>• Apart from Kisia's children, the other youths that were employed from the local area as rangers were not performing their duties and were being paid their salaries by UNDP. They have been recently removed from work, that's why the number of rangers has dropped from 10 to currently 7 active rangers.</li> <li>• Communities benefit by providing services such as Varirata day organised by JICA where visitors go to Varirata to enjoy the park. Communities are then organised by JICA to prepare local food and traditional dances.</li> <li>• There were issues of hunting and harvesting of cinnamon barks from the park by the local communities. However, this issue has been minimized as the individuals were captured on camera traps and photos were shared with them.</li> <li>• The current threats to the park are number of visitors, fires which are common outside the park boundary in dry seasons and security issues which are of low concern.</li> <li>• Ted Mamu is the GEF 6 Project Manager and formerly National Coordinator of JICA Biodiversity Project. Biodiversity Trust Fund will be established under GEF 6 Project. There is a lot of expectations over Biodiversity Fund to support protected areas in PNG.</li> <li>• An expert group has been hired under GEF 6 that has started the consultations for establishing the Fund. The GEF 6 Project is expected to start supporting the communities with the fund in 2021. The fund is expected to support the communities, NGOs and institutions to support CBOs and communities to build their capacity to access support in the same way as other small grants such as GEF Small Grants. The beneficiaries will be expected to submit proposals that will meet the criteria and go through approval process prior to implementation, and reporting.</li> </ul>
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		<ul style="list-style-type: none"> <li>Kisia Tiube is a local landowner of VNP and a long-time ranger employed by Department of Environment and Conservation for 35 years. He retired in 2020 and has recently moved out of the park. Kisia is knowledgeable on the wildlife species of the VNP and the surrounding areas, and has provided tour guide especially for birdwatching. His son Monobe is a current ranger under the GEF 5 project and is taken on the role of providing tour guides for visitors on the park for birdwatching. Kisia said despite CEPA not having support for maintenance of the park, he was under CEPA payroll and he and his family together with Benside's family helped to maintain the park until donor support was provided through JICA and UNDP. He has taken pride in the park and also as a landowner, he would like to see that communities also benefit from the park.</li> </ul>
<b>TMR</b> -Rangers -Women's Group - Project Officers - community reps from Tenkile & Weimang parts of TMR - TCA staff - Sandaun Provincial Administration -Nuku District Administrator -Aitape Lumi District Administration -East and Est Aitape LLGs -Chris Talie		<ul style="list-style-type: none"> <li>TCA existed with support from other partners, however, the involvement of the Provincial Administration is with the involvement of CEPA through the GEF project. That is when the Provincial Government recognized the efforts. This is because it came through the government, however, TCA as an NGO had worked with other partners and community in TMR. The Provincial Government is also not aware of other donors that are supporting TCA as it an NGO.</li> <li>Apart from Dreikir District of East Sepik Province being part of TMR, Hon. Richard Maru, MP for Yangoru Saussia District has requested for the extension of the PA to his District.</li> <li>When GEF Project came to the Province through CEPA through the project inception meeting, all District Administrators were made aware of the project through the PMT. Through the PMT, a request was made to support the TCA as an organization. This request was submitted to the PEC where the provincial government committed K50,000 per year for 4 years. The first K50,000 was paid in 2019 and will continue for the next 3 years.</li> <li>With TCA's request, the provincial administration can provide technical support through DAL and Lands for the activities they implement.</li> <li>Provincial Coordination &amp; Monitoring Committee (PCMC)-guided by Organic Law on Provincial and Local Level Governments. TCA is represented in the PCMC as all agencies are represented. The Province selected TCA to sit on the PCMC to represent other smaller NGOs, council of women, churches.</li> <li>3 years ago, the provincial government created a Division of National Functions, which coordinates programs such as disaster, HIV &amp; Aids, Environment and conservation.</li> </ul>

		<ul style="list-style-type: none"> <li>• In the last three years, TCA came and made a very good presentation of their work. Based on that presentation, there was a resolution through the PCMC for the Provincial Government to support TCA.</li> <li>• In 2017, when Roy Trivedy, UN Resident Coordinator &amp; UNDP Resident Representative visited TCA, is when all Government Officers were invited where a very good report on the work of TCA was presented.</li> <li>• Some of the impressions of the community are improved health and Hygiene and sanitation (improved toilets), improved skills such as the village boys having carpentry skills, more arranged rubbish with clean environment, women can speak out, impressed with women are outspoken/ public speaking. Mr. Eric Sakin, being from the local area in TMR had seen these changes in his own community. There is peace in the community. They are able to arrange their village calendar. LLG members (Ward members are involved. Rules/bylaws being enforced- infringements are fined. TCA has produced a network of volunteers and officers in the community, building capacity of the community. The community reps are now experienced in writing reports, research technique-e.g. Transect, they do calculation (these are village people-grade 8,10 leavers. Now they have science knowledge), drone, plot maps, some have been trained rangers.</li> <li>• TCA Base - Lumi base camp is built on government land. So, the govt facilitated for TCA to establish the base camp due to accessibility to airstrip and road.</li> <li>• For sustainability, there needs to be away to link TCA activities to the government. There is technical expertise in the government through Agriculture (DAL) and Lands. LLG and District officers are involved in cocoa rehabilitation with technical support from CCI. Govt advice would be on cash crops.</li> <li>• Support to the Provincial government with a drone and drone training was well received. First training in POM had 3 officers from Planning (Vincent Muhya and Sylvester Nakia) and National Functions (Eric Sakin) attended. Second training was conducted in Vanimo and attended by both Planning and Lands officers 2nd training in August 2019. Two officers (Sylvester and Vincent) are both confident in the use of drone. They are using the drone for physical planning purpose, disaster and others for aerial. Software for stitching the photos, software is expensive they used the trial one. They plan to include this in 2021</li> </ul>
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		<ul style="list-style-type: none"> <li>• For Sustainability; participation, involvement, transparency, benefits, government needs the report. The govt thinks TCA has done well and survived longer than other NGOs, that's why they are supporting the TCA with admin support (K50, 000).</li> <li>• TCA has been invited the Provincial government 2 years ago to be on the board but they have not responded.</li> <li>• Objections are by the people from the area where the Tenkile is found. They are based in Port Moresby and Vanimo. Those based in POM are two former MPs. This is due to their expectations on carbon trade. The area (TMR) needs to be gazetted as a Protected area.</li> <li>• The community contributes 10% to support all projects to the community (Community 10%). If given free-then there is vandalism. If they contribute something, they feel the ownership.</li> <li>• "due to threats the CEO has endured over 17 years he &amp; the TCA Board have decided he is now better placed in Australia where his duties are now concentrated on sustainability on TCA &amp; not micro-managing in PNG. Due to Covid-19 TCA's local staff have stepped up, to the point where expat presence is no longer a necessity for the running of TCA. TCA staff in PNG have shown the TCA Board that the CEO is longer required to be in PNG.</li> <li>• No information on the activities of TCA is communicated with the Aitape Lumi District Administration. However, TCA makes its business to visit Aitape/Lumi District Administration regularly and invites staff to attend meetings and courses at TCA base - Lumi.</li> <li>• District Fisheries Officers (Inland Fisheries) and DAL officers are available but are not utilized.</li> <li>• There is lack of awareness on the programs of TCA so the District can be aware and provide support where required.</li> <li>• District Administration officers sent invitation to cluster groups in moratorium communities to attend the training (cocoa Budding training. This program is also in Nuku and Lumi.</li> <li>• TCA is not working with the government DAL officers. They are not working with existing government officers from different sectors. Eg. Fisheries officers for Fish ponds.</li> <li>• There's no issue with conservation, but how its managed.</li> </ul>
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### Annex 3. List of Stakeholders Consulted by the Terminal Evaluation

Reference #	Name	Position	Organization/Institution	Contact Info (email, telephone)	Gender
1	Tabitha Berese	Women's Representative	YUS CBO		Female
2	Danny Nane	Community Conservation Coordinator	Tree Kangaroo Conservation Program	danny.nane@treekangaroo.org	Male
3	Daniel Sarong	Treasurer	YUS CBO		Male
4	Boting Minza	President	YUS CBO		Male
5	Robin Kiki	Provincial Projects Advisor	Morobe Provincial Administration		Male
6	Nicholas Wari	former Research and Monitoring Coordinator	Tree Kangaroo Conservation Program		Male
7	Modi Pontio	Associate Director	Tree Kangaroo Conservation Program	modi.pontio@treekangaroo.org	Female
8	Jacintah Yani	Livelihood Coordinator-Cocoa	Tree Kangaroo Conservation Program	<a href="mailto:jacintah.yani@treekangaroo.org">jacintah.yani@treekangaroo.org</a> , 67571818873	Female
9	Karl Aglai	Senior Livelihood Coordinator-Coffee	Tree Kangaroo Conservation Program	<a href="mailto:karl.aglai@treekangaroo.org">karl.aglai@treekangaroo.org</a> ; 67571401938	Male
10	Dono Ogate	CBO Coordinaor	Tree Kangaroo Conservation Program	<a href="mailto:dono.ogate@treekangaroo.org">dono.ogate@treekangaroo.org</a> ; 67573018162	Male
11	Ebo Thomas	Conservation Area Coordinator	Tree Kangaroo Conservation Program	<a href="mailto:ebo.thomas@treekangaroo.org">ebo.thomas@treekangaroo.org</a> ; 67570099935	Male
12	Raemang Sifumac	YUS CBO Advisor	YUS CBO	<a href="mailto:Raemangsifumac01@gmail.com">Raemangsifumac01@gmail.com</a> ; 67573951545	Male
13	Dillian Nason	Education & Learning Coordinator	Tree Kangaroo Conservation Program	<a href="mailto:Dillian.nason@treekangaroo.org">Dillian.nason@treekangaroo.org</a> ; 67571558718	Female
14	Sakarias Kai	Provincial Lands Officer	Sandaun Provincial Administration	<a href="mailto:kaisakarias@gmail.com">kaisakarias@gmail.com</a> ; 67570008550	Male
15	Timothy Teklan	Deputy Provincial Administrator	Sandaun Provincial Administration	67579683005	Male
16	Clement Filfi	Disaster Coordinator	Sandaun Provincial Administration	6757307057	Male
17	Joe Nelson	Provincial DAL	Sandaun Provincial Administration	67570191613	Male
18	Eric Sakin	Director, National Functions	Sandaun Provincial Administration		Male
19	Mathew Akon	Executive Manager	Tenkile Conservation Alliance	67579492092	Male
20	Patrick Ikon	Asset Control officer	Tenkile Conservation Alliance	67570000678	Male
21	Nelson Tangol	Project Officer	Tenkile Conservation Alliance	67573342289	Male
22	Alison Kufa	Project Officer (Ward 8, West Wape LLG)	Tenkile Conservation Alliance	67573632095	Female
23	Celeb Bulu	Project Officer	Tenkile Conservation Alliance	67572126878	Male
24	Fidelis Nick	Project Officer	Tenkile Conservation Alliance	67574573366	Male
25	Florian Maus	Research Officer (Wigote 1)	Tenkile Conservation Alliance	67570056328	Male
26	Pais Melik	Research Officer (Tolgete)	Tenkile Conservation Alliance	67572542788	Male
27	Patrick Emil	Research Officer (Wigote 2)	Tenkile Conservation Alliance	67579869236	Male

Reference #	Name	Position	Organization/Institution	Contact Info (email, telephone)	Gender
28	Lemus Neyene	Research Officer (Youngite)	Tenkile Conservation Alliance	67572723411	Male
29	Cyprian Reimau	Research Officer (Sarpoute, West Wape LLG)	Tenkile Conservation Alliance	67572310630	Male
30	Peter Molain	Ranger (Hapseim village, Yangkok LLG)	Tenkile Conservation Alliance	67573573999	Male
31	Augustine Olikei	Research Officer (Wabute Village)	Tenkile Conservation Alliance	67574631111, 67579518547	Male
32	Alois Aulan	Ranger (Lilel village, Yangkok LLG)	Tenkile Conservation Alliance	67571768970	Male
33	Raymon Wiri	Ranger (Waieli village), West Wape LLG	Tenkile Conservation Alliance		Male
34	Thadius Paukil	Research Officer (Mupun village, Yangkok LLG)	Tenkile Conservation Alliance	67571340818	Male
35	Sebby Baiwe	Research Officer (Maiwetem village, West Wape LLG)	Tenkile Conservation Alliance	67579961074	Male
36	Benson Wakuti	Research officer (Weikint village)	Tenkile Conservation Alliance	67571305226	Male
37	Bonnie Souepe	Research Officer (Maiwetem village)	Tenkile Conservation Alliance	67571805183	Male
38	Francis Yauwop	Research Officer (Hapseim village)	Tenkile Conservation Alliance	67571509249	Male
39	Moxen Waisien	Research Officer (Marakumba)	Tenkile Conservation Alliance	67579734650	Male
40	Samuel Nelson	Research Officer (Parkop village)	Tenkile Conservation Alliance	67579874304	Male
41	Christopher Tapendik		Asier Village, Ward 5, Nuku District	67570091634	Male
42	Clement Nymbut		Brau Village, Ward 7	67570551786	Male
43	Tom Sirio		Yupunda Village, Ward 4		Male
44	Cosmas Warusi		Muku village, Ward 17	67573366673	Male
45	Richard Anjeng		Kolembi village, Ward 7	67571870357	Male
46	Noel Karkip		Selep village, Ward 7	67573342391	Male
47	Paul Maisul		TCA rep, Nungsi village, Ward 3		Male
48	Elias Mauahin		TCA rep, Weikint village, Ward 3	67572236767	Male
49	Maikel		Auwang village, Ward 3		Male
50	Nelson Welau		Sumil village, Ward 18, Nuku District		Male
51	Freddy Sokin		Sumil village, Ward 18, Nuku District		Male
52	Ezra Mamtikin		Sibilanga, Ward 5, Nuku District	67574478757	Male
53	Willie Semiri		Winbi Village, Ward 17, Nuku District	67570710663	Male
54	John Yisambien		Yanungen village, Ward 6	67573343346	Male
55	Sebby Yinu		Mup village	67570255271	Male
56	Joshua Aiyok		Parkop village, Ward 6	67579301118	Male
57	Charles Mundop		Suwara village, Ward 6		Male
58	Delma Fob		Mup village, ward 7, Nuku District		Female

Reference #	Name	Position	Organization/Institution	Contact Info (email, telephone)	Gender
59	Richard Rangen		Anipo village, Ward 6	67571882876	Male
60	Jonathan Waisien		Makarumba village, Ward 5	67572374312	Male
61	David Nimbisan		Paita village, Ward 5	67572996234	Male
62	Quentin Neldin		Sumil village, Ward 18, Nuku District	67579688884	Female
63	Georgina K Arop		Winbi village, Ward 17, Nuku District	67573373016 (husband ph#)	Female
64	Priscilla Walyu		Muku village, ward 17, Nuku District		Female
65	Rosa Leo		Yapund, ward 4		Female
66	Herodise Wiwun		Koiembi village, Ward 7	67572985007	Female
67	Dorothy Karkip		Selep village, Ward 7	67570951258	Female
68	Ella Luther		Brau village, Ward 7	67573343348	Female
69	Evah Tom		Marakumba village, Ward 5		Female
79	Maria Neldin		Asier village, Ward 5	67574853733	Female
80	Jacobeth Yinowut		Paita village, Ward 5	67572773452	Female
81	Nesta Simalken		Parkop village, Ward 6		Female
82	Martha Waram		Yanungen village, ward 6, Palai LLG, Nuku District	67573343345	Female
83	Susan Mamtirin		Sibilanga village, Ward 5, Nuku District	67573333820	Female
84	Tema Mundop		Suwara village, Ward 6		Female
85	Julie Masaru		Wikint village, Yangkok LLG, Ward 3, Nuku District	67574471240	Female
86	Armela Saku		Awang village, Ward 3, Yangkok LLG		Female
87	Monica Maisul		Nunisi village, Ward 3		Female
88	Josepha A. Mupun		Ward 2, Yangkok LLG		Female
89	Regina Muyat Bagam	TCA Rep	Ward 2, Yangkok LLG		Female
90	Stella Aulei		West Wape LLG, Lumi		Female
91	Christina Sapu	TCA rep	Wabute village, West Wape LLG, Lumi		Female
92	Dalsi Felix		West Wape LLG, Aitape Lumi		Female
93	Anastasia Femingi Andrew	TCA rep	Miwaute village, West Wape LLG, Lumi		Female
94	Martha Alaun		Yonko village, Ward 1		Female
95	Martina Yuwop		Wardone village, Yangkok LLG		Female
96	Patricia Wini		Ward 8, West Wape LLG		Female
97	Quentine Malek		Wogeta 2 village, Ward 14, West Wape LLG		Female
98	Joanna Boibe		Wogeta 1 village, Ward 14, West Wape LLG		Female
99	Paula Clement		Yaulu village, Ward 9, East Wape LLG		Female
100	Jenifer Muplum		Yaulu village, Ward 9, East Wape LLG		Female
101	Cecelia Jerry		Wardone village, Yangkok LLG		Female
102	Barbara Moulei		Yaulu village, East Wape LLG		Female

Reference #	Name	Position	Organization/Institution	Contact Info (email, telephone)	Gender
103	Rita Yopa		Rakiete village, Ward 10		Female
104	Clara Ignas Werite	TCA rep	Sarboute village, ward 12, West Wape LLG		Female
105	Ireen Sopin	Project officer (Yangkok LLG)	Tenkile Conservation Alliance	67573342210	Female
106	Tema Mundop		Ward 6		Female
107	Merlyne Pumin		Ward 17, Palai LLG, Nuku District		Female
108	Paula Faru	Project Officer	Yangkok LLG	67570578124; 67579239284	Female
109	Raymond Timbo	TCA rep	Wilbeite village, West Wape LLG		Male
110	Paul Torot	TCA rep	Wigote village, West Wape LLG		Male
111	Michael Tiel	TCA rep	Sarboute village, West Wape LLG		Male
112	Nicky Witio	TCA rep	Wabute village, West Wape LLG		Male
113	Linus Palopa	TCA rep	Miwaute village, West Wape LLG		Male
114	Stanley	TCA rep	Wigote village, West Wape LLG		Male
115	Rita Brian	TCA rep	Rawate village, West Wape LLG		Female
116	Patrisia Wiri	TCA rep	Waieli village, West Wape LLG		Female
117	Mathew Helyam	TCA rep	Maiwetem village, West Wape LLG		Male
118	Peter Bogy	TCA rep	Maiwetem village, West Wape LLG		Male
119	Julian Bebe	TCA rep	Wolwalem village		Female
120	Jennifer Kofu	TCA rep	Wolwalem village		Female
121	Clement Mefyan	TCA rep	Souleite village, West Wape LLG		Male
122	Paula Mefyan	TCA rep	Souleite village, West Wape LLG		Female
123	Steven Ansi	TCA rep	Waunula village, West Wape LLG		Male
124	Dalei Yepio	TCA rep	Waunula village, West Wape LLG		Male
125	Pais Koni	TCA rep	Yongite village, West Wape LLG		Male
126	Baprra Moulei	TCA rep	Yongite village, West Wape LLG		Male
127	Lemus Neyene	TCA rep	Yongite village, West Wape LLG		Male
128	Dennis Woui	TCA rep	Mupun village, Yangkok LLG		Male
129	Raphael	TCA rep	Lilel village, Yangkok LLG		Male
130	Austine Qikei	Research Officer	Wabute village, West Wape LLG		Male
131	Stella	TCA rep	Wabute village, West Wape LLG		Female
132	Clement Melik	TCA rep	Wogeta 1 village, West Wape LLG		Male
133	Martha	TCA rep	Lilel village, Yangkok LLG		Female

Reference #	Name	Position	Organization/Institution	Contact Info (email, telephone)	Gender
134	Siscela Boiyu	TCA Rep	Yomoum village, Yangkok LLG		Female
135	Jerry Sopin	TCA Rep	Yangkok LLG		Male
143	Vincent Kelele	Project Officer (Rabbit Trainer)	Yangkok, LLG		Male
145	Keven	TCA Rep			
146	Josepha	TCA Rep	Yangkok LLG		Female
147	Cletus Yanu	TCA Rep	Yangkok LLG		Male
148	Gerapim Auleka	TCA Rep	Rawete village, West Wape LLG		
149	John Awas	Executive Officer	Aitape East LLG	67579371857	Male
150	John menchalo	Program Manager-Commerce	Aitape Lumi District	67571206978	Male
151	Lillian Kilik	Ward Development Officer	East Aitape LLG	76573236353	Female
152	Gordon Umba	District Lands Manager	Aitape Lumi District	67570812220	Male
153	Martin Komang	Fisheries Manager	Aitape Lumi District	67573472269	Male
154	Joseph Tiyani	Forestry Officer		67571374942	Male
155	Raymond Vinus	Cocoa Board Extension Officer		67570976259	Male
156	Anton Yala	LLG Works Supervisor		67570864667	Male
157	Anthony Sissinda	Elementary Coordinator-District Education		67574385977	Male
158	Martin Saus	District Office Assistant, Aitape Lumi CEO	Aitape Lumi District	67574874634	Male
159	Job Yent	LLG Manager	East Wape LLG	67572933259	Male
160	Richard Puli	Ward Development Officer	West Aitape LLG	675709440807	Male
161	Glenn Poivi	Business Development Officer	Aitape Lumi District	67578100484	Male
162	Baiyon Taut	District Auditor	Aitape Lumi District	67573573767	Male
163	Jacqueline Neinaga	District Family Health Coordinator	Aitape Lumi District	67572553655	Female
164	Carlos Baraka	District Planner	Aitape Lumi District	67573162456	Male
165	Jack Nekiau	Manager, West Wape LLG	West Wape LLG	67570533919/ 67579659847	Male
166	Canisius Apai	President, East Aitape LLG	East Aitape LLG	67572245834	Male
167	Sipora Yomun	President, West Aitape LLG (Deputy Governor, Sandaun Provincial Government)	West Aitape LLG	67573951694	Female
168	Joe Eikevamu	FMA Board of Trustees for Project Development	Aitape Lumi	67572326431	Male
169	Paul Mirin	Manger, West Aitape LLG	West Aitape LLG	67572295269	Male
170	Josiah Apkosa	Community Development		67573526129	Male
171	Francis Adani	District health-DEHO	Aitape Lumi District	67571896797	Male
172	Collen Omgelen Sikai	Ward Member	East Aitape LLG	67572257288	Male
173	Jajuar Nasa	Executive Officer		67571281081	Male
174	Graham Kainan	District Finanace Officer	Aitape Lumi District	67571993191	Male
175	Job Tomur	District Education Manager	Aitape Lumi District	<a href="mailto:jobtomur6@gmail.com">jobtomur6@gmail.com</a> ; 67571723115	Male

Reference #	Name	Position	Organization/Institution	Contact Info (email, telephone)	Gender
176	Alice Possani Osii	Admin officer/Acting District Road Works, Rep Community Development	Aitape Lumi District	<a href="mailto:Aliceosii847@gmail.com">Aliceosii847@gmail.com</a> ; 67570070016	Female
177	Hesron Ame	Law and Order	Worin village, Ward 1, Upper Uruwa, YUS CA		Male
178	Neo W	Head Teacher	Worin Primary School		Male
179	Stanly Saha	Junior Ranger Teacher	Worin Village, Ward 1		Male
180	D. Ivasa	Elementary School Teacher	Sindamon village		Male
181	S. Sunam	YUS CBO Vice Chairman	Worin Village, Ward 1		Male
182	Maiya	Coffee Cooperative Committee Member	Towet Village		Male
183	Yowo Ame	Village Birth Attendent	Worin village		Female
184	Asongon Foting	Community Leader	Worin Village		Male
185	Bowas Girib	Coffee Cooperative Committee	Towet village		Male
186	Boting Likii	Worin Elementary School Teacher	Worin village		Male
187	Mark Girip	Community Leader	Towet village		Male
188	Stanly Gesang	Community Leader	Worin Village		Male
189	Gunda Domagao		Boksawin		Male
190	Justin Wayain		Boksawin		Male
191	Augustin		Gomdan		Male
192	Yadus		Gomdan		Male
193	Ningi Lontem		Samurong		Male
194	Rachel Kuso		Boksawin		Female
195	Hesing Wayain		Boksawin	67571641070	Male
196	Yome		Sugan		Male
197	Rocnu		Samurong		Male
198	David Mitchell	Director	Eco Custodian Advocates	<a href="mailto:dmitchell.eca@gmail.com">dmitchell.eca@gmail.com</a>	Male
199	Howard Iorere	Coordinator of the Facilities		67572408837	Male
200	Kisia Tiube	Former Ranger and landowner	Varirara National Park		Male
201	Betsy Thomas	Ranger	Varirata national Park		Female
202	Tati Mitiel	Senior Ranger	Varirata National Park		Male
203	Dr. Samuel Kopamu	Team Leader and Dean	Pacific Adventist University	<a href="mailto:samuel.kopamu@pau.ac.pg">samuel.kopamu@pau.ac.pg</a>	Male
204	Japhet Nivi	Lecturer	Pacific Adventist University	<a href="mailto:japhet.nivi@pau.ac.pg">japhet.nivi@pau.ac.pg</a>	Male
205	Peter Sabuga	Lecturer	Pacific Adventist University	<a href="mailto:peter.sabuga@pau.ac.pg">peter.sabuga@pau.ac.pg</a>	Male
206	Patrick Pikacha	Lecturer	Pacific Adventist University	<a href="mailto:patrick.pikacha@pau.ac.pg">patrick.pikacha@pau.ac.pg</a>	Male
207	Clyde Puilingi	Assistant Dean	Pacific Adventist University	<a href="mailto:Clyde.puilingi@pau.ac.pg">Clyde.puilingi@pau.ac.pg</a>	Male
208	Michell McGeorge	Chief Executive Officer	Port Moresby Nature Park	<a href="mailto:michelle.pomnp@gmail.com">michelle.pomnp@gmail.com</a>	Female
209	Ted Mamu	Project Manager, GEF 6	UNDP	<a href="mailto:ted.mamu@undp.org">ted.mamu@undp.org</a>	Male
210	Saina Jeffrey	Local Terrestrial Expert	JICA	<a href="mailto:jeffreysaina@gmail.com">jeffreysaina@gmail.com</a>	Female
211	Anand Aithal	Coffee Cocoa Cooperative consultant	TKCP	<a href="mailto:anandaithal@hotmail.com">anandaithal@hotmail.com</a>	Male
212	Kumaras Kay Kalim	Director	Sustainable Environment Programs, CEPA	<a href="mailto:kaykalim@gmail.com">kaykalim@gmail.com</a>	Female
213	Benside Thomas	Manager, Terrestrial Protected Areas	CEPA	<a href="mailto:Benside.thomass@gmail.com">Benside.thomass@gmail.com</a>	Male
214	Lisa Dabek	Director	WPZ	<a href="mailto:Lisa.dabek@zoo.org">Lisa.dabek@zoo.org</a>	Female



## Annex 4. List of Documents Reviewed

The Terminal Evaluation Team (TET) reviewed all relevant sources of information that the team considered useful for this evidence-based review including the list of documents described below.

#	Item
PROJECT DOCUMENTS	
1	Project Identification Form (PIF)
2	Final UNDP-GEF Project Document (PRODOC)
3	CEO Endorsement Request
4	UNDP Social and Environmental Screening Procedure (SESP) and associated management plans (if any)
5	Inception Workshop Report
PROJECT MONITORING DOCUMENTS	
6	The Project monitoring and evaluation (M&E) plan, with associated budget (if different from that included in PRODOC)
7	Mid-Term Review report and management response to MTR recommendations
8	All Project Implementation Reports (PIRs)
9	All Annual Progress Reports (APRs) with associated workplans and financial reports
10	Oversight mission reports and any management memos, minutes or correspondence relevant to the effective delivery of the project
11	Minutes of Project Board Meetings and of other key meetings including Project Appraisal Committee meetings
12	GEF Tracking Tools (from CEO Endorsement, midterm and terminal stages)
13	GEF/LDCF/SCCF Core Indicators (from PIF, CEO Endorsement, midterm and terminal stages); for GEF-6 and GEF-7 projects only
FINANCIAL DOCUMENTS	

14	Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any significant budget revisions
15	Co-financing data with expected and actual contributions
16	All Audit reports and Management Responses to audit recommendations
PROJECT OUTPUTS	
18	Electronic copies of project outputs (booklets, manuals, technical reports, articles, etc.)
CONTRACTS, INFRASTRUCTURE, EQUIPMENT	
19	List of all contracts and procurement items over US\$5,000
20	List of all infrastructure (including infrastructural repairs) supported with project funds
21	List of all equipment (including vehicles, boats, computers, printers, cameras, etc.) purchased with project funds including details as to where this equipment is housed, who it is used by, and for what purpose.
MAPS	
22	Detailed map of project sites showing location and names of communities, protected/conservation area boundaries, rivers, logging/mining concessions, large tracts of monoculture agriculture (e.g. palm oil plantation)
CONTACT INFORMATION & TOR	
25	TOR for the PSC and list of members (current and past) of the Project Steering Committee with contact information for each
WORKPLANS	
26	All annual workplans, including any revised versions
RESULTS FRAMEWORK	
27	The completed/updated project Results Framework (Note: If the most recent PIR was done 3 months or less prior to the onset of the TE, this does not have to be provided.)

28	A description of any revisions which have been made to the original Results Framework
TRAININGS	
29	Training agendas and participant lists (including gender breakdown summary for each training) and any impact-assessment that may have been conducted regarding each training
KNOWLEDGE SHARING MATERIALS	
31	Communications materials produced with project support (brochures, posters, booklets, videos, etc.)
RELEVANT INITIATIVES & PARTNER AGREEMENTS	
33	All partner agreements (Small Scale Fund Agreements, Partner Cooperation Agreements, UN-to-UN Agreements etc.)
34	List of related projects/initiatives contributing to project objectives approved/started after GEF project approval (i.e. any leveraged or “catalytic” results)
OTHER	
37	Protected Area Policy of the Government of PNG
38	Torricelli Mountain Range Conservation Area (TMRCA) management plan
39	Varirata National Park Management Plan (JICA document)
40	YUS Conservation Area Management
41	Completed Capacity Development Indicator Scorecards for 6 entities -- CEPA, Madang, Morobe and East Sepik Provincial Governments, TCA and TKCP
42	Available METT Scores for Varirata NP, YUS Conservation Area & Torricelli Mountain Range (TMR)
43	Example of a Conservation Area Agreement with villages in YUS and Torricelli
44	Strategic plan to implement the new Protected Area Policy and M&E plan of the strategic plan
45	Standards and Guidelines for PA Management in PNG

46	CEPA PA Unit Staff Training Records
48	Technical report indicating Sedimentation levels in the Laloki River at time of first measuring and latest measurement
49	Census/Index data for Matschie's Tree Kangaroo ( <i>Dendrolagus matschiei</i> ) in YUS at baseline and most current data available
50	Census/Index data for Tenkile Tree Kangaroo ( <i>Dendrolagus scottae</i> ) in TMR at baseline and most current data available
Aa51	Census/Index data for Weimag Tree Kangaroo ( <i>D. pulcherrimus</i> ) in TMR at baseline and most current data available
52	Agricultural production records for organic coffee and cocoa in YUS
53	Economic survey data of community households engaged in organic coffee and/or cocoa production in YUS
55	Gender strategy for YUS and TMR CAs
56	Protected Area policy implementation plan
57	Biodiversity offsets policy
58	Proposed CEPA restructuring plan
59	Standards and Guidelines for PA mgmt.
60	Outputs of the Protected Areas Solutions LTd contract for PA planning and management
61	Curriculum for community rangers developed by Pacific Adventist University with project funds
62	The "ecosystem monitoring plan" developed by Catalpa Int'l with project funds
63	Report of what was done under the "support for building awareness regarding PAs near Port Moresby"
64	Deloitte report on "change management for CEPA"
65	Land use plan for Sogeri Landscape developed by Eco-Custodian Advocates
66	Quarterly Progress Monitoring Matrix (QPMM) for YUS and Torricelli
67	Drone Agreements

## Annex 5. Evaluation Criteria Matrix

Evaluative Criteria	Questions	Indicators	Sources	Methodology
<b>Relevance: How does the project relate to the main objectives of the UNCBD and to the GEF Biodiversity and Land Degradation focal areas, and to the environment and development priorities at the local, regional and national levels for biodiversity conservation and land degradation in Papua New Guinea?</b>				
Is the project relevant to the UNCBD & UNCCD objectives?	<ul style="list-style-type: none"> <li>How does the project support the objectives of the UNCBD and/or UNCCD?</li> </ul>	<ul style="list-style-type: none"> <li>UNCBD &amp; UNCCD priorities and areas of work incorporated in project design</li> <li>Extent to which the project is implemented in line with incremental cost argument</li> </ul>	<ul style="list-style-type: none"> <li>Project documents</li> <li>National policies and strategies to implement the UNCBD, other international conventions, or related to environment more generally</li> <li>UNCBD and other international convention web sites</li> </ul>	<ul style="list-style-type: none"> <li>Documents analyses</li> <li>Interviews with project team, UNDP and other partners</li> </ul>
Is the project relevant to the GEF biodiversity & land degradation focal areas?	<ul style="list-style-type: none"> <li>How does the project support the GEF biodiversity and/or land degradation focal areas and strategic priorities related to biodiversity conservation and land degradation</li> </ul>	<ul style="list-style-type: none"> <li>Existence of a clear relationship between the project objectives and GEF biodiversity and land degradation focal areas</li> </ul>	<ul style="list-style-type: none"> <li>Project documents</li> <li>GEF focal areas strategies and documents</li> </ul>	<ul style="list-style-type: none"> <li>Documents analyses</li> <li>GEF website</li> <li>Interviews with UNDP and project team</li> </ul>
Is the project relevant to PNG's environment and sustainable development objectives?	<ul style="list-style-type: none"> <li>How does the project support the environment and sustainable development objectives of PNG?</li> <li>Is the project country-driven?</li> <li>What was the level of stakeholder participation in project design?</li> <li>What was the level of stakeholder ownership in implementation?</li> <li>Does the project adequately take into account the national realities, both in terms of institutional and policy framework in its design and its implementation?</li> </ul>	<ul style="list-style-type: none"> <li>Degree to which the project supports national environmental objectives</li> <li>Degree of coherence between the project and national priorities, policies and strategies</li> <li>Appreciation from national stakeholders with respect to adequacy of project design and implementation to national realities and existing capacities</li> <li>Level of involvement of government officials and other partners in the project design process</li> <li>Coherence between needs expressed by national stakeholders and UNDP-GEF criteria</li> </ul>	<ul style="list-style-type: none"> <li>Project documents</li> <li>National policies and strategies</li> <li>Key project partners</li> </ul>	<ul style="list-style-type: none"> <li>Documents analyses</li> <li>Interviews with UNDP and project partners</li> </ul>
Is the project addressing the needs of target beneficiaries at the local and regional levels?	<ul style="list-style-type: none"> <li>How does the project support the needs of relevant stakeholders?</li> <li>Has the implementation of the project been inclusive of all relevant stakeholders?</li> <li>Were local beneficiaries and stakeholders adequately involved in project design and implementation?</li> </ul>	<ul style="list-style-type: none"> <li>Strength of the link between expected results from the project and the needs of relevant stakeholders</li> <li>Degree of involvement and inclusiveness of stakeholders in project design and implementation</li> </ul>	<ul style="list-style-type: none"> <li>Project partners and stakeholders</li> <li>Needs assessment studies</li> <li>Project documents</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Interviews with relevant stakeholders</li> </ul>

Is the project internally coherent in its design?	<ul style="list-style-type: none"> <li>Are there logical linkages between expected results of the project (log frame) and the project design (in terms of project components, choice of partners, structure, delivery mechanism, scope, budget, use of resources etc)?</li> <li>Is the length of the project sufficient to achieve project outcomes?</li> </ul>	<ul style="list-style-type: none"> <li>Level of coherence between project expected results and project design internal logic</li> <li>Level of coherence between project design and project implementation approach</li> </ul>	<ul style="list-style-type: none"> <li>Program and project documents</li> <li>Key project stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Key interviews</li> </ul>
How is the project relevant with respect to other donor-supported activities?	<ul style="list-style-type: none"> <li>Does the GEF funding support activities and objectives not addressed by other donors?</li> <li>How do GEF-funds help to fill gaps (or give additional stimulus) that are necessary but are not covered by other donors?</li> <li>Is there coordination and complementarity between donors?</li> </ul>	<ul style="list-style-type: none"> <li>Degree to which program was coherent and complementary to other donor programming nationally and regionally</li> </ul>	<ul style="list-style-type: none"> <li>Documents from other donor supported activities</li> <li>Other donor representatives</li> <li>Project documents</li> </ul>	<ul style="list-style-type: none"> <li>Documents analyses</li> <li>Interviews with project partners and relevant stakeholders</li> </ul>
Does the project provide relevant lessons and experiences for other similar projects in the future?	<ul style="list-style-type: none"> <li>Has the experience of the project provided relevant lessons for other future projects targeted at similar objectives?</li> </ul>		<ul style="list-style-type: none"> <li>Data collected throughout evaluation</li> </ul>	<ul style="list-style-type: none"> <li>Data analysis</li> </ul>
<b>Effectiveness: To what extent have the expected outcomes and objectives of the project been/be achieved?</b>				
Has the project been effective in achieving the expected outcomes and objectives?	<ul style="list-style-type: none"> <li>Has the project been effective in achieving its expected outcomes?</li> </ul>	<ul style="list-style-type: none"> <li>See indicators in project document results framework</li> </ul>	<ul style="list-style-type: none"> <li>Project documents</li> <li>Project team and relevant stakeholders</li> <li>Data reported in project annual and quarterly reports</li> </ul>	<ul style="list-style-type: none"> <li>Documents analysis</li> <li>Interviews with project team</li> <li>Interviews with relevant stakeholders</li> </ul>
How is risk and risk mitigation being managed?	<ul style="list-style-type: none"> <li>How well are risks, assumptions and impact drivers being managed?</li> <li>What was the quality of risk mitigation strategies developed? Were these sufficient?</li> <li>Are there clear strategies for risk mitigation related with long-term sustainability of the project?</li> </ul>	<ul style="list-style-type: none"> <li>Completeness of risk identification and assumptions during project planning and design</li> <li>Quality of existing information systems in place to identify emerging risks and other issues</li> <li>Quality of risk mitigations strategies developed and followed</li> </ul>	<ul style="list-style-type: none"> <li>Project documents</li> <li>UNDP, project team, and relevant stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Interviews</li> </ul>
What lessons can be drawn regarding effectiveness for other similar projects in the future?	<ul style="list-style-type: none"> <li>What lessons have been learned from the project regarding achievement of outcomes?</li> <li>What changes could have been made (if any) to the design of the project in order to improve the achievement of the project's expected results?</li> </ul>		<ul style="list-style-type: none"> <li>Data collected throughout evaluation</li> </ul>	<ul style="list-style-type: none"> <li>Data analysis</li> </ul>
<b>Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards?</b>				
Was project support	<ul style="list-style-type: none"> <li>Was adaptive management used or needed to ensure efficient resource use?</li> </ul>	<ul style="list-style-type: none"> <li>Availability and quality of financial and progress reports</li> </ul>	<ul style="list-style-type: none"> <li>Project documents and evaluations</li> <li>UNDP</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Key interviews</li> </ul>

provided in an efficient way?	<ul style="list-style-type: none"> <li>• Did the project Results framework and work plans and any changes made to them use as management tools during implementation?</li> <li>• Were the accounting and financial systems in place adequate for project management and producing accurate and timely financial information?</li> <li>• Were progress reports produced accurately, timely and responded to reporting requirements including adaptive management changes?</li> <li>• Was project implementation as cost effective as originally proposed (planned vs. actual)</li> <li>• Did the leveraging of funds (co-financing) happen as planned?</li> <li>• Were financial resources utilized efficiently? Could financial resources have been used more efficiently?</li> <li>• Was procurement carried out in a manner making efficient use of project resources?</li> <li>• How was results-based management used during project implementation?</li> </ul>	<ul style="list-style-type: none"> <li>• Timeliness and adequacy of reporting provided</li> <li>• Level of discrepancy between planned and utilized financial expenditures</li> <li>• Planned vs. actual funds leveraged</li> <li>• Cost in view of results achieved compared to costs of similar projects from other organizations</li> <li>• Adequacy of project choices in view of existing context, infrastructure and cost</li> <li>• Quality of results-based management reporting (progress reporting, monitoring and evaluation)</li> <li>• Occurrence of change in project design/ implementation approach (i.e. restructuring) when needed to improve project efficiency</li> <li>• Cost associated with delivery mechanism and management structure compare to alternatives</li> </ul>	<ul style="list-style-type: none"> <li>• Project team</li> </ul>	
How efficient are partnership arrangements for the project?	<ul style="list-style-type: none"> <li>• To what extent partnerships/linkages between institutions/ organizations were encouraged and supported?</li> <li>• Which partnerships/linkages were facilitated?</li> <li>• What was the level of efficiency of cooperation and collaboration arrangements?</li> <li>• Which methods were successful or not and why?</li> </ul>	<ul style="list-style-type: none"> <li>• Specific activities conducted to support the development of cooperative arrangements between partners,</li> <li>• Examples of supported partnerships</li> <li>• Evidence that particular partnerships/linkages will be sustained</li> <li>• Types/quality of partnership cooperation methods utilized</li> </ul>	<ul style="list-style-type: none"> <li>• Project documents and evaluations</li> <li>• Project partners and relevant stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Document analysis</li> <li>• Interviews</li> </ul>
Did the project efficiently utilize local capacity in implementation?	<ul style="list-style-type: none"> <li>• Was an appropriate balance struck between utilization of international expertise as well as local capacity?</li> <li>• Did the project take into account local capacity in design and implementation of the project?</li> <li>• Was there an effective collaboration between institutions responsible for implementing the project?</li> </ul>	<ul style="list-style-type: none"> <li>• Proportion of expertise utilized from international experts compared to national experts</li> <li>• Number/quality of analyses done to assess local capacity potential and absorptive capacity</li> </ul>	<ul style="list-style-type: none"> <li>• Project documents and evaluations</li> <li>• UNDP</li> <li>• Beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>• Document analysis</li> <li>• Interviews</li> </ul>
What lessons can be drawn regarding efficiency for other similar projects in the future?	<ul style="list-style-type: none"> <li>• What lessons can be learnt from the project regarding efficiency?</li> <li>• How could the project have more efficiently carried out implementation (in terms of management structures and procedures, partnerships arrangements etc...)?</li> <li>• What changes could have been made (if any) to the project in order to improve its efficiency?</li> </ul>		<ul style="list-style-type: none"> <li>• Data collected throughout evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• Data analysis</li> </ul>
Results: What are the current actual, and potential long-term, results of activities supported by the project?				
How is the project effective in achieving its long-term objectives?	<ul style="list-style-type: none"> <li>• Will the project achieve its overall objective ?</li> <li>• Is the globally significant biodiversity of the target area likely to be conserved?</li> <li>• What barriers remain to achieving long-term objectives, or what necessary steps remain to</li> </ul>	<ul style="list-style-type: none"> <li>• Change in capacity: <ul style="list-style-type: none"> <li>○ To pool/mobilize resources</li> <li>○ For related policy making and strategic planning</li> <li>○ For implementation of related laws and strategies through adequate institutional</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Project documents</li> <li>• Key stakeholders</li> <li>• Monitoring data</li> </ul>	<ul style="list-style-type: none"> <li>• Documents analysis</li> <li>• Meetings with UNDP, project team and</li> </ul>

	<p>be taken by stakeholders to achieve sustained impacts and Global Environmental Benefits?</p> <ul style="list-style-type: none"> <li>Are there unanticipated results achieved or contributed to by the project?</li> </ul>	<p>frameworks and their maintenance</p> <ul style="list-style-type: none"> <li>Change in use and implementation of sustainable livelihoods</li> <li>Change in the number and strength of barriers such as: <ul style="list-style-type: none"> <li>Knowledge about biodiversity conservation and sustainable use of biodiversity resources, and economic incentives in these areas</li> <li>Cross-institutional coordination and inter-sectoral dialogue</li> <li>Knowledge of biodiversity conservation and sustainable use practices by end users</li> <li>Coordination of policy and legal instruments incorporating biodiversity conservation and environmental strategies</li> <li>environmental economic incentives for stakeholders</li> </ul> </li> </ul>		<p>project partners</p> <ul style="list-style-type: none"> <li>Interviews with project beneficiaries and other stakeholders</li> </ul>
How is the project effective in achieving the objectives of the UNCBD?	<ul style="list-style-type: none"> <li>What are the impacts or likely impacts of the project? <ul style="list-style-type: none"> <li>On the local environment;</li> <li>On economic well-being;</li> <li>On other socio-economic issues.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Provide specific examples of impacts at species, ecosystem or genetic levels, as relevant</li> </ul>	<ul style="list-style-type: none"> <li>Project documents</li> <li>UNCDB documents</li> <li>Key Stakeholders</li> <li>Monitoring data</li> </ul>	<ul style="list-style-type: none"> <li>Data analysis</li> <li>Interviews with key stakeholders</li> </ul>
Future directions for results	<ul style="list-style-type: none"> <li>How can the project build on its successes and learn from its weaknesses in order to enhance the potential for impact of ongoing and future initiatives?</li> </ul>		<ul style="list-style-type: none"> <li>Data collected throughout evaluation</li> </ul>	<ul style="list-style-type: none"> <li>Data analysis</li> </ul>
Sustainability: Are the conditions in place for project-related benefits and results to be sustained?				
Are sustainability issues adequately integrated in project design?	<ul style="list-style-type: none"> <li>Were sustainability issues integrated into the design and implementation of the project?</li> </ul>	<ul style="list-style-type: none"> <li>Evidence / quality of sustainability strategy</li> <li>Evidence / quality of steps taken to ensure sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Project documents and evaluations</li> <li>UNDP and project personnel and project partners</li> <li>Beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Interviews</li> </ul>
Financial sustainability	<ul style="list-style-type: none"> <li>Did the project adequately address financial and economic sustainability issues?</li> <li>Are the recurrent costs after project completion sustainable?</li> <li>What are the main institutions/organizations in country that will take the project efforts forward after project end and what is the budget they have assigned to this?</li> </ul>	<ul style="list-style-type: none"> <li>Level and source of future financial support to be provided to relevant sectors and activities after project ends</li> <li>Evidence of commitments from international partners, governments or other stakeholders to financially support relevant sectors of activities after project end</li> <li>Level of recurrent costs after completion of project and funding sources for those recurrent costs</li> </ul>	<ul style="list-style-type: none"> <li>Project documents and evaluations</li> <li>UNDP and project personnel and project partners</li> <li>Beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Interviews</li> </ul>
Institutional and governance sustainability	<ul style="list-style-type: none"> <li>Were the results of efforts made during the project implementation period well assimilated by organizations and their internal systems and procedures?</li> </ul>	<ul style="list-style-type: none"> <li>Degree to which project activities and results have been taken over by local counterparts or institutions/organizations</li> <li>Level of financial support to be provided to relevant sectors and</li> </ul>	<ul style="list-style-type: none"> <li>Project documents and evaluations</li> <li>UNDP and project personnel and project partners</li> <li>Beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Interviews</li> </ul>

	<ul style="list-style-type: none"> <li>Is there evidence that project partners will continue their activities beyond project support?</li> <li>What degree is there of local ownership of initiatives and results?</li> <li>Were laws, policies and frameworks addressed through the project, in order to address sustainability of key initiatives and reforms?</li> <li>What is the level of political commitment to build on the results of the project?</li> <li>Are there policies or practices in place that create perverse incentives that would negatively affect long-term benefits?</li> </ul>	<ul style="list-style-type: none"> <li>activities by in-country actors after project end</li> <li>Efforts to support the development of relevant laws and policies</li> <li>State of enforcement and law making capacity</li> <li>Evidences of commitment by government enactment of policies and laws and resource allocation to priorities</li> </ul>		
Social-economic sustainability	<ul style="list-style-type: none"> <li>Are there adequate incentives to ensure sustained benefits achieved through the project?</li> </ul>		<ul style="list-style-type: none"> <li>Project documents and evaluations</li> <li>UNDP, project personnel and project partners</li> <li>Beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>Interviews</li> <li>Documentation review</li> </ul>
Environmental sustainability	<ul style="list-style-type: none"> <li>Are there risks to the environmental benefits that were created or that are expected to occur?</li> <li>Are there long-term environmental threats that have not been addressed by the project?</li> <li>Have any new environmental threats emerged in the project's lifetime?</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of potential threats such as infrastructure development</li> <li>Assessment of unaddressed or emerging threats</li> </ul>	<ul style="list-style-type: none"> <li>Project documents and evaluations</li> <li>Threat assessments</li> <li>Government documents or other external published information</li> <li>UNDP, project personnel and project partners</li> <li>Beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>Interviews</li> <li>Documentation review</li> </ul>
Individual, institutional and systemic capacity development	<ul style="list-style-type: none"> <li>Is the capacity in place at the regional, national and local levels adequate to ensure sustainability of the results achieved to date?</li> </ul>	<ul style="list-style-type: none"> <li>Elements in place in those different management functions, at the appropriate levels (regional, national and local) in terms of adequate structures, strategies, systems, skills, incentives and interrelationships with other key actors</li> </ul>	<ul style="list-style-type: none"> <li>Project documents</li> <li>UNDP, project personnel and project partners</li> <li>Beneficiaries</li> <li>Capacity assessments available, if any</li> </ul>	<ul style="list-style-type: none"> <li>Interviews</li> <li>Documentation review</li> </ul>
Replication	<ul style="list-style-type: none"> <li>Is there potential to scale up or replicate project activities?</li> <li>Did the project's Exit Strategy actively promote replication?</li> </ul>	<ul style="list-style-type: none"> <li>Number/quality of replicated initiatives</li> <li>Number/quality of replicated innovative initiatives</li> <li>Scale of additional investment leveraged</li> </ul>	<ul style="list-style-type: none"> <li>Project Exit Strategy</li> <li>UNDP, project personnel and project partners</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Interviews</li> </ul>
Challenges to sustainability of the project	<ul style="list-style-type: none"> <li>What are the main challenges that may hinder sustainability of efforts?</li> <li>Have any of these been addressed through project management?</li> <li>What could be the possible measures to further contribute to the sustainability of efforts achieved with the project?</li> </ul>	<ul style="list-style-type: none"> <li>Challenges in view of building blocks of sustainability as presented above</li> <li>Recent changes which may present new challenges to the project</li> <li>Education strategy and partnership with school, education institutions etc.</li> </ul>	<ul style="list-style-type: none"> <li>Project documents and evaluations</li> <li>Beneficiaries</li> <li>UNDP, project personnel and project partners</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Interviews</li> </ul>

## Annex 6. Rating Scales

### Monitoring & Evaluation Ratings Scale

Rating	Description
6 = Highly Satisfactory (HS)	There were no short comings; quality of M&E design/implementation exceeded expectations
5 = Satisfactory (S)	There were minor shortcomings; quality of M&E design/implementation met expectations
4 = Moderately Satisfactory (MS)	There were moderate shortcomings; quality of M&E design/implementation more or less met expectations
3 = Moderately Unsatisfactory (MU)	There were significant shortcomings; quality of M&E design/implementation was somewhat lower than expected
2 = Unsatisfactory (U)	There were major shortcomings; quality of M&E design/implementation was substantially lower than expected
1 = Highly Unsatisfactory (HU)	There were severe shortcomings in M&E design/implementation
Unable to Assess (UA)	The available information does not allow an assessment of the quality of M&E design/implementation.

### Implementation/Oversight and Execution Ratings Scale

Rating	Description
6 = Highly Satisfactory (HS)	There were no shortcomings; quality of implementation/execution exceeded expectations
5 = Satisfactory (S)	There were no or minor shortcomings; quality of implementation/execution met expectations.
4 = Moderately Satisfactory (MS)	There were some shortcomings; quality of implementation/execution more or less met expectations.
3 = Moderately Unsatisfactory (MU)	There were significant shortcomings; quality of implementation/execution was somewhat lower than expected
2 = Unsatisfactory (U)	There were major shortcomings; quality of implementation/execution was substantially lower than expected
1 = Highly Unsatisfactory (HU)	There were severe shortcomings in quality of implementation/execution
Unable to Assess (UA)	The available information does not allow an assessment of the quality of implementation and execution

### Outcome Ratings Scale - Relevance, Effectiveness, Efficiency

Rating	Description
6 = Highly Satisfactory (HS)	Level of outcomes achieved clearly exceeds expectations and/or there were no shortcomings
5 = Satisfactory (S)	Level of outcomes achieved was as expected and/or there were no or minor shortcomings
4 = Moderately Satisfactory (MS)	Level of outcomes achieved more or less as expected and/or there were moderate shortcomings.
3 = Moderately Unsatisfactory (MU)	Level of outcomes achieved somewhat lower than expected and/or there were significant shortcomings
2 = Unsatisfactory (U)	Level of outcomes achieved substantially lower than expected and/or there were major shortcomings.
1 = Highly Unsatisfactory (HU)	Only a negligible level of outcomes achieved and/or there were severe shortcomings
Unable to Assess (UA)	The available information does not allow an assessment of the level of outcome achievements

### Sustainability Ratings Scale

Ratings	Description
4 = Likely (L)	There are little or no risks to sustainability
3 = Moderately Likely (ML)	There are moderate risks to sustainability
2 = Moderately Unlikely (MU)	There are significant risks to sustainability
1 = Unlikely (U)	There are severe risks to sustainability
Unable to Assess (UA)	Unable to assess the expected incidence and magnitude of risks to sustainability

## Annex 7. Signed UNEG Code of Conduct Agreement Form

### Evaluators/Consultants:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
8. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry out the project's Mid-Term Review.

### Evaluation Consultant Agreement Form

Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Evaluator: Virginia Ravndal

Name of Consultancy Organization (where relevant): \_\_\_\_\_

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at: Ft. Collins, Colorado (Place) on November 16, 2020 (Date)

Signature: *A. Virginia Ravndal*

Evaluators/Consultants:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
8. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry out the project's Mid-Term Review.

Evaluation Consultant Agreement Form

Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Evaluator: Maureen Ewai

Name of Consultancy Organization (where relevant): \_\_\_\_\_

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at: -----Kokopo, Papua New Guinea-----on 17 November 16, 2020

Signature: 

## Annex 8. Signed TE Report Clearance Form

Terminal Evaluation Report for *(Project Title & UNDP PIMS ID)* Reviewed and Cleared By:

Commissioning Unit (M&E Focal Point)

Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Regional Technical Advisor (Nature, Climate and Energy)

Name: \_\_\_\_\_

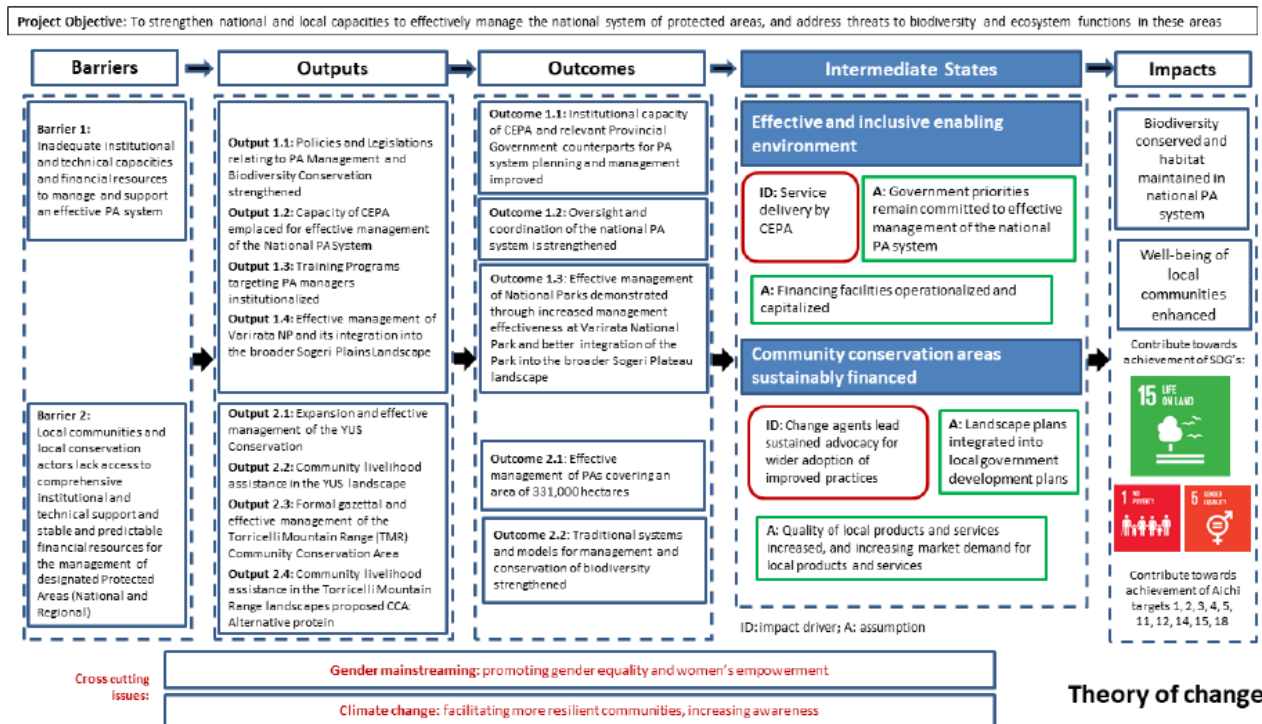
Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## Annex 9. Social and Environmental Safeguards

Original Risk (in ProDoc)	Revised Risk	Original Rating (I/L & Significance)	Revised Rating (I/L & Significance)	TE Findings on the revision
<p>Risk 1: Principles 1: Human Rights</p> <p>6. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?</p>	No new social or environmental risks identified or escalated as of June 2020 PIR (from the prodoc)	Low	Medium	<p><a href="#">These comments are based on original rating and comments:</a></p> <p>The project has invested in training of CEPA staff and produced sufficient products that can be used to support the project in the future. However, due to lack of budget support from CEPA, on the ground efforts are likely with donor support and this may not be sustainable.</p>
<p>Risk 2: Principles 1: Human Rights</p> <p>7. Have local communities or individuals, given the opportunity raised human rights concerns during the stakeholder engagement process?</p>	No new social or environmental risks identified or escalated as of June 2020 PIR (from the prodoc)	Medium	Medium	<p><a href="#">These comments are based on original rating and comments:</a></p> <p>Both YUS and TMR are an ongoing project that had community involvement prior to GEF support.</p> <p>Sogeri had community engagement at PPG phase and through the Landuse study which documented historical and current landuses of the area to link to future landuses. No further engagement in Sogeri and Varirata areas happened to build build consensus with the communities and clan ownership/users over the land and resources for management.</p>
<p>Risk 3: Standard 1: Biodiversity Conservation and Sustainable <a href="#">Natural</a> Resource Management</p> <p>1.2 Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?</p>	No new social or environmental risks identified or escalated as of June 2020 PIR (from the prodoc)	Low	Low	The project has supported the existing and proposed protected areas of VNP, YUS and TMR to for the improved management.
<p>Risk 4: Standard 1: Biodiversity Conservation and Sustainable <a href="#">Natural</a> Resource Management</p> <p>1.6 Would the Project pose a risk of introducing invasive alien species?</p>	No new social or environmental risks identified or escalated as of June 2020 PIR (from the prodoc)	Medium	Medium	<p><a href="#">Reference to the introduced species was made to rabbit and fish farming as potential risks to the ecosystems in TMR as these were raised as alternative protein for the communities due to hunting moratorium on Tree Kangaroos.</a></p> <p>At the time of TE, an environmental and social impact assessment was yet to be conducted, however, TCA conducts specific trainings on the farming management practices for rabbits as well as fish ponds. Currently, there is only one consistent rabbit farmer in TMR.</p>

Original Risk (in ProDoc)	Revised Risk	Original Rating (I/L & Significance)	Revised Rating (I/L & Significance)	TE Findings on the revision
				TE also notes that Tilapia and Super Tilapia are bred at Sirinum dam which have a risk of spreading into the streams including nearby Varirata NP (although this is not yet an issue).
<p>Risk 6: Standard 1: Biodiversity Conservation and Sustainable <a href="#">Natural</a> Resource Management</p> <p>1.6 Does the project involve the harvesting of natural forests, plantation development, or reforestation?</p>	No new social or environmental risks identified or escalated as of June 2020 PIR (from the prodoc)	Low	Low	The project was intended to reforest the degraded areas in Sogeri Plateau. This was to be part of the integrated Landuse Plan and an Indigenous People's Plan. At the time of TE, landuse planning process was initiated where a historical and current landuses was documented. The reforestation plan has not progressed.
<p>Risk 7: Standard 1: Biodiversity Conservation and Sustainable <a href="#">Natural</a> Resource Management</p> <p>1.6 Does the project involve the production and/or harvesting of fish populations or aquatic species?</p>	No new social or environmental risks identified or escalated as of June 2020 PIR (from the prodoc)	Low	Low	The project has supported the inland fish farming in TMR to address food security issues. This provides alternative protein to the communities (due to hunting moratorium on Tree Kangaroos)
<p>Risk 8: Standard 6: Indigenous Peoples</p> <p>6.1 Are indigenous peoples present in the Project area?</p>	No new social or environmental risks identified or escalated as of June 2020 PIR (from the prodoc)	Low	Low	In both YUS and TMR, the core conservation areas have minimal or no negative impact, as human activities occur outside of the buffers including farming and settlements in the landuse zones.
<p>Risk 9: Standard 6: Indigenous Peoples</p> <p>6.2 Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?</p> <p>6.3 Would the proposed Project potentially affect the rights, lands and territories of indigenous peoples (regardless of whether Indigenous Peoples possess the legal titles to such areas)?</p>	No new social or environmental risks identified or escalated as of June 2020 PIR (from the prodoc)	Moderate	Moderate	<p>Reference was made to Varirata- Greater Sogeri Plateau area.</p> <p>At the PPG phase, initial community engagement was made at Sogeri Plateau, this has not continued apart from the documentation of historical landuses of the area. No further activities have progressed at the Sogeri Plateau involving communities and indigenous people.</p>

## Annex 10. Theory of Change



(M&E Workshop Report, December 2019)

# Annex 11. Project Results Framework

## Results Framework

PROJECT OBJECTIVE AND COMPONENTS	INDICATOR	BASELINE	END OF PROJECT TARGETS	SOURCE OF INFORMATION	RISKS AND ASSUMPTIONS
<p>Project Objective:</p> <p>To strengthen national and local capacities to effectively manage the national system of protected areas, and address threats to biodiversity and ecosystem functions in these areas</p>	Aggregated Average Capacity Development indicator score for CEPA, Madang, Morobe, West Sepik and East Sepik Provincial Government, TCA and TKCP	35.3%	62.3%	Project review of Capacity Development Indicator Scorecard	<p>Assumptions:</p> <ul style="list-style-type: none"> <li>CEPA develops and implements its organisational structure to effectively meet its mandate for administering the protected area system</li> <li>Government continues to view protected areas as a key investment strategy for meeting biodiversity conservation (and selected socio-economic development) targets.</li> <li>Local NGOs and CBOs continue to support the implementation of CCAs and have the capacity to do so</li> </ul>
	Total area expansion of the National Protected Area in the Varirata-Sogeri Plateau, YUS and Torricelli Mountains Landscapes	0 ha	255,000 ha	CEPA Records	
	Conducive policy environment for CEPA to operate within	<p>No policy regulating development impacts on biodiversity</p> <p>No clear direction on how funds and revenues will be earmarked within the overall CEPA financial structure</p>	<p>An enabling policy that established an effective national system to license and regulate development impacts on biodiversity</p> <p>An administrative regulation or similar issuance describing the process by which funds and revenues for PA management will be earmarked within the overall CEPA financial structure</p>	Issuance of policy and administrative regulation or similar issuance	<p>Risks:</p> <ul style="list-style-type: none"> <li>Capacities at different levels of government increase at a slower pace than required</li> </ul>
	Number of villages directly benefitting from community-based livelihood activity that contribute to the reducing the extent and intensity of threats to the YUS and Torricelli CAs	0	>60	Project record of technical support and sub-grant funding agreements	

PROJECT OBJECTIVE AND COMPONENTS	INDICATOR	BASELINE	END OF PROJECT TARGETS	SOURCE OF INFORMATION	RISKS AND ASSUMPTIONS
	<p>IRRF Sub-indicator 1.1.3.A.1.1:</p> <p>Extent to which institutional frameworks are in place for conservation, sustainable use, and/or access and benefit sharing of natural resources, biodiversity and ecosystems</p>	To be defined at project start	To be defined at project start	Project reports	<p>by the needs of the PA system</p> <ul style="list-style-type: none"> <li>Local NGOs and CBOs do not get long-term financial support to allow them to continue operations</li> </ul>
<p>Component 1</p> <p>Management capabilities of the PNG state to support and oversee Protected Area Management</p>	<p>Outputs:</p> <p>1.1 Policies relating to PA Management and Biodiversity Conservation Strengthened.  1.2 Capacity of CEPA emplaced for effective management of the National PA System.  1.3 Training Programs targeting PA managers institutionalized.  1.4 Effective management of Varirata NP and its integration into the broader Sogeri Plains Landscape.</p>				
	Capacity of CEPA	<p>Development indicator score for CEPA: 38%</p> <p>New PA Policy</p> <p>Standards and guidelines: None</p> <p>Zero of CEPA's PA Unit staff completed specialised, targeted short-course</p>	<p>Development indicator score for CEPA: 72%</p> <p>PNG PA Policy in place and implemented through a formulated Strategic Plan</p> <p>Standards and Guidelines for PA Management in PNG approved</p> <p>&gt;30 of CEPA's PA Unit professional staff completed specialised, targeted short-course training in PA oversight and coordination</p>	<p>Project review of Capacity Development Indicator Scorecard</p> <p>Strategic plan included M&amp;E plan</p> <p>Record of approval and adoption of standards and guidelines</p> <p>Staff training records</p> <p>Staff training certification</p>	<p>Assumptions:</p> <ul style="list-style-type: none"> <li>CEPA transition achieved in timely manner</li> <li>Approval of draft PNG PPA and implementation of proposed governance framework</li> <li>Sogeri Plateau – good work collaboration with JICA component; Careful partnership building with local land owners creates sufficient buy-in and commitment for establishment of CCA</li> </ul> <p>Risks:</p>

PROJECT OBJECTIVE AND COMPONENTS	INDICATOR	BASELINE	END OF PROJECT TARGETS	SOURCE OF INFORMATION	RISKS AND ASSUMPTIONS
		training in PA oversight and coordination		Project reports	<ul style="list-style-type: none"><li>Capacities at different levels of government increase at a slower pace than required by the needs of the PA system</li><li>Land ownership disputes on Sogeri Plateau, which would hamper the implementation of output 1.4</li></ul>
	METT Scores of Varirata NP	Varirata NP: 27%	Varirata NP: 50%	Project review of METT Scorecards at mid-term and end of project	
	Sirinumu Dam Integrated Land Use Plan approved and being implemented	No Plan in place	Sirinumu Dam Integrated Land Use Plan approved covering a landscape area of > 7000 ha	Record of approval of ILUP	
	Sedimentation levels in the Laloki River as measured at relevant downriver site (and compared to levels in the Sirinumu dam)	To be determined in Year 1 of the project	5% less than the baseline	Technical studies, assessments and project reports	
Component 2: Strengthening the Capacity of the State and Local Communities to Cooperatively Manage Protected Area Sites	Outputs:  2.1 Expansion to the landscape level and effective management of the YUS Conservation Area  2.2 Community livelihood assistance in the YUS landscape  2.3 Formal gazetttal and effective management of the Torricelli Mountain Range (TMR)  2.4 Community livelihood assistance in the TMR landscape proposed CA: Alternative protein				
	Capacity Development indicator score for Madang, Morobe, West Sepik and East Sepik Provincial Government, TCA and TKCP	Morobe Provincial Government: 27%  Madang Provincial Government: 23%  East Sepik Provincial Government: 23%  West Sepik Provincial Government: 21%  TCA: 53%  TKCP: 62%	Morobe Provincial Government: 50%  Madang Provincial Government: 55%  East Sepik Provincial Government: 58%  West Sepik Provincial Government:56%  TCA: 70%  TKCP: 75%	Project review of Capacity Development Indicator Scorecard	Assumptions:  – TCA and TKCP are available as IPs  – Local land owners committed to continue their conservation efforts  – CEPA and provincial government capacitated to coordinate regional PA work

PROJECT OBJECTIVE AND COMPONENTS	INDICATOR	BASELINE	END OF PROJECT TARGETS	SOURCE OF INFORMATION	RISKS AND ASSUMPTIONS
	METT Scores of YUS Conservation Area and Torricelli Mountain Range Conservation Area	YUS: 57% Torricelli: 57%	YUS: 75% Torricelli: 72%	Project review of METT Scorecards at mid-term and end of project	Risks: <ul style="list-style-type: none"> <li>Local NGOs and CBOs do not get long-term financial support to allow them to continue operations</li> </ul> Climate change may exacerbate habitat fragmentation in the designated CCAs
	Extent of area under different National PA Categories and covered by Integrated Land Use Plans to direct management	YUS: Conservation Area: 76,000 ha  Torricelli: 0 ha Protected Area	YUS: Community Conservation Area: 151,000 ha  Torricelli: Community Conservation Area: 180,000 ha	CEPA Records	
	Stable or increased populations of threatened species - YUS	YUS: <i>Baseline:</i>  Matschie's Tree Kangaroo ( <i>Dendrolagus matschiei</i> ) (Endangered)  250+	YUS.  Stable or increased population:  Matschie's Tree Kangaroo ( <i>Dendrolagus matschiei</i> )  250+	METT at Mid-term and End of Project  Conservation Status and Biodiversity Monitoring reports at site level  Annual YUS reports  GEF PIRs	
	Stable or increased populations of threatened species - TMR	Tenkile Tree Kangaroo ( <i>Dendrolagus scottae</i> ) (Critically Endangered) Population estimate 300+;  Weimag Tree Kangaroo ( <i>D. pulcherrimus</i> ) Population estimate 500+	Stable or Increased Populations: Tenkile Tree Kangaroo ( <i>Dendrolagus scottae</i> ), target 300+  Weimag Tree Kangaroo ( <i>D. pulcherrimus</i> ), 500+	METT at Mid-term and End of Project  Conservation Status and Biodiversity Monitoring reports at site level  Annual TCA reports  GEF PIRs	

PROJECT OBJECTIVE AND COMPONENTS	INDICATOR	BASELINE	END OF PROJECT TARGETS	SOURCE OF INFORMATION	RISKS AND ASSUMPTIONS
	Productivity of organic coffee and cocoa in existing agricultural zones in YUS	Coffee = 2.5 tons per year from 22,650 ha.  Cocoa = 38.6 tons per year from 6,091 ha.	Coffee > 30 tons per year from 22,650 ha  Cocoa > 103 tons per year from 6,091 ha	APRs/PIRs	
	Formal agreements in place between communities in participating conservation areas and central and/or Provincial Government/ project IAs, to provide financial and in-kind (service provision) support to participating communities, resulting in at least PGK 400 (approximately USD 150) in additional resources per household per year provided to the communities concerned.	YUS – US\$ 50 per Household (coffee and cocoa producers)  TCA = US\$ 0	YUS – US\$ 200 per household (coffee and cocoa producers)  TCA = US\$ 150 <sup>26</sup> per household (Alternative Proteins beneficiaries)	APRs/PIRs	

<sup>26</sup> A methodology will have to be developed during project implementation to measure this as “in-kind” or “subsistence” value for the alternative protein activities in TMR CA.