



Final Report V0.1

**For UNDP project PNG002-2019
reclassification and statements of
management intent for existing
protected areas in Papua New Guinea
November 2020**

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Project Sponsor	United Nations Development Program
Author	 Transcend Blue International
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	PNG/001-2019 Training and capacity building program for protected area management in Papua New Guinea

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Contents

Background	1
Introduction	1
Recommendations	3
Deliverables - Summary	4
Outcomes	6
Monitoring and Evaluation	9
Project Methodology	9
Deliverables	10
Transition of protected areas	10
Statements of Management Intent	11
Coaching and training	15
References	29

Table of Figures

Figure 1: Map showing locations of the completed SMIs and four case studies	2
Figure 2: Action learning session during the 7-day intensive training program.....	3
Figure 3: Deliverable timeline.....	5
Figure 4: Linkages between the two CEPA/UNDP GEF 5 programs "Strengthening the Management Effectiveness of the National System of Protected Areas" and "Training and Capacity Building Program for Protected Area Management"	8
Figure 5: An example of some of the SMIs that were produced with CEPA staff	13
Figure 6: SMI progress as of 25 October 2020.....	14

Background

“The Government of Papua New Guinea has made a renewed commitment to support a viable and sustainable protected areas system in the country.

PNG’s Protected Areas Policy approved by the National Executive Council in December 2014 and the Conservation and Environmental Protection Authority (CEPA) Act of May 2014 provides the overall policy and legal framework for the newly established CEPA. In addition, newly proposed legislation called the Protected Areas Bill (PA Bill) and associated Regulations have recently been drafted, which will significantly change the administration of protected areas in Papua New Guinea (PNG). These instruments are intended to give renewed impetus to conservation efforts and pose an excellent opportunity to improve biodiversity conservation in the broadest sense in PNG. Despite the renewed commitment, limited capacity remains a challenge and hampers implementation, compliance and enforcement.

The UNDP in partnership with the Government of PNG is currently working to address some of these challenges by operationalising PNG’s Protected Area Policy as well as supporting the transition from the former Department of Environment and Conservation to CEPA. Projects under this partnership aim to strengthen the links between central government policy and implementation with newly established decentralized protected area governance and management structures” (Paraphrased from project Terms of Reference).

Introduction

This project has made a substantial and coordinated contribution to increasing the effectiveness of Papua New Guinea’s (PNG) protected area network. It has partnered with CEPA staff and collaborated with training providers to deliver a project that is fully integrated into CEPAs core business priorities and actions.

Four major outputs were delivered:

- We held a face-to-face workshop in Port Moresby to review and finalise the transition of PNG protected area types in accordance with the PNG Policy on Protected Areas
- We delivered on-ground results by collaboratively writing Statements of Management Intent (SMIs) for 46 protected areas in PNG (Figure 1)
- We implemented a 7-day intensive and 5-week assignment-based support program for CEPA, which led to the delivery of the SMIs and associated products
- We compiled the information, knowledge and lessons learnt throughout the project and worked with CEPA staff to develop a consolidated executive briefing package outlining next steps to implement the project outputs and engage with protected area communities.

Our implementation framework was a participatory approach that aspired to exceed program delivery expectations, with a goal of providing an atmosphere of support, encouragement and ‘giving it a go’.

Here's what we achieved



Statements of Management Intent completed for 46 protected areas in PNG



12 CEPA Staff capable of reviewing and writing protected area management plans



31 online live tutorials, 70 days of training, coaching and support and 15 days face-to-face meetings and workshops in Port Moresby



Recommendations for transition of 79 existing and new protected areas to new categories as per the PNG Policy on Protected Areas



Integration and use of the PNG Living Management Plans into CEPA core business



Collaboration and partnership with other projects for an integrated project outcome



Figure 1: Map showing locations of the completed SMIs and four case studies

We placed emphasis on regular and meaningful engagement and participation from CEPA staff, with no less than fortnightly meetings with CEPA staff throughout the duration of the project, to ensure that the project priorities were consistent with CEPAs needs and adaptable to changing circumstances. We provided project continuity and remained in regular email, online and telephone contact with participants, responding to queries and providing support as requested.

Our flexible approach meant that we could adapt to changing circumstances, manage travel restrictions and program modification requests.

The benefits of our approach were that participants were encouraged to work together, communicate as a team and develop written and verbal communication skills. Participants were encouraged to learn through action and our objective was not only about completing the work, but about ensuring that participants have the confidence to do it themselves.

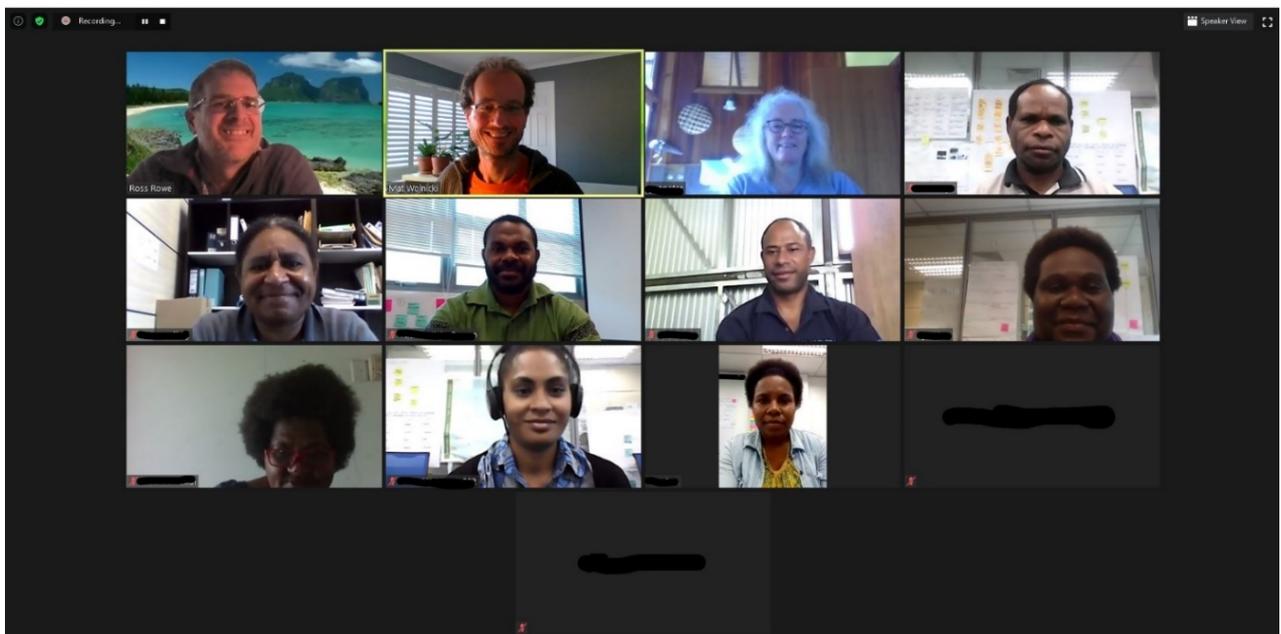


Figure 2: Action learning session during the 7-day intensive training program

Recommendations

- That CEPA use the skills acquired, case studies and SMIs to engage with protected area communities to help ensure that PNG has a comprehensive, adequate, representative and resilient protected area network.
- CEPA allocate an officer responsible for maintaining version control of SMIs, keeping record of attachments (gazettal notices, supporting reports, community engagement) and updating information to CEPAs protected area database.

Deliverables - Summary

The deliverables have been integrated into CEPAs day to day business systems. The timeline (Figure 3) on the following page demonstrates the deliverables that were produced.

The key deliverables are available in the following attachments

- Overarching recommendations briefing to CEPA (Attachment I)
- Final online live presentation to CEPA (Attachment J)
- Recommendations for recategorization of existing protected areas to the new protected area categories, consistent with the PNG Policy on Protected Areas and supporting documentation (Attachment C1)
- Portfolio of PNG Statements of Management Intent, final drafts for consultation available online <https://www.dropbox.com/sh/y29tyairiggcs0e/AAD6htV0JhN794IPGIOfoi5va?dl=0>
- 7-day intensive and 5-week assignment-based support program for CEPA, which led to the delivery of the SMIs and associated products.
- Case study briefings to CEPA senior executive, including attachments with compilation of information developed by CEPA and recommendations for engagement with communities (Attachments H1, H2, H3 and H4).

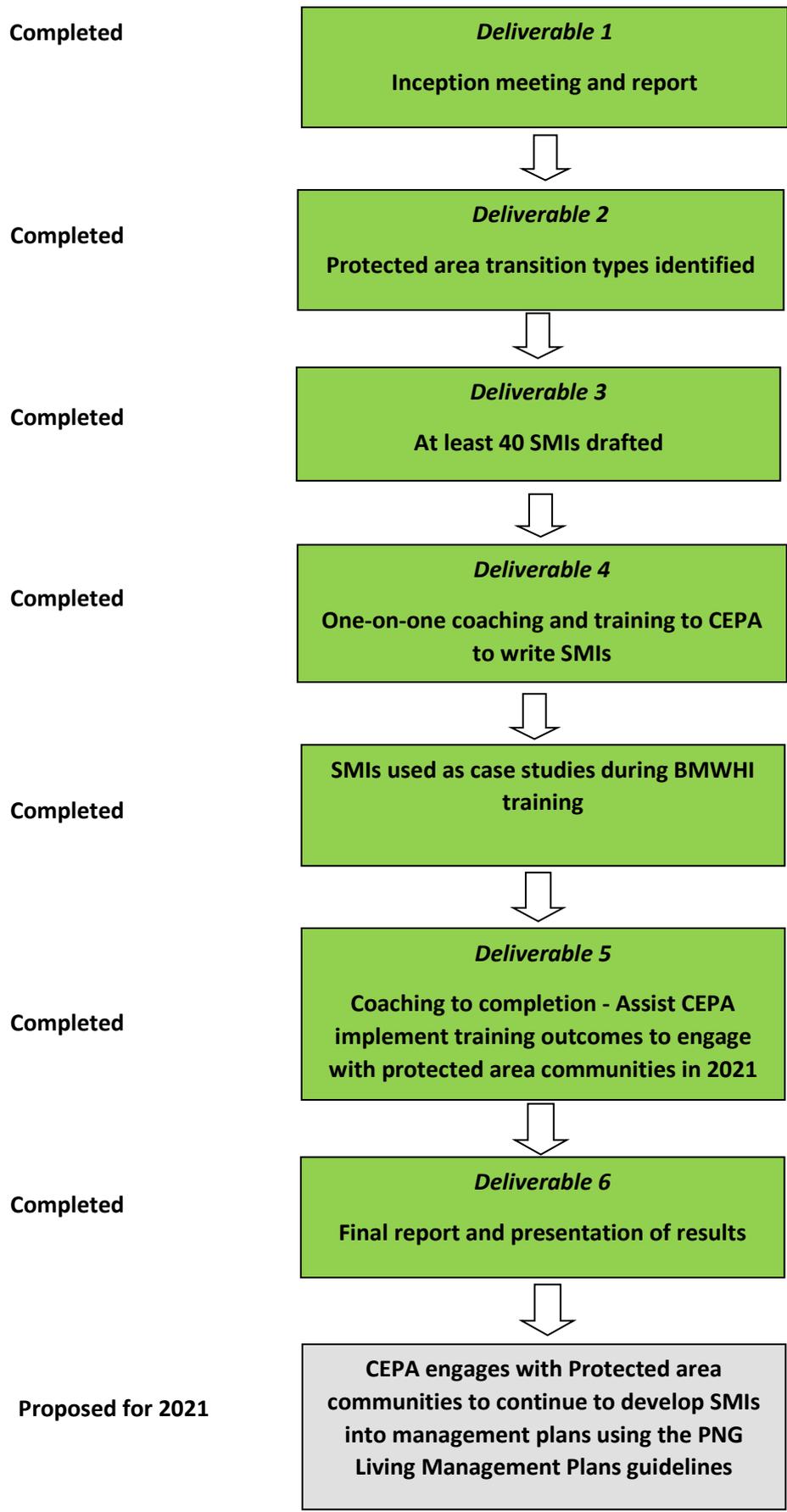


Figure 3: Deliverable timeline

Outcomes

Since its early conceptual phase, our aim has been to design this project collaboratively and respectfully, engaging local resources, knowledge and traditional wisdom, whilst implementing a relevant, best practice protected area management model for CEPA. To do this, we formed a collaborative partnership with the Blue Mountains World Heritage Institute and engaged closely with CEPA to develop an integrated and applied program of delivery to write more than 46 new Statements of Management Intent. This partnership created a streamlined approach to delivery, bringing together training, capacity building and project implementation into a single package.

For the first time in PNG, we delivered an online applied training program to assist CEPA review and author Statements of Management Intent for 46 protected areas. We worked with CEPA staff to design the SMI delivery program and used existing internal planning processes to assist CEPA staff adopt the SMIs into day-to-day business planning. We modified our approach when needed and implemented an assignment-based training package for CEPA staff, to engage with reviewing and writing the SMIs and to prepare for community engagement. We overcame issues with connectivity, blackouts and dropouts and maintained a program of regular delivery over 8 months. A diagram summarising our approach and collaboration is shown in figure 3.

Following escalating concerns associated with the global COVID19 pandemic and ensuing state of emergency in PNG, we quickly implemented our contingency plan and redesigned the program entirely for online delivery.

During the initiation phase of the project, we met with CEPA staff weekly for 6 weeks to identify priority protected areas that would become the training case studies, using a qualitative approach based on a multi criteria analysis, and with guidance from CEPA allocated participants to each case study.

We successfully relayed this information to our project partners at the BMWHI who applied it to plan their first protected area management planning training program (Course 1) and to progress the 4 case studies.

Our 7-day intensive follow-up program consisted of daily live online training sessions. Multiple sessions were held using online live break out rooms, focusing on practical implementation of the PNG Living Management Plans (Conservation Standards) approach, which assisted CEPA staff to build on the draft SMIs and expand these into new draft management plans for the four case studies and identify issues, challenges and solutions using the action learning approach. These case studies of Sepik, Madang Lagoon, Kimbe Bay and Maza were chosen by senior CEPA staff as representative of emerging challenges in the transition to new protected area types. Participants began thinking 'outside the box' and explored ideas and opportunities that laid the foundation for creative thinking throughout the rest of the project.

Following the 7-day intensive training, we again partnered with the BMWHI facilitators during their second training program (Course 2) to help ensure project continuity and integrate the course delivery into the case studies. This approach saw CEPA staff develop a stakeholder engagement strategy for each of the 4 case studies

We then followed up Course 2 with a 5-week assignment-based program, during which time we allocated 4 assignments to assist CEPA staff review and write SMIs based on the PNG Living Management Plans framework. We held online live training sessions three times a week over 4

weeks, where we introduced, evaluated and reviewed each assignment. The assignments included (as a minimum):

- a. review of an allocated SMI,
- b. writing an allocated SMI,
- c. writing a group briefing consolidating the case study information; and,
- d. incorporating key elements of a project plan as an attachment to the briefing.

We assisted CEPA staff to compile a portfolio of information on their allocated case study and to prepare a briefing to the CEPA Sustainable Environment Programs (SEP) Manager, which collated all the course information into an information brief, providing options and next steps for progressing the management plans on-ground in consultation with stakeholders and protected area communities.

Finally, we completed the project with a high-level briefing to the SEP Manager, outlining the key elements of the work completed and recommendations for progressing the SMIs and 4 case studies, followed by an online live project report and awards ceremony to close the project.

As a project team, we have agreed to provide CEPA with project continuity through an additional voluntary pro-bono support program where we will continue to support CEPA staff to complete any outstanding assignment-based work and in their continued efforts in drafting SMIs.

Upon review of the mid-term and final project evaluation, we found that the success of the project was attributed to our flexible project approach, in-country support, and regular sustained engagement with CEPA.

We ensured that we had a flexible and reliable on-ground project team in PNG that was always on-call, and who were able to visit CEPA and undertake work on-ground despite international travel restrictions. Our team of four people comprised of in-country PNG based experts and overseas community engagement and capacity building professionals and our 50/50 breakup of male and female project team meant that we could engage effectively and appropriately with all CEPA staff. This gave us the edge in terms of face-to face engagement, discussions, feedback and evaluation.

We also engaged on a voluntary basis with the capacity building project Course 1 and Course 2 facilitators during delivery of these courses. Members of our project team assisted with Course delivery by facilitating breakout sessions, attending tutorials and providing a daily debrief to the facilitators. This understanding of the course content meant that we could respond to CEPA staff issues during BMWHI's course delivery and evaluate linkages with our project delivery. This placed us in a position to bridge the Conservation Standards approach used in Course 1 with the Living Management Plans approach that CEPA is applying. Overall, our engagement allowed us to seamlessly transition to the delivery of the post Course 1 intensive follow up week and the post Course 2 assignments.

The evaluation also identified opportunities for improvement, particularly in relation to online course delivery and workloads. Access to reliable information and communications technology was a constraint, meaning that we had to adapt our delivery to the availability of network connections and communications infrastructure. Fortunately, we had sufficient contingency planning to manage this issue, although participants did note that face-to-face communications was still a preference, although understood that it was not possible due to the COVID19 pandemic restrictions and related travel bans. Our in-country support team assisted with face-to-face meetings wherever possible.

In general, our philosophical approach, relationships with CEPA and consultative methodology meant that we had a superior advantage to the standard consultant business approach, where delivery is done predominantly by an external consultant.

We delivered a ground-breaking action-based training program that is adaptable, highly consultative and can be replicated in future projects applications. The tangible output is that CEPA has a suite of products and an implementation strategy for engagement with stakeholders and protected area communities.

KEY INPUTS	TRAINING	SUPPORT	PRACTICE	WHO	RESULTS
Inception report Stakeholder engagement plan Contract variation				CEPA and UNDP	Participants and methodology confirmed
	Course 1: PA Planning			BMWHI + Participants	Course 1 training completed
		Coaching and support		TBI + Participants	Coaching support provided
			Course 1 follow up (intensive workshop)	TBI + Participants	Participants apply new skills
Guidelines for community engagement					Guidelines completed
	Course 2: Community engagement				Course 2 training completed
		Coaching and support		TBI + BMWHI + Participants	Coaching support provided
			Assignment based program	TBI + Participants	SIMs and management plans drafted
Adaptive management					

Figure 4: Linkages between the two CEPA/UNDP GEF 5 programs "Strengthening the Management Effectiveness of the National System of Protected Areas" and "Training and Capacity Building Program for Protected Area Management"

Monitoring and Evaluation

In the inception report, we said that monitoring and evaluation of the project would take place via a principles-based action learning approach which anticipates that all consultant team members will provide regular feedback following key meetings and output delivery. An evaluation of the community workshops was also incorporated into the delivery schedule and funds for a midterm review of the project were incorporated into the project budget.

Using the above as a guide, in reality we used an adaptive management approach based on a 'Most Significant Change' methodology (Davies and Dart, 2005), actively seeking opportunities for both formal and informal feedback throughout the entirety of the project. We used this information to respond to changing needs and priorities within CEPA, including responding to feedback to modify the roll out of the project from an intensive to an assignment-based delivery method for the SMIs.

Following the COVID19 related project revision, we anticipated that some domestic travel may be possible for the Locally Engaged Officer, to liaise with provincial government representatives in relation to the new SMIs. However, given the domestic travel restriction, on-ground engagement was not possible within the time provided and project resources were redirected into working remotely with CEPA staff.

We take evaluation outcomes seriously and reviewed the evaluation outcomes of the previous GEF 5 supported project. Accordingly, we developed a clear program with regular communications with CEPA and UNDP. The program was intense and had scope to be modified as the need and circumstances arose, including external constraints such as COVID19 related travel restrictions.

Results of our mid project qualitative assessment are at [attachments C and D and G5](#). Results of our end of project evaluation are at [attachment K](#). Additionally we held daily reflection sessions during the training and assignment-based program.

Project Methodology

The methodology followed the recommendations and basic outline presented in (Leverington et al., 2018, Leverington et al., 2019a, Leverington et al., 2019c) and is based on an adaptive management and appreciative enquiry framework. It is also based on the possibility/risk that the PA Bill may not be approved in the foreseeable future, in which case the Statements of Management Intent should be universal and founded on the PNG Living Management Plans protected area planning approach.

All our deliverables were aligned with previous projects as to ensure GEF 5 investment continuity.

- We aligned our delivery schedule and content with the CEPA capacity building project implemented by the Blue Mountains World Heritage Institute (BMWHI)
- We used the Papua New Guinea Living Management Plans guideline and template as the basis for training on SMIs
- The PNG Management Effectives (METT) information was the primary information source for reviewing and writing SMIs
- CEPAs internal briefing and reporting procedures were used for reporting to management
- Action learning was used as a problem-solving tool, previously applied successfully under a previous GEF 5 project at the provincial level.
- The GEF 5 Competency Assessment was used to focus on specific competencies during the training

Deliverables

The deliverables produced are consistent with those proposed in the Inception Report, which states that

“the output of this project is a final written report and verbal presentation to the Papua New Guinea Conservation and Environment Protection Authority (CEPA) and the Papua New Guinea United Nations Development Programme (UNDP). The report and presentation will recommend the types of protected area that existing protected areas should transition into consistent with the proposed Papua New Guinea (PNG) Protected Areas legislation (PA Bill) and will contain draft statements of management intent for priority protected areas based on the open standards for adaptive protected area management in PNG (Leverington et al., 2018).

The outputs will require consultation with relevant protected area community representatives such as customary landowners, management committees, protected area round tables and government representatives.

A further output may include an integrated learning and development program and on-the-job training for CEPA staff to continue community consultations and drafting of statements of management intent for other protected areas beyond the scope of this project. This approach is consistent with recent recommendations provided by Peterson et al. (2018) and will include integration with the training and capacity building program for protected area management in PNG (RFP/PNG/001-2019 which will provide CEPA with training in management planning) and a budgeted in-country staff partnership program where project contractors will spend time with CEPA staff in the field to assist CEPA with community presentations and provide specialist advice when required. All community consultation templates and products developed through this project will be produced in partnership with CEPA and UNDP and will be socialised with CEPA throughout the project to help ensure project sustainability.”

Due to the impact of COVID19, the emphasis was shifted away from engagement with protected area communities, including engagement on protected area transition types, to applied training on the SMIs for CEPA staff. The project scope was varied through a formal contract variation focusing on revised deliverables including; a transition list of protected areas, writing SMIs, and providing coaching and training to CEPA to draft the SMIs (Figure 3)

Transition of protected areas

What we said we would do

A transition list of protected areas to the new protected area categories to be drafted in collaboration with CEPA (project terms of reference).

What we did

We reviewed all existing transitions documentation relating to the proposed transition of protected areas to their new categories, consistent with the proposed PNG Protected Areas Act. In February 2020, we organised a ran a workshop with CEPA officers in Port Moresby to apply the existing documentation (Leverington, 2019, Leverington et al., 2019b) in context of identifying the new transition types.

The two-day workshop reviewed the PNG living Management Plans guidelines and protected area types report completed under the previous GEF 5 project. With CEPA staff, we then worked systematically through all the gazetted protected areas and associated management effectiveness (METT) data (Leverington et al., 2017) to recommend a transition type.

The workshop was important in providing CEPA staff with an opportunity to comment and engage in the recategorization process, leading to a positive outcome where consensus was reached between CEPA participants as to the category of each protected area.

A full workshop agenda and meeting report are available in [attachments B and C](#). The new transition types and recommendations are in [attachment C1](#).

Recommendations

There is uncertainty as to when the proposed new PNG protected areas legislation may be passed in parliament, so any discussions with protected area communities about the transitions should be postponed to not create expectations or concerns, until the legislation is passed.

At a later stage, some of the proposed categories will need to be reviewed based on the issues raised in the relevant SMI and following engagement with protected area communities.

Statements of Management Intent

What we said we would do

We will work with CEPA staff to co-write Statements of Management Intent (SMIs) for Papua New Guinea's Protected Areas. The process will involve one-on-one coaching of CEPA staff via remote conferencing. Ann Peterson, David Mitchell and Mat Wolnicki will coach CEPA staff remotely to review existing SMIs and write additional SMIs to achieve at least 40 SMIs (project terms of reference).

What we did

At the start of the project we began the task of writing Statements of Management Intent (SMIs) for priority protected areas in PNG. These priorities were identified early in the project, through discussion with CEPA staff during the project inception meeting in December 2019.

By May 2020, we had written 37 SMIs using the existing PNG protected area management effectiveness (METT) data (Leverington et al., 2017)

From April to July 2020, we consulted with CEPA fortnightly to further assess the list of protected areas, update the list of priority sites using outcomes from the Transitions Workshop and a multi criteria approach. The fortnightly online live meetings with CEPA staff and managers also sought direction on allocation of staff to begin the task of reviewing current SMIs and drafting new SMIs. We used the information from these meetings to develop with CEPA an SMI review and writing allocation table, with each SMI allocated to a CEPA staff member.

Furthermore, during these meetings CEPA identified four priority protected area investment sites that would be used as case studies for the anticipated BMWHI training program – Madang Lagoon, Sepik Wetlands, Maza and Kimbe Bay. The selection of these sites was based on attributes discussed at the inception meeting, including 'community support, likelihood of success, existing investment, future investment potential, and natural and cultural values'

Each case study was allocated a group leader and subsequently, each of the four people from our team was allocated a case study group to coach and support to project completion. Our team members worked both independently and collaboratively with their case study group leader and team members.

Once the SMIs were allocated to CEPA staff and the case study groups were finalised, we developed a 5-week protected area management planning course, with the objective of reviewing and writing SMIs. We drafted a course outline and 4 assignments with step-by-step instructions and for completing an SMI review and for writing an SMI, basing our work substantially on the PNG Living Management Plans approach and drawing on the PNG Living Management Plans guidelines and reports.

To this extent we overachieved our target of 40 SMIs and together with CEPA staff, completed SMIs for a total of 46 protected areas (Figure 1 and Figure 6). When we started the project, it was unclear what an SMI would look like and CEPA staff were uncertain of its structure and application. Initially, we anticipated that the SMI would be a few pages long and allocated 5 hours per SMI. As the project progressed, we chose to apply the Living Management Plans Template to the METT data (Leverington et al., 2018, Leverington et al., 2019a). It became clear that we needed to use all the previous information and guidelines to ensure consistency, avoid confusion and embed best practice within CEPA. Although this approach tripled the amount of time it took to write an SMI, we agreed to volunteer additional time to assist CEPA develop a quality product.

Using the first five steps of the PNG Living Management Plans guideline, we used the METT data to embed existing information into a future document that would be discussed with the community. We populated the PNG Living Management Plans template with background information, summary of current status, agreed objectives, community values, threats and ideas from the community about next steps and aspirations for the protected area. This approach resulted in a much improved and comprehensive SMI of 30 pages or more, rather than a simple 2-page summary initially anticipated.

We then delivered tailored training, coaching and ongoing support to each of the CEPA participants through a series of assignments where participants were asked to first review and existing SMI which we had drafted, then to write their own SMI using the METT data and drafting instructions provided in the assignments. Our team responded with individual feedback and comments daily to twelve (12) participants over a period of 5 weeks on their SMI review and writing assignments. This approach proved highly successful as CEPA staff could email any of our project team members with questions and comments, to which we responded promptly.

In summary, it took us two and a half days to write one SMI, adding up to total of one hundred 100 days' worth of writing. We spent an additional 40 days providing feedback and quality assurance to CEPA staff on the thirty-four (34) SMIs reviewed and six (6) SMIs written by CEPA staff. This is in addition to CEPAs staff time and our project time allocated to the 7-day intensive training and 5-week follow up course and volunteer time dedicated to the BMWHI collaboration and associated course participation.

The SMIs are the output of a massive effort that was invested by our project team and by CEPA staff and substantially exceed the expected outputs. As a result of this investment and our voluntary contribution, CEPA has a series of very high-quality products of which we are very proud to have worked on.

SEPTEMBER 28, 2020



BAGIAI
LOCALLY MANAGED CONSERVATION AREA
MANAGEMENT PLAN
CONSULTATION DRAFT
BAGIAI LMCA MANAGEMENT COMMITTEE

SEPTEMBER 29, 2020



Baiyer River
Sanctuary
BAIYER RIVER
SPECIAL MANAGEMENT AREA
MANAGEMENT PLAN
CONSULTATION DRAFT
BAIYER RIVER SMA BOARD OF MANAGEMENT

OCTOBER 24, 2020



Balek
Wildlife Sanctuary
BALEK
LOCALLY MANAGED CONSERVATION AREA
MANAGEMENT PLAN
CONSULTATION DRAFT
BALEK LMCA MANAGEMENT COMMITTEE

SEPTEMBER 29, 2020



Banjara Island
Protected Area
BANIARA ISLAND
LOCALLY MANAGED CONSERVATION AREA
MANAGEMENT PLAN
CONSULTATION DRAFT
BANIARA ISLAND LMCA MANAGEMENT COMMITTEE

SEPTEMBER 29, 2020



Cape Wom
Memorial Park
CAPE WOM
NATIONAL HERITAGE AREA
MANAGEMENT PLAN
CONSULTATION DRAFT
CAPE WOM NHA BOARD OF MANAGEMENT

SEPTEMBER 30, 2020



Crater Mountain
Wildlife Management Area
CRATER MOUNTAIN
COMMUNITY CONSERVATION AREA
MANAGEMENT PLAN
CONSULTATION DRAFT
CRATER MOUNTAIN CCA BOARD OF MANAGEMENT

OCTOBER 3, 2020



Crown Island
Wildlife Management Area
CROWN ISLAND
NATIONAL MARINE SANCTUARY
MANAGEMENT PLAN
CONSULTATION DRAFT
CROWN ISLAND NMS BOARD OF MANAGEMENT

SEPTEMBER 29, 2020



Garu
Wildlife Management Area
GARU
SPECIAL MANAGEMENT AREA
MANAGEMENT PLAN
CONSULTATION DRAFT
GARU SMA BOARD OF MANAGEMENT

SEPTEMBER 29, 2020



GOVGOVU
(PROPOSED) NATIONAL HERITAGE AREA
MANAGEMENT PLAN
CONSULTATION DRAFT
GOVGOVU NHA BOARD OF MANAGEMENT

Figure 5: An example of some of the SMIs that were produced with CEPA staff

The current state of progress in writing and reviewing SMIs is presented in Figure 6

- Forty-six (46) PAs have final draft SMIs that are ready to take to the community for further development of the Management Plan.
- Of the total final draft SMIs completed, it was decided to consolidate some SMIs under overarching SMIs (Ranba and Madang Lagoon National marine Sanctuary), reducing the number of current SMIs to forty-two (42)
- Six (6) of this total of 46 have been written by CEPA staff, in collaboration with our team.
- Thirty-four (34) of the final draft SMIs have been reviewed by a combination of CEPA staff and our team.
- Six (6) existing PAs have final or nearly final management plans and these PAs are not included as requiring a SMI to be prepared.
- Nine (9) gazetted PAs require a draft SMI to be prepared as they have existing METT data that can be used as a basis for writing the SMI.
- Fourteen (14) gazetted PAs have no METT data on which to base a draft SMI.
- Two (2) proposed PAs have no METT data on which to base a draft SMI.
- Note that there are additional PAs, mainly LMMAs that also do not have a draft SMI (due to the lack of METT data and/or their status as local PAs).

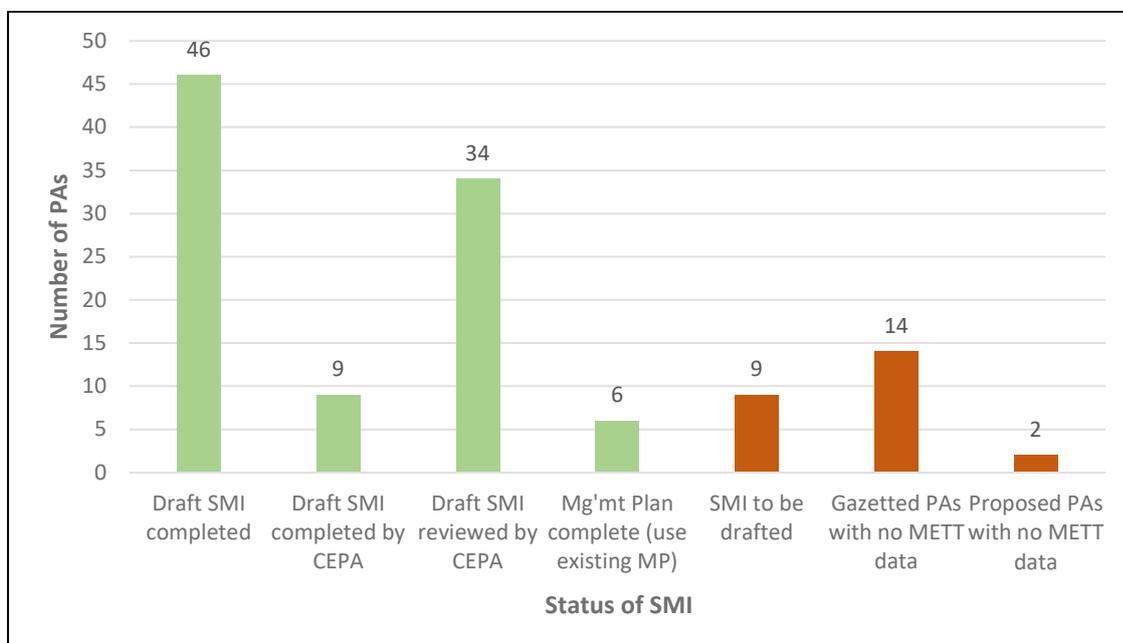


Figure 6: SMI progress as of 25 October 2020

Coaching and training

What we said we would do

TBI will partner with the BMWHI to deliver an action learning approach in which CEPAs priority SMIs will be applied as training case studies. This approach will action the BMWHI training case studies into on-ground activities and project planning to assist CEPA prepare for community engagement in 2021, bringing priority SMIs (a mixture of GEF 6, marine and terrestrial protected areas) to protected area communities (project terms of reference)

What we did

Prior to the project inception meeting in PNG in December 2020, we contacted the Blue Mountains World Heritage Institute (BMWHI) (implementing contractor for project PNG/001-2019 Training and capacity building program for protected area management in Papua New Guinea) to establish a project collaboration to deliver an aligned project training and management planning outcome. Following discussions at the inception meeting, we agreed that a collaborative approach would bring multiple benefits for CEPA and UNDP in terms of project continuity and on-ground application.

Following the COVID19 state of emergency related project variation in May 2020, we developed a follow up program to the BMWHI Course 1, using the PNG Living Management Plans (Leverington et al., 2018, Leverington et al., 2019a) as the framework to integrate Course 1 learning outcomes into management plans for four priority case studies.

In July 2020 the BMWHI ran Course 1 for CEPA staff (See BMWHI report) in which members of our team participated and assisted. One of our project team members also assisted the BMWHI Course 1 facilitators with daily reflections, course evaluation and coaching course break-out sessions. Our engagement with the course content placed us in an excellent position to develop a relevant follow-up course.

In August 2020 we delivered a 7-day intensive training program to assist 17 CEPA staff apply the PNG Living Management Plans framework to their selected case study. We had planned the delivery in-person with the assistance of our PNG based project team, but domestic travel bans in PNG meant that we had to restructure the course to a full online delivery with only 2 days' notice. We implemented our COVID19 contingency plan and redesigned the delivery format quickly and effectively.

We used Google Classrooms and live online conferencing tools as the delivery platform and posted instructions for preparation ahead of each daily session and follow up homework at the end of each session. During the program we reviewed the management planning process and assisted participants develop their management plans. We also ran action learning break-out sessions for each of the groups and a special action learning session for CEPAs senior executive and UNDP participants. During the action learning sessions, we introduced problem solving and learning skills and looked at solutions and next steps to implementing the management plans. This work introduced the forward looking and problem-solving mindset for Course 2 and delivered four draft management plans: Sepik Wetlands, Maza, Kimbe Bay and Madang Lagoon.

Following advice from CEPA, the Course 2 facilitator provided a week's break to CEPA participants and began the 2-week Course 2 delivery in late August. Our team attended the Course 2 sessions and provided the BMWHI course facilitators with guidance and input based on the outcomes of Course 1 and our 7-day intensive program. We participated in sessions on collaboration and

community engagement, with the aim of assisting the CEPA course participants prepare for community engagement on their four case studies and SMIs. We found that continuity and engagement with the Course 1 and Course 2 facilitators allowed us to use consistent language throughout the training and follow up on questions and outstanding tasks.

We implemented our 5-week assignment-based program from 21 September to 23 October 2020. Initially we had planned the delivery to take place over 2 weeks but extended it to a 5-week program based on feedback from CEPA participants who asked that we give them some more time to complete the work.

Our approach this time was to provide the participants with an assignment at the beginning of each week, due on the same day the following week. The purpose of this program was to provide training and support to assist CEPA staff review and write Statements of Management Intent using the PNG Living Management Plans method. The assignments included:

- Assignment 1 (21 to 25 September 2020): SMI review guideline and workbook.
- Assignment 2 (28 September to 9 October 2020): SMI writing guideline and assignment workbook.
- Assignment 3 (12 to 16 October): Drafting a briefing package.
- Assignment 4: Key elements of an action plan for progressing the case studies. This included a collaborative exercise with the Course 2 facilitator to prepare an internal manual for stakeholder engagement, identify key next steps in a briefing to the CEPA executive and the provision of in person coaching and support for all participants.

Throughout these assignments, CEPA participants reviewed 34 SMIs together with the project team and wrote 6 additional SMIs. We scheduled online live meetings every Monday afternoon, an optional 'check-in' meeting every Wednesday afternoon and a reporting and presentation session every Thursday afternoon over 5 weeks (with a week's break after assignment 2). Assignments were drafted in advance of each new session, with a fillable PDF form with questions and instructions about how to review and write an SMI, and then for the third assignment, instructions about how to complete a briefing to CEPA management on the case study. To make the assignments and SMIs as accessible as possible, we opted to use email to attach assignments and review and write SMIs. We managed the heavy email traffic using an internal SMI review and writing progress spreadsheet with allocations of CEPA staff against SMIs.

The SMI progress and key findings report ([Attachment G5](#)) describes the excellent contribution from CEPA staff and the project team in reviewing and writing the SMIs. In completing the case study briefings, CEPA participants were asked to compile the relevant information from the entire training program and compile it into a portfolio, including the key elements of a project plan, possible funding sources and next steps for engagement with protected area communities ([Attachments H1, H2, H3 and H4](#)).

On completion of the assignment-based program we again engaged with the Course 2 facilitators to help ensure that all the CEPA participants have a clear action plan for progressing their case studies and for engaging with communities. We drafted an overarching briefing to the CEPA SEP Manager, outlining the key deliverables and proposed next steps ([Attachment I](#)).

Finally, we completed the training with an online live project presentation to CEPA staff and management and a ceremony to celebrate the huge effort that was put into the program, both in terms of participation and delivery.

The following table (Table 1) shows the planning status of protected areas in PNG following the SMI 5-week course. Green is complete, yellow in under review and orange is to be completed. The light orange shows protected areas for which there is currently no management effectiveness data.

Table 1: Planning status of PNGs Protected Areas as of 2 November 2020

PA types (existing)	First SMI draft completed	SMI reviewed
National Heritage Area		
Cape Wom Memorial Park	✓	Under review
Kavakuna Caves Wildlife Management Area	✓	✓
Kokoda Historical (Track) Reserve/ IPZ	Use existing plan	
Kokoda Memorial Park	✓	✓
Wewak War Memorial Site	✓	✓
National Marine Sanctuary		
Crown Island Wildlife Sanctuary	✓	✓
Maza Wildlife Management Area	✓	
Pirung Wildlife Management Area	✓	✓
Ranba Wildlife Management Area	✓	
Ranba Wildlife Sanctuary	✓	✓
National Park		
Lake Kutubu Wildlife Management Area	✓	✓
McAdam National Park	✓	✓
Mt Wilhelm National Park	✓	✓
Tonda Wildlife Management Area	✓	✓
Varirata National Park	Use existing plan	

PA types (existing)	First SMI draft completed	SMI reviewed
Special Management Area		
Baiyer River Sanctuary	✓	
Garu Wildlife Management Area	✓	
Hombareta Wildlife Management Area		
Jimi (Ruti) Valley National Park	✓	✓
Lihir Island Protected Area		
Mt Susu Natural Reserve	✓	Under review
Oya Mada Wa'a Wildlife Management Area	✓	✓
Pokili Wildlife Management Area	✓	✓
Siwi-Utame Wildlife Management Area	✓	
Sulei	✓	✓
Community Conservation Area		
Crater Mountain Wildlife Management Area	✓	✓
Hunstein Range Wildlife Management Area	✓	✓
Inaina	No METT data	
Kamiali Wildlife Management Area	Currently writing	Under review
Klampun Wildlife Management Area	✓	✓
Libano-Arisai Wildlife Management Area	✓	✓
Libano-Hose Wildlife Management Area	✓	
Manangalas Conservation Area	No METT data	

PA types (existing)	First SMI draft completed	SMI reviewed
Sulawesi Wildlife Management Area	✓	✓
Tavolo Wildlife Management Area	✓	
Yus Conservation Area	Use existing plan	
Locally Managed Conservation Area		
Bagiai Wildlife Management Area	✓	✓
Balek Wildlife Sanctuary	✓	✓
Baniara Island Protected Area	✓	✓
Iomare Wildlife Management Area	No METT data	
Lake Lavu Wildlife Management Area	✓	✓
Loroko National Park		
Mojirau Wildlife Management Area	✓	
Mt Gahavisuka Provincial Park	✓	✓
Mt Kaindi Wildlife Management Area	✓	✓
Ndrolova Wildlife Management Area		
Namanatabu Reserve	Currently Writing	
Neiru (Aird Hills) Wildlife Management Area	✓	
Nusareng Wildlife Management Area	✓	✓
Sawataetae Wildlife Management Area	Currently writing	
Zo-oimaga Wildlife Management Area		
Locally Managed Marine Area		
Bobo	No METT data	

PA types (existing)	First SMI draft completed	SMI reviewed
Bubu	No METT data	
Cape Hoskins	No METT data	
Cape Torkoro	No METT data	
Ewasse		
Horse Shoe Reef Protected Area		
Kulungi		
Laugum Marine WMA	✓	✓
Lolobau		
Makasili		
Mbunai	No METT data	
Nanuk Island District Park	✓	✓
Ndrova	No METT data	
Papa Vula Baka		
Paramana	No METT data	
Patanga	No METT data	
Pere	No METT data	
Sawasawaga	No METT data	
Sinub Island Marine WMA	✓	✓
Tab Island Marine WMA	✓	✓
Tabad Island Marine WMA	✓	✓
Talele Islands Natural Reserve	✓	✓
Tarobi	No METT data	
Other Protected Areas		
Moitaka Wildlife Sanctuary		
Paga Hill Scenic Reserve		
Private Protected Area		
Lejo Forest Wildlife Management Area	No METT data	

PA types (existing)	First SMI draft completed	SMI reviewed
Proposed Protected Areas		
National Marine Sanctuary		
Bootless Bay (proposed)	Use existing material/draft plan?	
Crown Island and Long Island (refer Crown Island & Ranba NMSs)	✓	✓
Madang Lagoon (refer Tab, Tabad, Laugum, Sinub LMMAs)	✓	✓
Milne Bay Seascape		
National Heritage Area		
Govgovu Conservation Area (proposed)	✓	
Kuk (proposed)	use existing plan	
Pakia (proposed)	✓	✓
Community Conservation Area		
Sepik Wetlands (proposed)	✓	✓
Strickland Headwaters Conservation Area (proposed)	No METT data	
Toricelli Mountain Range Conservation Area (proposed)	Use existing plan	
Totoraina (proposed)		
Via River Catchment (proposed)		
Velotige Conservation Area (proposed)		
Wanang Conservation Area (proposed)	No METT data	
Locally Managed Conservation Area		

PA types (existing)	First SMI draft completed	SMI reviewed
Ainbul Conservation Area (proposed)		
ARM (Arabam, Raigel, Maranagi) (proposed)		
Hogave (proposed)	Currently writing	
Lamo-Auru (proposed)		

All the deliverables produced during the project are available online through Dropbox at the following link

The following table provides links and attachments to each deliverable and associated resources. Key deliverable milestones are highlighted green.

Table 2: Links and attachments to project deliverables

Date	Output	Resources	Reference	Relevant deliverable
October 2019	Contract signature and project inception report provided to CEPA and UNDP.	Wolnicki, M., 2019. Project plan and inception report v1	A	Deliverable 1
December 2019	Inception meeting at Sogeri, PNG. At the inception meeting it was agreed that Transcend Blue International (TBI) will collaborate closely with the Blue Mountains World Heritage Institute (BMWHI) to deliver an action learning approach where CEPAs priority protected area sites are used as training case studies. This approach will lead to tangible actions in progressing PNGs Policy on protected Areas.	Inception meeting minutes and notes		Deliverable 1
February 2020	Mission 1: Protected Area Transitions Workshop.	Protected Area Transitions Workshop Agenda	B	Deliverable 2
		Protected Area Transitions Workshop Outcomes report	C	
		List and recommendations of new protected area types for consultation with communities in 2021	C1	
March 2020	Locally Engaged Officer in PNG is formally engaged to provide on-ground assistance and advice on the project.	Contract signed		Deliverable 4 and 5

Date	Output	Resources	Reference	Relevant deliverable
March/April 2020	Meetings between TBI and BMWHI in 2020 to align project deliverables and timelines.	Meeting minutes		Deliverable 4 and 5
March – May 2020	Regular online meetings with CEPA to identify priority sites for training case studies and allocate CEPA training participants into case study groups.	Meeting minutes		Deliverable 5
May 2020	37 Statements of Management Intent (SMIs) completed. A drafting and review schedule developed in collaboration with CEPA.	Draft SMIs completed		Deliverable 3
June 2020	Mission 2: Face-to-face meetings with CEPA in Port Moresby introducing SMIs to CEPA staff.	Meeting report	D	Deliverable 4
July 2020	Due to the Covid19 state of emergency, UNDP provides agreement to redesign the project. Engagement with protected area communities is removed from the project plan and resources are redirected to remote delivery and more focused engagement with CEPA staff.	Contract revision variation document	E	NA
July 2020	Course 1: “Open Standards for the Practice of Conservation” Our project team members participate in Course 1 and assist with Course 1 breakout meetings and daily evaluations.	Online sessions available through the BMWHI	https://classroom.google.com/u/1/c/NTE0MzQwODk4ODRa	Deliverable 5

Date	Output	Resources	Reference	Relevant deliverable
August 2020	<p>7 day follow up to course 1 (BMWHI) with Action Learning sessions, implementing lessons learnt in course 1 to develop 4 management plans and identification of next steps and preparation for Course 2.</p> <p>We ran the training using Google Classrooms, using online live breakout rooms for action learning sessions for case study groups.</p> <p>Homework tasks were provided at the end of each session which were uploaded by the participants to the Google Classroom ahead of the next day's session.</p> <p>The project team logged into each session daily to assist with the training program and facilitate plenary and breakout sessions.</p>	Training agenda, scheduled tasks, participants and daily evaluation and reflections are available online on the Google Classroom	https://classroom.google.com/u/1/c/MTM4MDQ3OTA4NzYx	Deliverable 4 and 5
		Training agenda	F1	
		Group and facilitator allocation	F2	
		Video – Welcome and introduction	F3	
		Daily evaluation – example of circle, square, triangle method	F4	
		PNG CEPA Action learning summary (newsletter publication)	F5	
		SWOT analysis	F6	
		Final presentation (Maza groupwork)	F7	
		Evaluation and lessons learnt	F8	

Date	Output	Resources	Reference	Relevant deliverable
August/ September 2020	Course 2: "Collaboration and Collective Leadership". Our project team participates in Course 2 and work with the course facilitators to assist CEPA compile briefings for each case study.	Online recorded sessions available through the BMWHI	https://classroom.google.com/u/1/c/MTE1Nzg5NDU2MTI0	Deliverable 4 and 5
September/ October 2020	<p>Assignment based program with 4 assignments distributed over 5 weeks from 21 September to 23 October 2020.</p> <p>The purpose of this program was to provide training and support to assist CEPA review and write Statements of Management Intent using the PNG Living Management Plans (Conservation Standards) method.</p> <p>Assignment 1 (21 to 25 September 2020): SMI review guideline and workbook.</p> <p>Assignment 2 (28 September to 9 October 2020): SMI writing guideline and assignment workbook.</p> <p>Assignment 3 (12 to 16 October): Drafting a briefing package.</p> <p>Assignment 4: Key elements of an action plan for progressing the case studies. This included a collaborative exercise with the Course 2 facilitator to prepare an internal manual for stakeholder engagement, identify key next steps in a briefing to the CEPA executive and the</p>	<p>Toksava – Assignment based program outline cleared by CEPA executive and distributed to CEPA staff</p> <p>Assignment 1</p> <p>Assignment 2</p> <p>Assignment 3</p> <p>Assignment 4</p> <p>SMI progress and key findings report</p>	<p>G</p> <p>G1</p> <p>G2</p> <p>G3</p> <p>G4</p> <p>G5</p>	Deliverable 4 and 5

Date	Output	Resources	Reference	Relevant deliverable
	<p>provision of in person coaching and support for all participants.</p> <p>Throughout these assignments, CEPA participants reviewed 34 SMIs together with the project team and wrote 6 additional SMIs (See SMI progress and key findings report).</p> <p>A total of 46 protected areas have SMIs completed.</p>	Link to completed SMIs	https://www.dropbox.com/sh/y29tyairiggcs0e/AAD6htV0JhN794IPGIOfoi5va?dl=0	
October 2020	<p>As part of Assignment 3 and 4, each group produced a briefing package for their case study, developing a portfolio of information that was compiled through the duration of the project, and providing recommendations for next steps to progress the case study, including engaging with communities.</p> <p>Time was also dedicated to discussing prioritisation of the suite of SMIs and the criteria that might be used for this process. A discussion and online survey is attached.</p>	<p>Briefing package to CEPA executive for each case study (Maza, Sepik Wetlands, Madang Lagoon and Kimbe Bay)</p> <p>Menti survey – prioritisation of SMIs</p>	<p>H1, H2, H3 and H4</p> <p>H5</p>	Deliverable 5
October 2020	In collaboration with the Course 2 facilitator, we drafted a high-level briefing to the SEP Wing Director, summarising the deliverables and making recommendations for progressing the work.	Briefing to SEP Wing director	I	Deliverable 5

Date	Output	Resources	Reference	Relevant deliverable
October 2020	Mission 3: Face-to-face meetings with CEPA in Port Moresby to assist CEPA staff wrap-up work on SMIs and case studies and undertake a final project evaluation.			Deliverable 4 and 5
October 2020	Final presentation, awards and certificate ceremony provides completion and a sense of accomplishment.	Final presentation and completion ceremony video	J	Deliverable 6
October 2020	A final project evaluation was taken by CEPA participants in the Port Moresby CEPA office.	Survey results	K	Deliverable 6
November/ December 2020	Post project work with CEPA staff to finalise outstanding projects and tasks.			

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