



Conservation & Environment Protection Authority

Corporate Plan

2025 – 2027



Minister's Forward



I am glad to introduce to you the Corporate Plan for the Conservation and Environment Protection Authority that covers the period 2025-2027. The CEPA falls under my Ministry of Environment, Conservation and Climate Change. This Corporate Plan sets the strategic objectives that the Authority will pursue in the next three years to provide a robust environmental management and biodiversity conservation in PNG.

The strategies in this Corporate Plan are strategically aligned with the Vision 2050's 5th Pillar, "Environment Sustainability and Climate Change", Development Strategic Plan 2010 - 2030 (6.6-6.8. Environment, Climate Change, and Natural Disaster Management), National Adaption Plan, Green Growth Framework, and, the fourth National Goal and Directive Principle enshrined in our Constitution, as – Natural Resources, Resource Creation and Environment. Government effort in the environmental protection and biodiversity conservation areas has led to significant investments and to uphold environmental sustainability and sustainable development.

Our environment encounters swift degradation and abuse, and it needs special care that involves developing and enforcing legislations, policies, plans and treaties with stakeholders. This also involves providing effective specialized qualified human field interventions, as well as advocating to solicit the participation of all stakeholders in PNG. We recognize our important role as stewards of PNG's natural environment to ensure these unique assets are protected and sustainably managed for future generations to enjoy. This Corporate Plan further identifies the role of the Authority in managing environment related hazards, which are further exacerbated through Climate Change. The challenge of managing these hazards needs a whole-of-catchment approach that transcends local boundaries. This Strategic Plan embodies this approach, realizing the intrinsic link between conservation and environmental protection it outlines the actions that are aimed at increasing the resilience of all Papua New Guineans. Through the collective efforts of the Ministry and our partners in implementing this corporate plan, I am confident that we will succeed in the effective management of our environment, related hazards, protected areas and sustain our unique biodiversity.

The successful implementation of the corporate plan is vital for the health of our environment and our wellbeing. I sincerely welcome and look forward for further cooperation from bilateral and multilateral partners and organisations in supporting the implementation of the corporate plan.

A handwritten signature in blue ink, appearing to read 'Simo Kilepa', written over a light blue background with a faint grid pattern.

Hon. Simo Kilepa, MP

Minister for Environment, Conservation and Climate Change



The Conservation and Environment Protection Authority's 2025 – 2027 Corporate Plan has been developed through a participatory approach led by technical working teams from CEPA, and supported by national experts in corporate planning from Mapex Training and Consultancy, a subsidiary company of Mapex Training Institute. The approach applied is based on a comprehensive methodology that actively engaged key partners both internally and externally.

In addition, the Authority encouraged both stakeholders to have couple of round-table discussions to ensure that the expectations and needs of our clients and partners including civil society organizations, academic institutions, donor partners and the private sector were all integrated into the strategy.

The process for developing the plan relied on a detailed analysis of existing conditions, information provided by CEPA senior management team and foreseeing the future while keeping direct connections and alignments to national and global environmental and developmental goals. The Corporate Plan is a requirement pursuant to the Environment Act 2000. It is also my required tasks pursuant to section 24 (F-ii) of the CEPA Act 2014 to come up with a workable Corporate Plan to move the Authority forward.

The challenge remains now is to turn the corporate plan's strategic objectives into tangible results. Achieving this requires the active participation of all stakeholders, it is a shared responsibility and we will work with our partners to deliver the plan. The implementation of the corporate plan is not only linked with institutional effort but also with personal convictions and our social and ethical duties to preserve our prized fortune.

I am confident that the implementation of this corporate plan will contribute to effective environmental management and protection and the improvement of the natural environment and lead us to a resilient Papua New Guinea.

A handwritten signature in blue ink, appearing to read 'Jude Tukuliya', on a light blue background.

Mr. Jude Tukuliya (LLB & MBA, UPNG)

Managing Director – Conservation and Environment Protection Authority

Acronyms

| Acronyms | Term in Full |
|----------------|--|
| 4Ps | Public-Private Partnership Program |
| AERAAA | An Environment Regulator, Administrator, Advisor, and Advocate |
| CBOs | Community Based Organisations |
| CBD | Convention on Biological Diversity |
| CCA | Climate Change Authority |
| CEPA | Conservation and Environment Protection Authority |
| CRM | Cost Recovery Model |
| DHERST | Department of Higher Education Research Science & Technology |
| DNPM | Department of National Planning and Monitoring |
| ENGOS | Environmental Non-Government Organisations |
| GIS | Geographical Information System |
| GoPNG | Government of Papua New Guinea |
| HR | Human Resources |
| ICT | Information Communication Technology |
| JICA | Japan International Cooperation Agency |
| MEAs | Multilateral Environmental Agreements |
| M&E | Monitoring and Evaluation |
| MD | Managing Director |
| MoAs | Memorandum of Agreements |
| MoUs | Memorandum of Understandings |
| NCD | National Capital District |
| NEC | National Executive Council |
| NGOs | Non-Governmental Organisations |
| PNG | Papua New Guinea |
| PPP | Polluter Pays Principle |
| RMEI | Registration, Monitoring, Evaluation and Implementation |
| SDGs | Sustainable Development Goals |
| SDPNG | Sustainable Development of PNG |
| SPREP | Secretariat of the Pacific Regional Environment Programme |
| UN | United Nations |
| UNESCO | United Nations Educational, Scientific and Cultural Organisation |
| UNSDG | United Nations Sustainable Development Goals |
| KRAs | Key Result Areas |
| KPIs | Key Performance Indicators |
| PIP | Priority Improvement Program |
| CTI | Conservation Training Initiatives |
| EPW | Environment Protection Wing |
| | |

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Executive Summary

The **Conservation and Environment Protection Authority (CEPA)** Corporate Plan for period 2025-2027 outlines a strategic framework for the Authority's continued role in environmental stewardship, focusing on sustainability, regulatory enforcement, and public engagement. This plan aims to further strengthen CEPA's impact, improve operational efficiency, and contribute to national environmental goals, ensuring a sustainable and resilient environment for future generations.

Who is CEPA?

CEPA is the statutory body of the PNG Government responsible for implementing and enforcing environmental regulations and policies. It works across multiple sectors to ensure compliance with environmental laws, promote sustainable practices, and enhance environmental awareness among citizens and businesses alike.

Purpose

The primary purpose of CEPA is to protect and preserve the environment while supporting sustainable development. Through robust policy enforcement, monitoring, and education, CEPA ensures that environmental integrity is upheld across all sectors of society.

Strategic Framework & Structure

The 2025-2027 Corporate Plan defines CEPA's strategic approach to achieving its mission. It emphasizes aligning CEPA's efforts with both national environmental policies and global environmental goals. The transitional structure ensures that the agency operates efficiently, with clear leadership and accountability mechanisms.

CEPA's Mandatory Role and Responsibilities

CEPA's mandatory role encompasses the enforcement of national environmental laws and international conventions, monitoring environmental quality, ensuring compliance with sustainable practices, and engaging in environmental education. The Authority's responsibilities include overseeing pollution control, conservation efforts, and environmental change mitigation.

CEPA's Workforce

CEPA's workforce consists of skilled professionals dedicated to fulfilling its mandate. However, shortage of skilled professionals is evident. The Corporate Plan highlights the importance of continuous professional development, ensuring staff are equipped with the latest knowledge and tools to address emerging environmental challenges.

Principles of Environment

CEPA operates on core environmental principles, including sustainability, justice, and the need for balanced development. These principles guide

decision-making and help ensure that environmental, social, and economic concerns are integrated into all Authority activities.

Priority Areas

The 2025-2027 Corporate Plan identifies key priority areas, such as:

- Environmental change mitigation and adaptation
- Biodiversity conservation
- Waste management and pollution reduction
- Promotion of green energy solutions

These areas will receive targeted focus to enhance CEPA's impact on environmental protection.

National Vision, Roles & Responsibilities

CEPA's goals are aligned with the national vision for a sustainable development. The Authority's role is pivotal in supporting national environmental policy, providing regulatory oversight, and fostering partnerships to address the nation's environmental challenges are basis for PNG's sustainable growth and prosperity.

CEPA's Vision, Mission & Values

- **Vision:** To be a national and global leader in environmental protection, committed to preserving natural resources for future generations.
- **Mission:** To enforce environmental standards, promote sustainable practices, and engage communities in environmental stewardship.
- **Values:** Integrity, transparency, accountability, and collaboration.

Goals and Objectives

The Corporate Plan outlines specific goals for the 2025-2027 period:

- Enhance regulatory frameworks and enforcement mechanisms,
- Foster a culture of environmental awareness and responsibility, and,
- Develop strategic partnerships with local, regional, and international stakeholders.

These goals are designed to drive significant progress toward achieving CEPA's mission.

Strategic Initiatives

Key strategic initiatives include:

- Strengthening policy enforcement through updated regulations,
- Expanding community outreach and environmental education programs, and,
- Supporting innovation in clean energy and sustainable practices.

These initiatives are designed to address both current and future environmental challenges.

KRA; KRA Goals; KRA Objectives; and KPIs

CEPA will track its progress through Key Result Areas (KRAs) linked to specific goals and measurable objectives. Key Performance Indicators (KPIs) will be used to monitor performance, ensuring that each KRA is addressed effectively and that the agency's impact is measurable.

Resource Allocation

The Corporate Plan details resource allocation to ensure optimal deployment of financial, human, and technological resources. This includes investing in staff training, technological infrastructure, and community outreach initiatives.

Implementation, Monitoring, and Evaluation

The successful implementation of the Corporate Plan will be guided by rigorous monitoring and evaluation processes. CEPA will use data-driven assessments to track the progress of strategic initiatives and adjust plans as needed to ensure objectives are met.

Challenges

The Corporate Plan identifies several challenges that may impede CEPA's progress, including:

- Limited financial and human resources,
- Evolving environmental risks and regulatory gaps, and,
- The need for greater public engagement in environmental initiatives.

Addressing these challenges is key to the agency's future success.

Environmental Communication Strategy

CEPA's communication strategy aims to enhance public understanding of environmental issues and foster collaboration. The Authority will increase its outreach through digital platforms, public awareness campaigns, and educational programs to engage citizens in environmental protection.

Corporate Management Process

The corporate management process focuses on ensuring efficiency, transparency, and accountability. CEPA's governance framework will be strengthened to enhance decision-making, resource management, and the overall effectiveness of its operations.

Stakeholders and Partners

Successful environmental protection requires collaboration. CEPA will continue to work with government bodies, businesses, NGOs, and international organizations to achieve shared environmental goals. Key partnerships are crucial for driving collective action and creating synergies in environmental management.



PART I

PART I

22. INTRODUCTION

We live in a very challenging environment that is under threat. As the nation's principal conservation and environmental regulator, the role Conservation and Environment Protection Authority (CEPA) plays is more important upholding their values.

CEPA was established by the Conservation and Environment Protection Authority Act 2014. It is a public body with powers to advise the Minister of Environment Conservation and Climate Change, other ministers and Government departments, and to hold them and other public authorities to account against their environmental responsibilities.

CEPA does not work in isolation, but is integrated with conservation and environmental goals set by the Government of PNG (GoPNG) and the United Nations Green and Blue Economy agenda. These goals include the Vision 2050 and the Medium-Term Development Plan (MTDP 2030) and the United Nations Sustainable Development Goals.

The 2025 – 2027 Corporate Plan sets out how CEPA can achieve its vision, mission, goals and objectives. It sets out how CEPA can be influential. It further sets out how CEPA can deliver on Government priorities, international obligations and partnering with stakeholders in implementing its plans and policies. The Corporate Plan is a requirement pursuant to section 24, of the Environment Act 2000.



23. WHO IS CEPA?

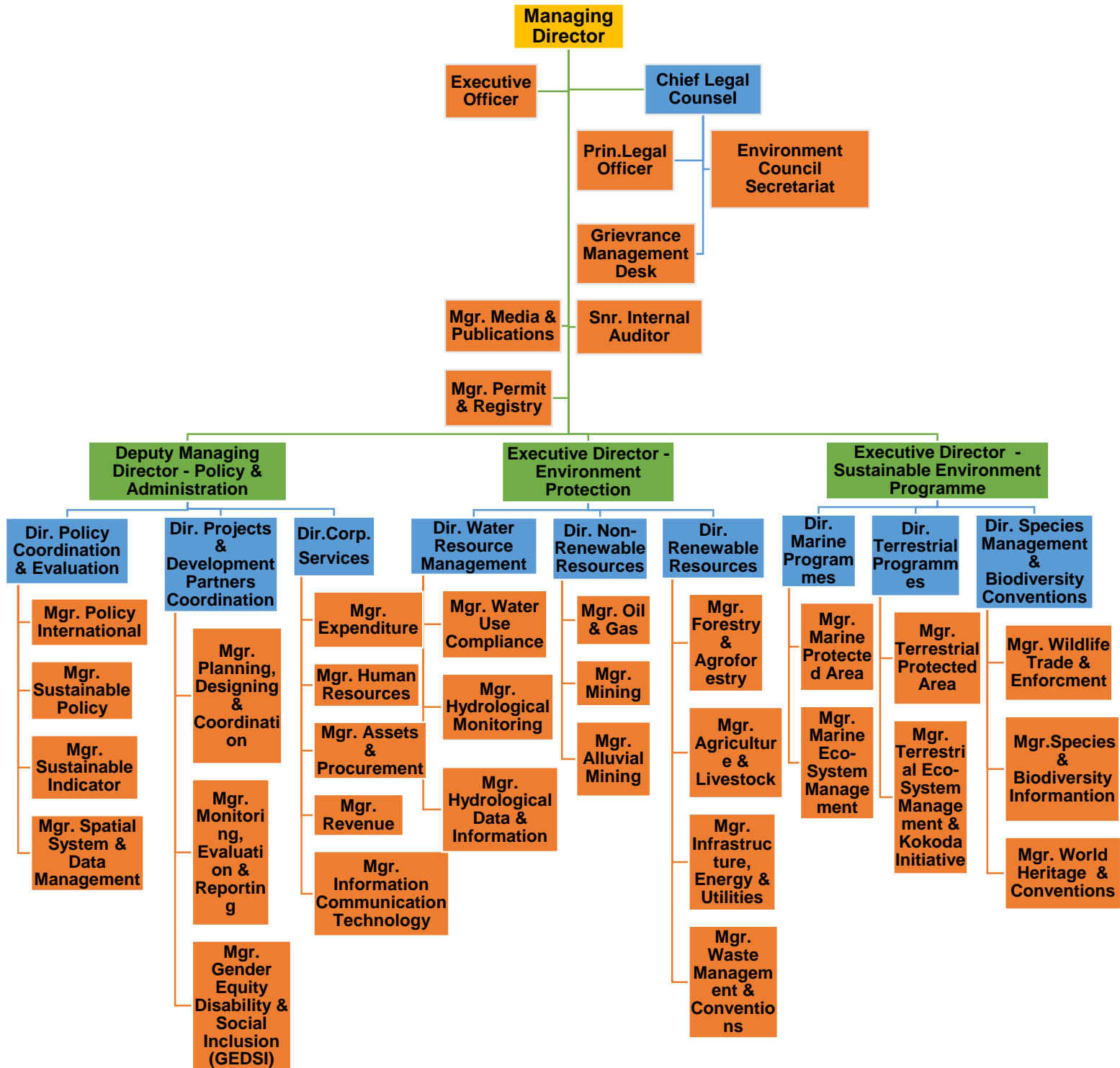
Conservation and Environment Protection Authority leads the management and protection of PNG's natural environment and resources. It works across diverse range of issues as reflected in the core functions and responsibilities undertaken by the four (4) core Wings headed by the Office of the Managing Director according to the new proposed organisation structure.

The other three (3) Wings are headed by the Deputy Managing Director, and the two Executive Directors with thirty-four (34) Divisions headed by number of managers.

| Office of The Managing Director | | | |
|---------------------------------|--|---------------------------------|--|
| | Core Wings | Managing Director (MD) | |
| 1 | Office of the Managing Director | 1 | Executive Officer |
| | | 2 | Chief Legal Counsel |
| | | 3 | Manager – Snr. Internal Auditor |
| | | 4 | Manager – Media & Publications |
| | | 5 | Manager – Permits & Registry |
| | | Deputy MD & Executive Directors | |
| 2 | Deputy Managing Director – Policy & Administration | 1 | Director – Policy Coordination & Evaluation |
| | | 2 | Director –Projects & Development Partners Coordination |
| | | 3 | Director – Corporate Services |
| 3 | Executive Director – Environment Protection | 1 | Director – Water Resource Management |
| | | 2 | Director – Non-Renewable Resources |
| | | 3 | Director – Renewable Resources |
| 4 | Executive Director – Sustainable Environment Programmes | 1 | Director – Marine Programmes |
| | | 2 | Director – Terrestrial Programmes |
| | | 3 | Director – Species Management & Biodiversity Conventions |

The newly proposed senior management structure on the next page shows the wings, directorates and divisions that CEPA has.

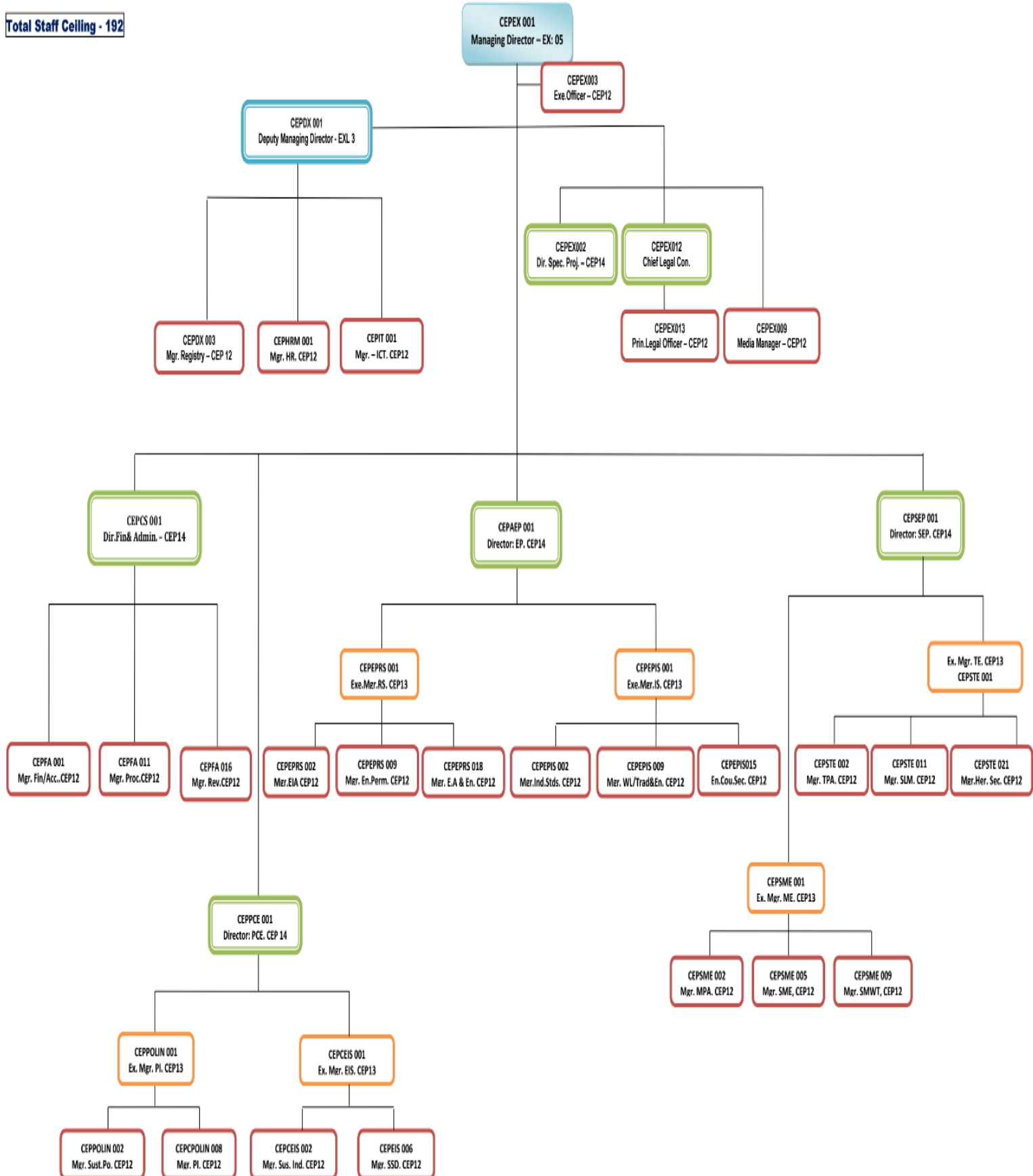
Conservation and Environment Protection Authority Management Structure



The chart below depicts the current existing senior management structure that was approved by the SCMC, Department of Personnel Management on the 25th November 2014.

CEPA MANAGEMENT TRANSITIONAL ESTABLISHMENT STRUCTURE

Total Staff Ceiling - 192



The Authority needs to work hand-in-hand with a number of Boards or Committees as part of broader governance structure. They include the PNG Environment Council, CEPA Board, PNG Forest Board, Mining Advisory Council, National Lands and Physical Planning Board, National Health Board and the National Fisheries Authority Board. They advise the Government on making decisions to deliver better services to the people of PNG. CEPA also work in partnership with other Government ministries, CBOs/NGOs, the private sector, key partners and communities to deliver on its functions and roles.

CEPA's work is guided by the Government priorities under the Sustainable Development of PNG (SDPNG), and the international obligations. Significant work has been achieved under previous Plans, and much focus will be placed on evaluating the beneficial impacts from these efforts including the development of a robust Monitoring & Evaluation framework to track any changes in the status of the environment.

As the Authority commences delivery of this Plan, the main challenge and commitment to be progressed include the effective implementation of the strategic plan, other plans and programs it has.



24. 2023 Annual REPORT

The 2023 Annual Report provides the most recent routine activity, project specific and convention related achievements, the difficulties faced and how performance can be improved. The Annual Report 2023 upholds the National Constitution's values and principles as the basis of an organization, and its employees to honor these values and principles.

CEPA's programs are funded through its cost recovery model, government and donor agencies, therefore is required to report on the use-of these funds. The 2023 Annual Report highlights PNG's natural environment as in a fair state, although mostly transitional, where there are parts that are in a good state, and others, which are in a poor state. Some of the notable programs and activities have been implemented with good results but most remained unknown and still on the implementation and pending list.

Protected areas and community conservation areas are important interventions that have been proven effective in helping preserve biodiversity. Legislative support such as the Protected Areas Act (2024) is also an important intervention that strengthens local authority rule and ensures that any transgressions can be prosecuted as a deterrent.

However, the 2023 Annual Report reveals the constraints faced during the implementation phase where inadequate human resources and technical staff, lack of funds, needs to strengthen partnerships with different government agencies, donor agencies and other development partners. These are the basis for this corporate plan with other notable programs and activities to achieve.

In addition, the 2023 annual budget clearly states that *"inadequate human resources and technical staff turnover were the two major contributors to shortfalls in environmental monitoring and protected areas management in 2023. Lack of regular funding from GoPNG also decreased CEPA's capacity to provide environmental services to communities, resource sector, industries, and other stakeholders. The maintenance of experienced and technically skilled human resources is essential for CEPA to become a successful environment protection agency. Reasonable incentives and a conducive working environment are necessary to reduce emigration of competent personnel from the organization. There is also a need to strengthen partnerships with different GoPNG entities, donor agencies and other development partners"*.

25. PURPOSE

CEPA's purpose is to improve the environment and protect the biodiversity with the resources it has, while fulfilling the Government's approved Mission and Functional Statements enshrined in the Constitution, Vision 2050, and Medium Term Development Plans.

CEPA ensures that all reasonable and practicable measures are taken to conserve, protect, restore and enhance the quality of the environment, having regard to the principles of ecologically sustainable drive for green development.

CEPA has a legal and moral responsibility to make sure that the benefits of sustainably managing of natural resources and the environment now and for future generations are understood and shared equitably. CEPA has an obligation to effectively support and implement international and national stakeholders' and governments' environment management and sustainable biodiversity conservation and protection efforts.

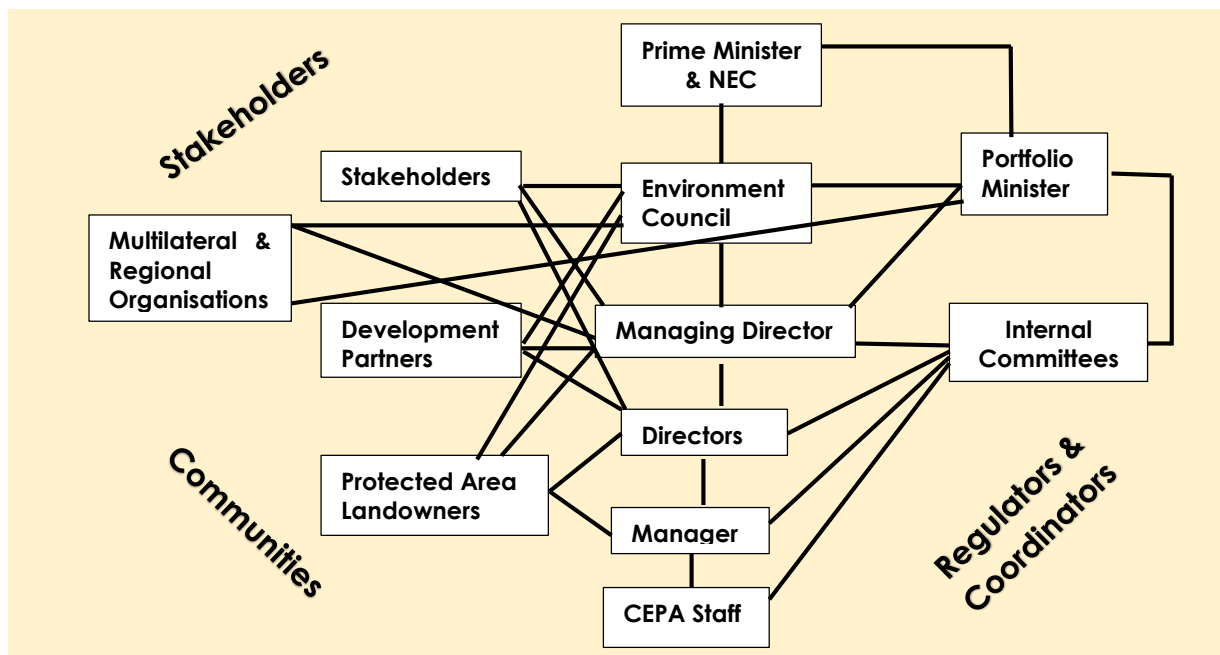
In summary, CEPA's purpose is to conserve, protect, sustain and prosper by putting natural environment first, engage community in its work to take ownership, and enable sustainable growth.



26. STRATEGIC FRAMEWORK & STRUCTURE

To deliver on CEPA's purposes, it needs to make significant reforms, often in response to evolving global and domestic developments. This is only possible through partnership. It is more important than ever to build and maintain strong and productive partnerships with a diverse range of stakeholders including government agencies as shown in figure 1 below in the strategic framework and structure.

Figure 1: Strategic Framework and Structure



CEPA's mandate and obligations are governed by the seven¹ (7) Acts of Parliament and twenty-one (21) regulations, including the ten (10) Conventions and Multilateral Environment Agreements (*please refer Appendix B*).

Given that CEPA is the focal point of about 10 Conventions it has a governing interface with multilateral and regional organizations as well as development partners. CEPA is also accountable to Parliament through Cabinet and the Audit Office provides oversight to ensure compliance with laws of PNG.

¹ ** denotes the ten legislations CEPA is government. This is apart from other legislations that CEPA is also covered.
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27. CEPA's MANDATORY ROLES AND RESPONSIBILITIES

27.1. Mandatory Role as AERAAA

CEPA's role is to make sure that the environment and human health are protected, to ensure that PNG's natural resources and services are used as sustainably as possible and contribute to sustainable economic growth. The National Constitution's Fourth Goal states: ***"Papua New Guinea's natural resources and environment to be conserved and used for the collective benefit of all, and be replenished for future generations"***.

The **constitution** also calls for:

- (1) the wise use to be made of our natural resources and the environment in and on the land or seabed, in the sea, under the land, and in the air, in the interests of our development and in trust for future generations;
- (2) the conservation and replenishment, for the benefit of ourselves and posterity, of the environment and its sacred, scenic, and historical qualities; and,
- (3) all necessary steps to be taken to give adequate protection to our valued birds, animals, fish, insects, plants and trees.

The execution of this goal, and CEPA's vision, goals and objectives are done through the following mandatory roles as an **Environment Regulator, Administrator, Advisor, and Advocator (AERAAA)**:

1. An Environmental Regulator

- CEPA's efforts is to maintain and improve environmental standards and to minimize unnecessary burdens on the environment.
- Implement regulations and laws regarding environment and/ or natural resources in the country.
- Ensure organisations *(both private and public)* and the general public, are protected, through the use of Environmental and Conservation Laws.

2. An Environmental Administrator

- A national Authority established through the Act of Parliament.
- Work with people, communities and organisations to conserve, protect and improve the environment in an integrated way.
- CEPA administer and implement policies and regulatory directives given by the government and other responsible stakeholders.

3. An Environmental Advisor

- Compile and assess the best available evidence and use these to report on the state of the environment.

- Provide technical and scientific information and policy advice to the government to support their roles in decision making.
- Assess the best information and resources and use them to advise stakeholder partners like communities, advocate groups and volunteers to address and minimise environmental degradation.

4. An Environmental Advocate

- Environmental stewards advocating for better environmental outcomes.
- Develop and strategize communication strategy to strengthen communication and knowledge management, and to ensure a cohesive and coordinated communication approach to achieve environmental sustainability in PNG.
- Advocate to all CEPA's stakeholders that environmental issues are corporate responsibility, where all parties have to take part in addressing and contributing towards minimising degradation.

27.2. Responsibilities

The Authority continues to evolve and will continue to change over the period of this Plan. CEPA will also change its approach to reporting on the state of PNG's environment and prioritizing environmental issues with a more integrated position being presented in its partnerships in line with its mandated tasks to:

- **Protect:** Plan and regulate to protect PNG's environment and communities from harm;
- **Improve:** Regulate to improve PNG's environment for future generations;
- **Adapt:** Information and advice help PNG to adapt to the impacts of changing environment;
- **Avoid:** Help to avoid environmental harm and increased future risks from harmful activities; and,
- **Alert:** Alert communities and businesses about potential harm and risk of environmental damages as a result of developments and interventions.

The right approach will help CEPA transfer challenges into opportunities. CEPA's approach focuses on interconnection of people, environment, production and conservation. Thus, in delivering CEPA's work it will:

- Seek to protect the environment through integrated regulatory systems prioritizing monitoring and enforcement;
- Use the knowledge and expertise to contribute to environmental policy developments and global participation;
- Engage the communities, private sector, government, corporations, and other stakeholders to share responsibility for the environment, natural resources and encourage informed decisions;
- Raising awareness and understanding of impacts on the environment emanating from developments and natural factors;

28. CEPA's WORKFORCE

The successful implementation of the Corporate Plan depends strongly on the availability of adequate human resources with relevant capacity, skills and qualities. The workforce of CEPA is vital to implement the mandated roles and responsibilities. CEPA's success is dependent on the concerted efforts and commitments of all staff.

Thus, recruitment of new skilled and knowledgeable personnel is the key to a strengthened workforce, and to be responsive to the ever-increasingly competitive market to secure suitably qualified and capable staff at all levels. In support of CEPA's corporate vision, its employees are assets, whose values are enhanced by training and development in order to foster creative and innovative contributions to PNG's national productivity. The current organizational structure comprised of three wings with a workforce of 66 staff on strength from a total ceiling of 192 staff.

The workforce comprises of qualified people with varying qualifications and experience in both managerial and technical fields. Training and development of the workforce is equally important to upskill CEPA's staff, and be at the competitive edge to adjust and flow with the technological changes that taking place and evolving.

There is either an intermittent or ad hoc staff development and training program and plan where staff can apply for study leave to further their education whilst on payroll. However, this proving to be counterproductive. So far, since 2015, almost 10 employees have benefited from staff development and training program.



PART II



PART II

29. PRINCIPLES OF ENVIRONMENT

There are various principles guiding environmental protection. Even though their applications may vary, the foundations and concepts remain the same. The CEPA Act (2014), Part II, 4 (a), (b) and (c); and our Fourth Goal (Natural Resources and Environment) of the National Goals and Directive Principles of the Constitution talk about environmental conservation matters. In particular, the objects and principles set out in the Conservation Areas Act (Chapter 362).

By examining the foundational principles that underpin environmental law and policy, CEPA illuminate how legal frameworks evolve, the role of international agreements, the interplay between governmental and non-governmental actors, and the imperative of balancing ecological preservation with societal needs in a globalized world.

These principles are integral parts of the laws CEPA administer and they are: The Precautionary Principle; the Polluter Pays Principle; the User Pays Principle; the Public Trust Doctrine Principle; the Public Participation Principle; the Access to Justice and Information Principle; the Inter & Intra-Generational Equity Principle; and, the Sustainable Development Principle.

In conclusion, understanding the core principles of Environmental Law and Policy is essential for fostering a sustainable future. These principles provide a robust framework for protecting the environment, promoting social equity, and ensuring that development is sensitive and responsive to the needs of both present and future generations.



30. PRIORITY AREAS

The alignment of priority areas with the action plan, expected outcomes and measures are critical to achieve the desire goals and objectives. These key priority areas are further delineated in Part II, number 14 of this corporate plan.

Some of the key priorities for the long term are as follows:

- 1) Foster transparency and accountability through good governance and strategic leadership.
- 2) Yearly Audit of funds, programs and projects by internal and external environmental auditors.
- 3) Effective Implementation, Coordination and Evaluation of Environment Policies, Plans, Programs and Projects.
- 4) Proper Coordination of Human Resources and Funds.
- 5) Effective Corporate Social Responsibilities.
- 6) Effective Administration of Environmental Compliances, Policies, Regulations, and Conventions.
- 7) Increase Protected Areas for both the terrestrial and marine ecosystems.
- 8) Increase Knowledge through research, learning curriculums /programs, reports, and educational information for the current and future generations to use.
- 9) Encourage communities and stakeholders to take ownership of any sustainable environment programs and projects.
- 10) Effective implementation of Government's decisions and directives
- 11) Effective implementation and alignment of Development Plans and Vision 2050 with CEPA's Plans, Policies and Programs.



31. NATIONAL VISION, ROLES & RESPONSIBILITIES

As emphasised in this plan, CEPA's work is to be anchored in partnership with the government of PNG, stakeholders and communities to achieve its vision, mission, values, goals, objectives and strategic initiatives.

The alignment of the national vision, roles and responsibilities with CEPA's vision, mission, goals and objective is the way forward in achieving its desired purpose. The national vision, development strategic plans, five national goals and directive principles enshrined in this corporate plan, as CEPA's guiding principles to establish a sustainable, safe and healthy community and environment for future generations by applying the best available environmental regulation and biodiversity protection practices.

CEPA's core roles and responsibilities derives from the Fourth National Goal enshrined in our Constitution, as our guiding principle that, *"We the people of Papua New Guinea declare our fourth goal to be for PNG's natural resources and environment to be conserved and used for the collective benefit of all, and be replenished for future generations"*.

CEPA is legally authorised and mandated by the Government of PNG to formulate, implement and evaluation policies, plans, several pieces of legislations, and by-lateral environmental agreements.

Protected areas and community conservation zones are important interventions that have been proven effective in helping preserve biodiversity. In CEPA's context, the engagement and strategic leadership of the current **Managing Director, Mr. Jude Tukuliya**, ensures that these conservation areas are accorded the protection that CEPA needs. Legislative support is also an important intervention that strengthens local authority rule and ensures that any transgressions can be prosecuted as a deterrent.



32. CEPA's VISION, MISSION & VALUES

CEPA's vision, mission and values embrace the Vision 2050's 5th Pillar, "*Environment Sustainability and Climate Change*", Development Strategic Plan 2010 - 2030 (6.6-6.8. *Environment, Climate Change, and Natural Disaster Management*), Medium Term Development Plan IV 2023 – 2027, and, the Five National Goals and Directive Principles enshrined in our Constitution, as our Guiding Principles (4th National Goal – *Natural Resources, Resource Creation and Environment*).

The alignment of Vision 2050, Development Strategic Plan 2010 - 2030, Medium Term Development Plan IV 2023 – 2027, and, the Five National Goals and Directive Principles congruent to the intent of CEPA's vision, mission and values in order to set a clear direction.



A photograph of two men walking through a dense, lush forest. The men are wearing white long-sleeved shirts and dark blue trousers. They are walking on a path covered with fallen leaves and branches. The forest is filled with various types of trees and thick undergrowth, creating a vibrant green and brown scene. The word "Vision" is overlaid in large white letters in the center of the image.

Vision

To establish a sustainable environment and conserve biodiversity in all sectors for the current and future generation by applying the best practices.



MISSION

To conserve and protect the natural environment, cultural heritage and empower young people by developing their knowledge and skills to create a sustainable place to live.

Values and Principles

In accordance with CEPA's role as the Custodian, CEPA value the importance of upholding our national goals and directive principles enshrined in our Constitution as our guiding doctrines by honouring the following values:

- Custodian of the environment and natural resources;
- Practising Christian principles;
- “Take Back PNG” – Take back our environment and natural resources and effectively and efficiently protect, conserve, and use;
- Honesty and Integrity;
- Team Work;
- Equity and Fairness;
- Innovative;
- Ethical;
- Impartial;
- Committed to Service;
- Respect, Trust, and Open Communication;
- Community Engagement and Ownership; and,
- Gender Equity and Inclusiveness.

CEPA values the Principles of Environment: Where the people of PNG are at the center of concerns for sustainable development. They are entitled to a healthy and productive life in harmony with the environment. Women have a vital role in environmental management, conservation, protection and development, and their full participation is essential to achieve sustainable development.

33. GOALS AND OBJECTIVES

There are five (5) overarching goals and their objectives to pursue the vision and mission that cut across and link all the Divisions and Wings of the Authority. In addressing CEPA's vision and mission, the first two goals (1 & 2) and objectives identify the need for effective organizational standards and resources to support the implementation of programmes to benefit CEPA, the communities and stakeholders.

The last three goals (3, 4 and 5) and objectives contribute to sustainable development and environmental conservation, protection and management, and the need for adequate resources and information that facilitate improved quality of life and to support decision-making choices.

CEPA prepares annual implementation plans at the branch levels, providing details of activity implementation, which are drawn from the CEPA's Annual Plans, Corporate Plans, and Strategic Directions.



| |
|---|
| Goal 1: |
| Strengthening Administrative Functions and Capacity – Strengthen the administrative efficiency and effectiveness to implement Government's requirements in accordance with the relevant provisions of the <i>Public Services (Management) (Amendment) Act 2014</i> ; |
| ✓ Objective 1: Ensure adequate human resources with the right skills set, qualification, knowledgeable, and attitudes. |
| ✓ Objective 2: Upskill human resources deficiencies through effective and tailored training and development programs. |
| ✓ Objective 3: Ensure ICT branch is effective with updated data base management systems and information to communicate with, and accessed by the outside world. |
| ✓ Objective 4: Ensure all personnel are supervised and managed in accordance with the relevant provisions of the <i>Public Services (Management) (Amendment) Act 2014</i> . |
| ✓ Objective 5: Ensure all funds and assets provided to the organisation are used in accordance with the relevant provisions of the <i>Public Finance (Management) (Amendment) Act 2021</i> . |
| ✓ Objective 6: Ensure Financial Management Systems and Budgets are not politicized from Ministerial and Management levels. |
| ✓ Objective 7: Ensure budget allocation for the programs are done accordingly giving priority to the wings and divisions that manage sites, specific conservation, protection, and research projects. |
| ✓ Objective 8: Ensure all Administrative branches and wings work collaboratively (teamwork) to develop divisional plans and strategies to implement. |
| ✓ Objective 9: Ensure Divisional Plans are strategically aligning with the Corporate Plan to avoid overlapping and budget excessiveness. |



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| Goal 2: |
| Improve Compliance, Regulatory Strengthening and Policy Implementation – Develop appropriate policies and strategies to guide sustainable development and management of natural resources and the environment to strengthen the established legislative and regulatory frameworks; |
| ✓ Objective 1: Ensure that all provisions under the <i>Environment Act 2000</i> , or as amended, <i>Ok Tedi Environment Management Act 2018</i> , <i>Conservation Areas Act 1978</i> , <i>Policy on Protected Areas</i> , and other 'Acts', Regulations and Policies are fully complied with (see <i>Appendix B</i>). |
| ✓ Objective 2: Ensure effective implementation of the Government's Sustainable Development Agenda, United Nations Sustainable Development Goals, the Vision 2050's Fifth Pillar, and Development Strategic Plan 2010 – 2030. |
| ✓ Objective 3: Ensure that any new or proposed amendments are made on a timely basis to capture new and emerging developments in all sectors including the resource and industry sectors. |
| ✓ Objective 4: Ensure to conduct regular compliance check and monitoring of all the projects CEPA permits. |
| ✓ Objective 5: Make sure to discipline organisations and individuals who breach CEPA laws, policies and compliance conditions. |
| ✓ Objective 6: Ensure to work collaboratively with communities and law enforcing agencies to raise issues concerning protection and conservation, and sustainably use our biodiversity and environment resources. |



Goal 3:

Conservation and Protection Efforts – The Conservation and Protection of the environment is a fundamental pillar of our Constitution, Vision 2050 and Development Strategic Plan 2010 – 2030 for the development needs to be sustainable in order to benefit the current and future generations.

- ✓ **Objective 1:** Ensure effective and deliberated strategies and plans for conservation and protection are developed and implemented by responsible Divisions for PNG and be the leader in the Pacific region.
- ✓ **Objective 2:** Ensure that Protected Areas at the national and sub-national levels are well-managed with consistent benefits reaching the local communities.
- ✓ **Objective 3:** Ensure that PNG's biodiversity, ecosystems and wildlife are conserved, restored and resilient to climate change.
- ✓ **Objective 4:** Ensure CEPA accomplish at least 500 hectares of marine protected areas, 20 world-class national parks, and 20 botanic gardens to protect our iconic places and recognise the intrinsic value of nature by 2040 in a progressive manner.
- ✓ **Objective 5:** Establish strategies and plans to conserve and preserve privately owned natural/ conservation areas to conserve natural heritage, and by large, cultural diversity and respect indigenous knowledge and incorporate into planning and management approaches.
- ✓ **Objective 6:** Establish a sustainable environment and conserve biodiversity in all sectors, especially forestry, agriculture, mining, energy and oceans for the current and future generation by applying the best practices.
- ✓ **Objective 7:** Rehabilitation of existing protected and degraded areas and engage local communities to take ownership.
- ✓ **Objective 8:** Ensure best available Geographic Information System to capture environment, conservation and protected areas.



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| Goal 4: |
| Environmental Sustainability (and Climate Change) Topics/Subjects are Introduced Studies in Primary, Secondary and National Schools' Curricula – Environmental Sustainability (and Climate Change) subjects are integrated into primary, secondary and national high schools' curriculum; |
| ✓ Objective 1: Ensure CEPA devolve Environmental Sustainability (and Climate Change) subjects to Lower Schools' Curricula by 2030. |
| ✓ Objective 2: Ensure Department of Higher Education Research Science & Technology (DHERST) and Department of Education's requirements, especially the Ten National Standards are meet. |
| ✓ Objective 3: Ensure courses or subjects are selected and developed following Education Department and DHERST's Ten National Standards, and examples and samples of set overseas Institutions and schools. |
| ✓ Objective 4: Ensure CEPA write to the National Government to amalgamate existing colleges and schools within universities (i.e., UPNG's School of Natural & Physical Science, Fishery and Forestry colleges, etc.); and they become a school or department within the newly established Institute of Environmental Sustainability and Climate Change. |
| ✓ Objective 5: Ensure CEPA submits a well-documented submission to the National Government and Department of National Planning and Monitoring (DNPM) to secure budget allocation and funding for the devolvement. |
| ✓ Objective 6: Ensure CEPA engage a well-qualified, experienced consultant to develop the curriculum for all learning levels. |
| ✓ Objective 7: Ensure CEPA establish a new program are to coordinate the devolvement process. |



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| Goal 5: |
| Effective Relationship with Indigenous Communities and Stakeholders – Most conservation projects are located in the customary land, CEPA has to establish a viable partnership arrangement with the Local Communities and Stakeholders to ensure the liveability and continuity of Best Practices and Benefit Sharing continues. |
| ✓ Objective 1: Assist and train protected area communities on topics like sustainable gardening, wildlife conservation, waste management, basic business planning and management to enhance community knowledge. |
| ✓ Objective 2: Community engagement and mobilisation to strengthen environmental policy advocacy initiatives and carryout awareness and participation in conservation efforts. |
| ✓ Objective 3: Utilise social media platforms for updates and community engagement on sustainable environment and biodiversity conservation developments. |
| ✓ Objective 4: Communicate with communities to register incorporated land groups to benefit from conservation projects initiated by CEPA or other responsible stakeholders. |
| ✓ Objective 5: Establish networks with environmental groups since they are also significant stakeholders as they can enhance or harm company value through partnerships, activist campaigns, and boycotts. |
| ✓ Objective 6: Use the Public-Private/Public-Partnership Programs (4Ps) network to secure funding assistance, and coordinate donor funded programs to improve liveability and wellbeing of the protected area communities for a healthy, resilient environment and sustainable biodiversity for current and future generations. |
| ✓ Objective 7: Set a Registration, Monitoring, Evaluation and Implementation (RME & I) Framework with clearly defined progress and performance indicators, which will serve as the benchmarks for corporate planning and strategy going forward at the Authority level. |
| ✓ Objective 8: Establish a proper and effective reporting system with all regional, sub-regional and international stakeholders. |
| ✓ Objective 9: Conduct a gap analysis exercise to align and realign strategies with existing partners at national, regional and international levels to identify areas of improvement and needs for collaboration. |
| ✓ Objective 10: Collaborate with communities, industry, research bodies and governments to look for innovative ways to best manage environmental pressures, and proactively identify emerging challenges and opportunities. |

34. STRATEGIC INITIATIVES

CEPA's strategic initiatives and directions are to protect and improve the environment by holding government authorities and stakeholders to account and pursue the mission, vision, goals and objectives.

These initiatives and directions are in line with the mission, vision, goals and objectives of CEPA and are aligned to:

- i) **Organisational Excellence and Influence** – CEPA is effective and efficient, and as the responsible Authority, its relationships and voice will lead to effective environmental governance.
- ii) **Improved Compliance with Environmental Laws** – Companies, other government authorities and stakeholders abide by environmental law so people are protected and the environment quality is improved.
- iii) **Sustained Environmental Improvement** – CEPA and other responsible government authorities are held to account for delivery of environmental goals and targets, and its plans for environmental improvement.
- iv) **Better Environmental Laws, better Implementation** – The environment is protected and improved, and people are protected from the effects of human activity on the natural environment, through better design and implementation of environmental laws.
- v) **Implement Government's Plans and Aspirations** – CEPA is prepared to implement the Government's directives to ensure environmental sustainability.

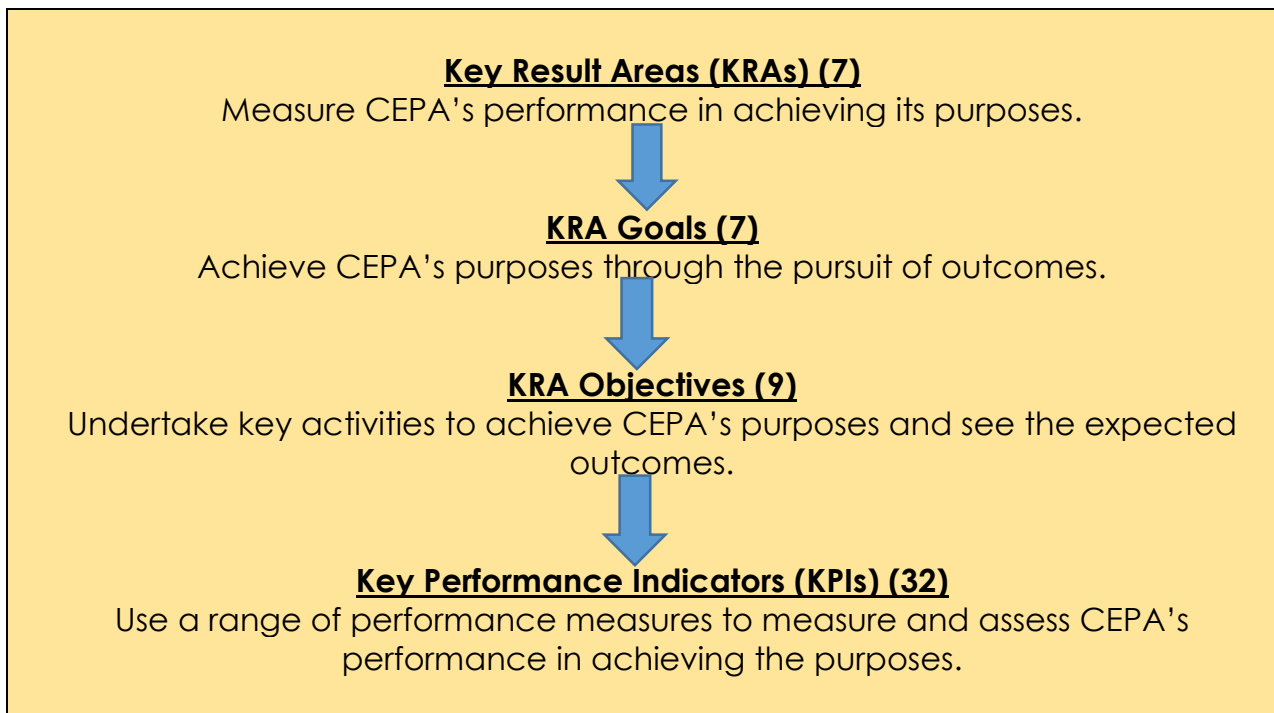
Key areas of strategic focus and direction for the current period also entails:

- Enabled institutional structure with sector plans to deliver environmental improvements;
- Empowered and engaged workforce to deliver the services;
- Enhanced infrastructure and resource support;
- Balanced financial resources allocation and support;
- Enabling, efficient and operative system of regulatory compliance and enforcement, and recovery; and,
- Create supportive and resilient stakeholder's groups, particularly community groups and Government agencies.

35. KRA; KRA GOALS; KRA OBJECTIVES; AND KPIS

The outline of CEPA's performance framework shows how Key Result Areas (KRAs), KRA goals, KRA objectives, Key Performance Indicators (KPIs), and KPI Outcomes all link together. This KRA is a simplified and edited version of the Managing Director of CEPA.

Figure 2: CEPA's Performance Framework



| KRA 1: Strategic Leadership and Good Governance | | | |
|---|--|---|---|
| KRA Goals | KRA Objectives | KPIs | KPI Outcomes |
| 1.1. Upholding good governance practices of transparency, accountability, shared responsibility and fairness. | 1.1. Promote Transparent Leadership by fostering effective collaboration with authorities. | ➤ Provision of sound advice to the Minister on all matters relating to environment conservation & protection. | ✓ Ensure that all Ministerial brief, business papers & other reports are provided as required by the Minister as & when required. |
| | | ➤ Ensure that all executive management team meetings are conducted & resolutions are actioned accordingly as planned. | ✓ Timely implementation, evaluation & reporting of all programs, projects & activities. |
| | | ➤ Provision of strategic oversight & direction to the Environment Council on matters relating to environment protection & conservation. | ✓ Ensure that the Environment Council is advised & directed to deliver on its functional mandates as required. |
| | | ➤ Effective relationship with the CEPA Board. | ✓ Ensure that CEPA Board is fully established, functional & well informed on all matters of the Authority. |
| | | ➤ Kokoda Initiative. | ✓ Provide advice to KIT Wing & Minister on relevant matters. |

| KRA 2: Commissioning of Environmental Audit & Investigation for major Development Projects | | | |
|---|--|--|---|
| KRA Goals | KRA Objectives | KPIs | KPI Outcomes |
| 2. Audit all programs, projects, and funds. | 2.1. Meeting environment perception of the landowners. | ➤ Formation of the Audit & Investigation Team. | ✓ Team is established with a ToRs to commence environmental audit for New Porgera Mine and other mines. |
| | 2.2. Engagement of external audit team. | ➤ External Audit Team to cross-audit internal audit team's work. | ✓ External auditor's ToRs. ✓ Environmental audit for all programs & projects to be done. ✓ Auditing of funds. |
| | | ➤ Establishment of a Project Coordination Unit. | ✓ To have a coordinated approach to managing all externally funded projects mainly with development partners. |
| | | ➤ Establishment of all internal committees. | ✓ Fully functional committees are set up & operational: <ul style="list-style-type: none"> • finance and procurement committee • training & development committee • disciplinary committee • environment permit screening committee • housing committee • audit committee • world environment day committee • project committee |



| KRA 3: Policy Coordination and Evaluation | | | |
|--|---|---|--|
| KRA Goals | KRA Objectives | KPIs | KPI Outcomes |
| 3. Development of Environment policies and programs. | 3.1. Achieving sustainable development. | ➤ Review of Environment Policy framework supportive of the Governments' Sustainable Development Policy Initiatives & UNSDG. | ✓ Ensure effective implementation of the Governments' Sustainable Development Agenda & UN Sustainable Development Goals. |
| | | ➤ Effective international engagement in demonstrating PNG's commitment to regional & international environment & biodiversity conservation obligations. | ✓ Stakeholder engagement & resource mobilisation strategy finalised. |
| | | ➤ Environment Information & Science. | ✓ Establishment of environment database management & GIS systems. |



| KRA 4: Environment Protection | | | |
|---|--|--|---|
| KRA Goals | KRA Objectives | KPIs | KPI Outcomes |
| 4. Collective responsibility for the environment. | 4.1. Protect and manage the sustainable use of biodiversity. | ➤ Administer & implement all policies and domestic legislation managed by EPW. | <ul style="list-style-type: none"> ✓ Ensure environment impact assessments are undertaken in a timely manner. ✓ Environment compliance audits are undertaken. ✓ Timely investigation on possible breaches of legislations. ✓ Domestic & international activities relating to the administration & implementation of the legislations are undertaken. ✓ Undertake activities relating to Water Resource Management. |
| | | ➤ Administer & implement all the multilateral environmental agreements managed by EPW. | <ul style="list-style-type: none"> ✓ Priority activities are reviewed & identified. ✓ Obligatory requirements are meet. ✓ Accession to Menemata, Rotterdam and other Conventions. |
| | | ➤ Provide leadership & oversight to the EPW. | <ul style="list-style-type: none"> ✓ Major policy undertakings are vigorously progressed & delivered. ✓ Effective management of physical & human assets. |
| | | ➤ Waste management. | <ul style="list-style-type: none"> ✓ NEC endorse & approve National Waste Management Policy. |

| KRA 5: Implementation of Sustainable Environment Programs and Special Projects | | | |
|--|---|--|---|
| KRA Goals | KRA Objectives | KPIs | KPI Outcomes |
| 5. Develop effective policies and plans to guide and administer programs and projects. | 5.1. Conservation & Protection of Biodiversity. | ➤ Administration of the Protected Areas Act 2024. | ✓ Implementation of the Act & Development of Regulations. |
| | | ➤ Administering of mutual Multilateral Environmental Agreements. | ✓ Implementing of the Conventions. |
| | | ➤ Formulation of the Biodiversity & Climate Trust Fund. | ✓ Formulation of Regulation to guide communities & stakeholders to guide them access funds. |
| | | ➤ Establishment & Management of Protected Area Projects. | ✓ Protected Areas Established & Managed. |
| | 5.2. To coordinate all new & existing Projects. | ➤ PIP Projects are funded & implemented & coordination of other funded projects. | ✓ PIP funded projects. |



| KRA 6: Proper Administrations of Corporate Responsibilities | | | |
|--|--|---|--|
| KRA Goals | KRA Objectives | KPIs | KPI Outcomes |
| 6. Protect and manage the sustainable use of biodiversity. | 6.1. Provide effective internal support services for CEPA. | ➤ Effective human resource management. | ✓ Implementation of CEPA transitional structure. |
| | | ➤ Staff training & development. | ✓ Training & development plan is developed. |
| | | ➤ Effective ICT. | ✓ An ICT plan is developed. |
| | | ➤ Prudent financial management. | ✓ IFMS & MYOB are established & functional. |
| | | ➤ Effective procurement process is established. | ✓ Internal procurement compliance policy is formulated. |
| | | ➤ Establishment of proper revenue collection procedure. | ✓ A revenue collection process and guideline is developed. |
| | | ➤ Cost recovery module. | ✓ Review of the existing cost recovery module to improve revenue collection. ✓ Effective communication with permit holders for liabilities. |



| KRA 7: Government Decisions and Directions | | | |
|---|--|---|--|
| KRA Goals | KRA Objectives | KPIs | KPI Outcomes |
| 7. Implement NEC decisions and policy directives. | 7.1. Deliver on the directives given by NEC. | ➤ Moitaka wildlife sanctuary redevelopment. | ✓ Convert zoological zone to mixed zone to inclusive of housing, office, accommodation & small business. |
| | | ➤ Tree planting. | ✓ 1 million trees are planted annually. |
| | | ➤ Mine waste management policy. | ✓ Implementation and coordination of the policy. |
| | | ➤ Establishment of CTI secretariat. | ✓ Implementation of CTI programs are supported. |

Proper implementation, coordination and monitoring of these KRAs and other goals and objectives, CEPA can assess its progress and make informed decisions to enhance its impact on environmental conservation and protection. Regular reviews of these KRAs will guide CEPA's strategies and help it stay accountable to its mission.



36. RESOURCE ALLOCATION

CEPA will work closely with the CEPA Board to ensure that proper financial management systems, procedures and processes are in place with qualified personnel to administer its finances. The Management will report to the Minister and CEPA Board through the Managing Director's Office on a timely basis, and make such reports available on any public domain (i.e. CEPA website, portal) for transparency and accountability purposes.

36.1. Budget Allocation

Financial budgeting systems are well established, accepted, and routinely applied by the CEPA administration and the decision making bodies. Throughout the financial year, CEPA ensures that expenditure is kept within the approved budget. Generally, significant excess of expenditure requires prior approval by the MD, CEPA Board and the top management including the Minister.

Based on the current environmental situation, CEPA has to assess the resource developments both existing and potential and require for budget planning, budget prioritising, setting the targets and consequently preparing the environmental master budget (*see attached budget sample in Appendix D*).

The three (3) phases of CEPA's financial budgeting cycle includes:

- i. **Phase 1: Budget Planning/ Preparation** – the preparation of an environmental budget.
 - Step 1 – Set Up
 - Step 2 – Preparation
 - Step 3 – Approval
- ii. **Phase 2: Budget Spending** – the implementation of planned measures to meet the budget.
 - Step 1 – Implementation of Measures
 - Step 2 – Monitoring and accounting
 - Step 3 – Expense control, dealing with unbudgeted or excessive expenditure
- iii. **Phase 3: Budget Balancing** – balancing the annual environmental accounts.
 - Step 1 – Preparing budget balance, a statement of the environmental situation
 - Step 2 – Report and debate
 - Step 3 – Approval by CEPA Board and Release

36.2. Human Resources Needs

Human resources, as a special resource, are the most “dynamic” resources for both government and private organisations, which have more value creation potential than the material assets of an organisation.

CEPA needs additional human resources to implement projects and targets set in this corporate plan, policies and other plans. Currently CEPA's success is dependent on the concerted efforts and commitments of all staff. CEPA employs 109 people (current ceiling) who are mostly based in Waigani, Port Moresby.

The Authority is in the process of sourcing competent personnel from the open labour market through its restructure process to build and strengthen staff capacity. CEPA will also look at ways to assist internal/current staff who have the potential to further their skills and knowledge to perform effectively at their work. Part of the reason is to prepare staff to think outside of their confinements and perform effectively to produce the desired outcomes set in the corporate plan.

Some areas of human resource needs in CEPA includes:

- Additional staff for program coordination and outreach efforts,
- Volunteer coordinators to manage and train them effectively in the protected areas (both current and proposed),
- Increase the staff to strengthen the Regulatory function of CEPA,
- Increase the staff to strengthen the Conservation function of CEPA,
- Increase the staff to strengthen the Coordination of CEPA's core programs, project management and stakeholder engagement,
- Have a staff training and development plan,
- Have a general human resource plan clearly outlining staff retaining, remuneration, and retrenchment of the aging workforce, and,
- And additional staff to undertake other functional tasks.

36.3. Strengthen CEPA's Capacity

Undertake reviews of all the legislations, regulations and policies and recommend for updates as necessary. These reviews and updates are necessary in light of threats from climate change, environment degradation and changing trends in resources developments.

Key review areas include:

- Environment Act 2000,
- Conservation Acts,
- Fees and Charges Regulation,
- Prescribed Activities Regulation,
- Hydrological Data Fees Regulation,
- Protected Areas Policy, and,
- Localising the MEAs and other sub-national agreements.

37. IMPLEMENTATION, MONITORING AND EVALUATION

Good governance and strategic leadership is essential for CEPA to succeed and thrive. But how do you know if you are succeeding? Implementation, monitoring and evaluation are key components of good governance. They provide the data and evidence needed to make informed decisions, track progress, and ensure accountability.

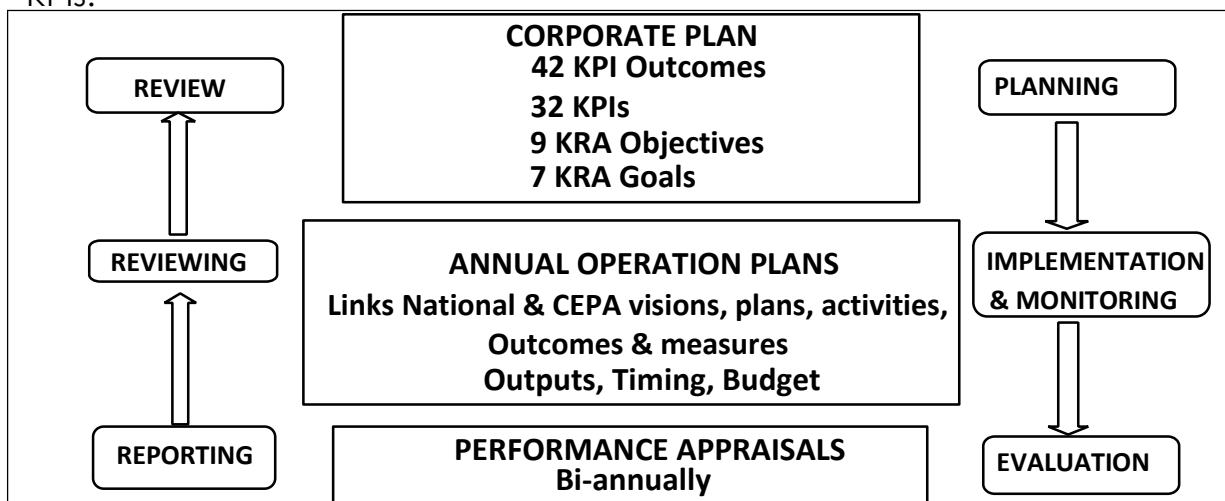
The **implementation** strategies aim to provide clear directions for CEPA's priority areas, which are driven by key strategic objectives. It further seeks to identify resource and capacity requirements in achieving these objectives with a clear framework on how these objectives are to be achieved on a given time scale.

The **monitoring and evaluation** (M&E) process is an essential tool for assessing the value of CEPA's programs, projects, and policies. Evaluation helps CEPA to identify strengths and weaknesses, identify areas where resources (*finance and HR*) may be wasted or could be optimized, and measure progress toward goals.

Monitoring and evaluation is a process that will help improve CEPA's performance and achieve results. The goal of monitoring and evaluation is to improve current and future management of outputs, outcomes and impacts. It will be used mainly to assess the performance of the impact projects, CEPA administration and programs set up by the government, international organisations, development partners and NGOs. In addition, it will establish links between the past, present and future actions.

This Corporate Plan is the roadmap for management to benchmark the achievement of PNG's environment protection and conservation goals and objectives. The Plan will be accomplished through the collaborative efforts of all stakeholders and Government agencies. CEPA will monitor and evaluate its achievements through a Government-driven monitoring and evaluation framework linking KRAs and KPIs (Figure 3).

Figure 3: CEPA's Monitoring and Evaluation Framework linking KRAs and KPIs.



CEPA's core priority is to implement, monitor and evaluate the KRAs, action plans, outcomes, priority areas or activities and the strategic measure to:

- Measure CEPA's performance in achieving its purposes;
- Achieve our purposes through the pursuit of KPIs;
- Undertake KRAs to achieve CEPA's purposes and see its expected KPIs; and,
- Use a range of performance measures to measure and assess CEPA's performance in achieving its purposes.

Monitoring and Evaluation are essential to any project or program. Through this process, CEPA collect and analyze data, and determine if a project/program has fulfilled its goals. Monitoring begins right away and extends through the duration of the project. Evaluation comes after and assesses how well the program performed. CEPA should have an M&E system in place to monitor these activities.

Monitoring and Evaluation systems are important and have added value in governance because:

- Better results in Transparency and Accountability,
- Helps to identify problems early,
- Helps ensure Resources are used efficiently,
- Helps to Learn from its mistakes,
- Improves Decision-making,
- Helps to stay organized, and focus, and,
- Encourages diversity of thoughts and opinions.

Through Monitoring and Evaluation, CEPA can assess the effectiveness of its strategies, identify potential problems, identify areas of improvement, and ensure that CEPA meets its KRAs and KPIs.



38. CHALLENGES

There are number of challenges in managing PNG's environment and natural resources. Among the many, here are some challenges that could hinder CEPA's progress.

- **Inadequate human resources and technical staff turnover** - The two major contributors to shortfalls in environmental monitoring and protected areas management. Retaining of experienced and technically skilled human resources is essential for CEPA to become a successful Authority. Reasonable incentives and conducive working environment are necessary to reduce emigration of competent personnel from CEPA. The public expect better government services. CEPA's efficiency to deliver will be directly tied to skilled manpower, motivation, flexibility of its staff, and its ability to operate as an efficient Authority.
- **Competing demands for natural resources** - PNG's population is growing and thus the expansion of its economy and development, for instance, current government's policy on "connect PNG". These will increase the demand for clearing of natural vegetation and will apply pressure on natural resources. To meet this challenge, CEPA will provide advice and responses that will address economic, social and environmental considerations.
- **Climate Change** - Climate change is one of the biggest challenges. Such as increased risk of severe weather events (storms, flooding, droughts etc.) all of which are likely to have social, economic and environmental impacts. Preparing for climate change will need a coordinated and integrated approach by the government, communities, and the private sectors to identify risks and help us adapt.
- **Building community and cross-sector collaboration** - collaboration between government, private sector and the communities will be the key driver for effective natural resource management. CEPA will continue to ensure that its national priorities and strategies promote collaboration and help build awareness of the importance of a healthy environment and natural resources to our quality of life and the economy.
- **Knowledge and information** - to effectively manage demand on the resources, CEPA needs to make well informed decisions and make the best use of existing information, incorporate community input and traditional knowledge, and consider scientific information that supports decisions.
- **Lack of compliance to environmental legislation** - Monitoring and Enforcement of existing legislation remains a challenge due to social behaviour and financial constraints. There is a real need for compliance of environmental legislation to ensure the sustainability of natural resources and improved quality of life for now and into the future.

39. ENVIRONMENTAL COMMUNICATION STRATEGY

To achieve the goals and objectives set forth in the corporate plan, a robust approach to environmental communications and outreach is essential to raise awareness of the CEPA's mandated roles, and ultimately drive action among a wide array of actors and audiences.

Effective environmental communication can mobilise public support, prompt governmental action, and foster collaboration among stakeholders to implement sustainable practices and policies.

Some of the techniques of an effective environmental communication strategy includes:

- Lobbying and advocacy campaigns;
- Public awareness campaigns; and,
- Stakeholder engagement sessions.

To effectively communicate environmental messages, certain communication strategies and principles should be followed:

- i) **Clarity** in message to avoid confusion;
- ii) **Relevance** to the audience to foster connection and action;
- iii) **Empowerment**, providing practical solutions and steps for action;
- iv) **Inclusion** of diverse perspectives to ensure wide engagement; and,
- v) **Evidence-based** messaging to build trust and credibility.

Environmental communications and outreach efforts have to be coordinated with all stakeholders for the information to be translated and received effectively and efficiently by recipients. CEPA's environmental communication efforts and information management practices will systematically position the Authority as a prime PNG information portal for environmental data, information and analyses covering the region.

CEPA can effectively utilise environmental communication to engage the public in sustainability initiatives by crafting clear, relatable messages that highlight the benefits of sustainable practices and how individuals can contribute. Utilising social media platforms for wider reach and interactive engagement, employing storytelling to make environmental issues more relatable, and partnering with influential figures or groups can significantly enhance public involvement and action.

39.1. Role of Media in Environmental Communication

The media, encompassing print, broadcast, and digital platforms, serves as a pivotal channel for environmental communication. It has the power to highlight pressing environmental issues, disseminate scientific research, and influence public and political agendas. Through storytelling, reporting, and analysis, the media can frame environmental narratives in a way that engages and educates the audience.

Key mediums through which environmental communication will be done includes:

- **Television and radio;** which provide a wide reach for documentaries and discussions;
- **Newspapers and magazines;** offering in-depth analyses and feature stories; and,
- **Social media and blogs;** fostering interactive and grassroots approaches.

Media framing, refers to the way media outlets present and structure environmental stories, which can influence how the public perceives and thinks about environmental issues CEPA is addressing.

In today's digital age, Environmental Communication in the public sphere plays a crucial role in shaping the discourse around environmental issues. It serves as the bridge between scientific knowledge, policy-making, and public understanding, leveraging various media channels to foster a collective awareness and drive action towards sustainability.

CEPA will strengthen its environmental communication and reporting systems, and a strategy for environmental communication and reporting purposes. The system and strategy will continue to serve both internal as well as external environmental communication and reporting activities within and amongst the various stakeholders on the progress and achievements of the KRA goals and objectives, KPIs, and CEPA's overall mandate and international obligations.

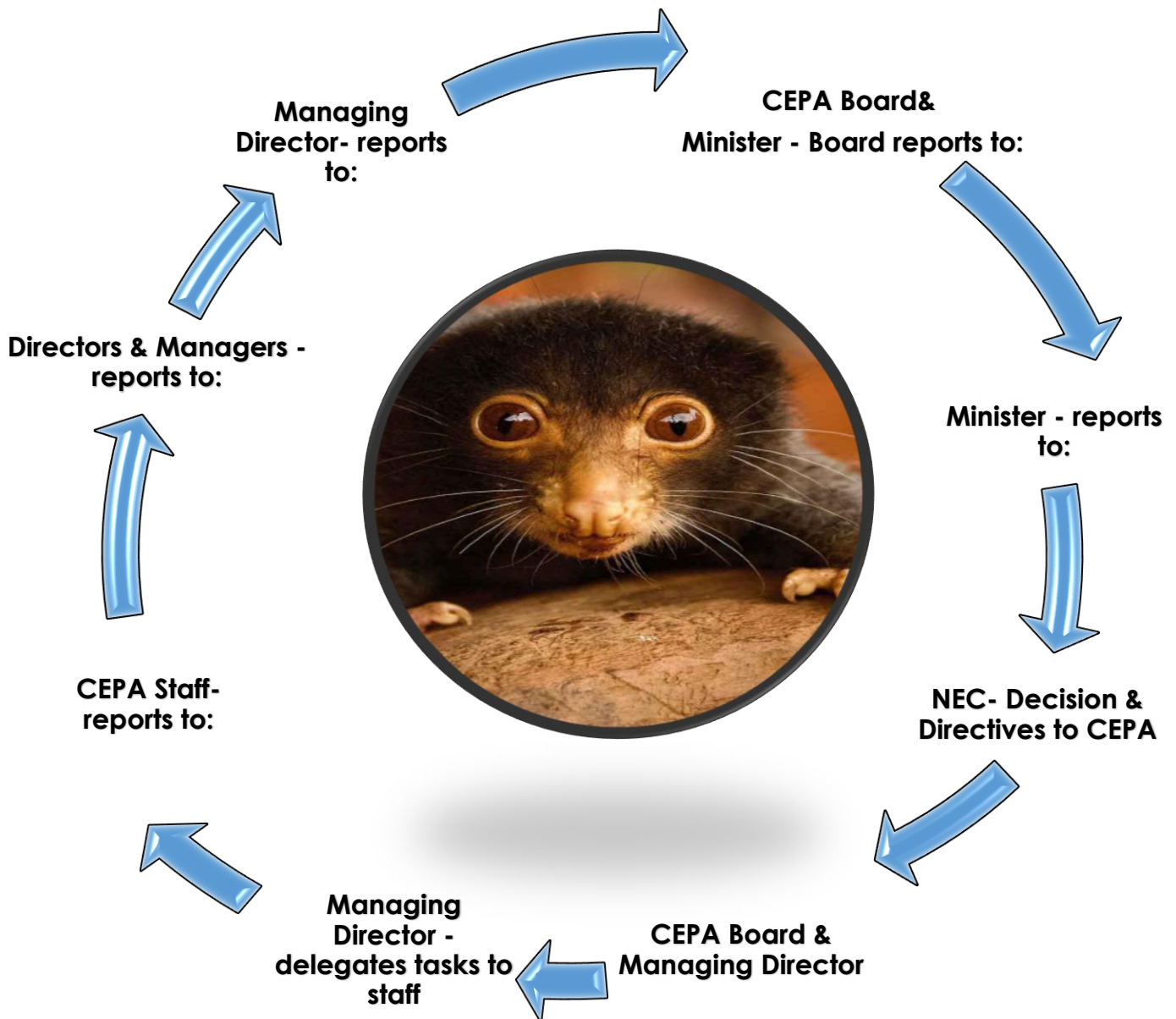


40. CORPORATE MANAGEMENT PROCESS

CEPA's corporate management processes provides a general overview of the governance structure of the organisation. The delegation of authority and reporting structure is described with brief roles and responsibilities of the CEPA Board, management, division and staff of CEPA.

CEPA staff reports to the Managing Director through its senior management team, which consists of Directors, Executive Managers and respective Branch Managers. The Managing Director reports to the CEPA Board and the Minister of Environment and Climate Change. The Minister then reports to the NEC, and the NEC delegate directives and decisions to the CEPA Board and Managing Director (see figure 4).

Figure 4: Governance Reporting Structure



CEPA will manage the implementation of the Corporate Plan and report its achievements and challenges through its governance reporting structure as outlined. The Managing Director oversees all organisational administrative matters of the Authority. CEPA's governance, management and coordination of the management process is significant to achieve its KRAs and KPIs.

Therefore, this corporate management process is crucially important for CEPA to:

- Establish the legal and institutional framework for effective management and governance of the environment;
- Ensure the legal framework becomes fully operational with clear lines of responsibility and high standards of governance, accountability and reporting;
- Ensure effective legal and institutional arrangements are in place for provincial, district and local level governments, and communities including customary landowners, on-ground protected area managers and other partners work in cooperation;
- Support customary landowners in their initiatives to establish effective protected areas on their land and contribute to strengthening CEPA's Plans;
- Ensure CEPA supports the three Wings with adequate funding and staff capacity to implement the corporate plan;
- Livelihoods of communities are sustained and strengthen customary practices for enhancing and protecting the environment and traditional livelihoods through Protected Area establishment and management;
- Link additional livelihoods to effective conservation initiatives by customary landowners;
- Develop Conservation and Benefit Sharing Agreements with customary landowners and communities for all Protected Areas in order to formalize the management arrangements and benefits;
- Effective and adaptive biodiversity management that supports the network and ensures that the values of the Protected Areas are maintained to the highest possible extent;
- Protected Area network that is relevant to the PNG people;
- Protects the diversity of life, landscapes and seascapes, and forms a well-connected, adequate and resilient system;
- Establish a Biodiversity Trust Fund to support the establishment and management of Protected Areas across PNG;
- Ensure a sustainable and equitable funding mechanism is established to support existing and new Protected Areas; and,
- Promote and encourage alternative sources of income generation for the landowners within Protected Areas.

41. STAKEHOLDERS AND PARTNERS

Stakeholders and development partners, for instance, governments, the education sector, enterprises, inter-governmental organisations, NGOs and individuals have different roles to play in promoting environmental protection and conservation in a complementary manner.

Stakeholders have a moral and legal obligation to play in promoting environmental protection by applying the knowledge, skills and values they have:



i. Knowledge

- To understand the roles and responsibilities of different stakeholders in promoting environmental protection and conservation.
- To understand the importance of all members of society working together to achieve sustainable development.

ii. Skills

- To analyse the complications of the interactions, influences and interests of different stakeholders in environmental conservation, to enhance problem-solving skills and to make judgements based on facts and evidence, as well as to make feasible recommendations based on environment law, reason and compassion.

iii. Values

- To recognise the importance of environmental conservation.
- To promote one's awareness of CEPA's responsibility to the environment and the importance of its sustainable development to our daily lives and put it into practice.
- To recognise the importance of collaboration and co-operation among stakeholders and development partners in promoting sustainable development.

The roles and responsibilities of different stakeholders and development partners in promoting environmental protection and conservation is critical to ensure a common understanding between them and CEPA to tackle environmental issues.

In March 2021, the United Nations Environment Program released a report, "Making Peace with Nature: A scientific blueprint to tackle the climate, biodiversity and pollution emergencies", emphasizing that it is important for all relevant stakeholders to play complementary and nested roles in bringing about a sustainable future. For example:

| | |
|--|--|
| Governments | initiate and lead in intergovernmental co-operation, policies and legislation that transform society and the economy |
| Inter-governmental organisations | facilitate international co-operation |
| Financial institutions | facilitate investment in economic activities that enhance the stock of natural assets |
| Enterprises | continue to pursue and apply innovative technologies |
| Non-governmental organisations | develop and implement such initiatives |
| Individuals, households, civil society, and local communities | help put theories into practice |
| Scientific and educational organisations | help promote education, information and awareness on sustainable development |
| Media and social networks | spread ways to improve environment protection, conservation and sustainable development |
| <i>Source: United Nations Environment Programme</i> | |

To succeed in environmental protection needs action. A small change in habits could create apposite impact on environmental conservation. Each stakeholder has a role and responsibility.

In order to protect our homes and create a sustainable future, different stakeholders should work together to conserve PNG's biodiversity, promote sustainable use of resources, promote actions to reduce pollution and waste, advocate for the transformation of green consumption and production, and to bear and fulfil their environmental conservation responsibilities, together we build a community of life for human kind and nature.



21. CONCLUDING REMARKS

The CEPA is committed to leading impactful conservation efforts and fostering community participation in protecting our natural environment. This corporate plan provides a roadmap for achieving CEPA's goals and ensuring a sustainable future for our ecosystems. Together, we can create a lasting impact on our planet. Through delivery of CEPA's goals and objectives, KRAs and KPIs, CEPA aims to protect and improve the environment and help to create a greener and resilient economy. To understand how CEPA works in delivering on the ambition it sets, CEPA will track and report on its KRAs and KPIs that will help CEPA to understand how CEPA is achieving its desired KPI outcomes.

The CEPA recognise that these are short term achievable priority areas align with the national vision, development plans, and fourth national goal of our constitution. The strategic initiatives and directions outlined with the long term key priority areas of this plan are also recognised by CEPA since they are strategically aligned with the action plan, expected outcomes and measures, which are critical to achieve the desire goals, objectives and KPI outcomes. In addition to these strategic measures, CEPA will develop a new performance framework that will assist CEPA to continually improve and understand the difference that CEPA is making.

The CEPA's work is further defined in its annual operating plans which identify the detailed areas of work that CEPA will focus on every year and identify specific indicators and milestones that CEPA aims to achieve each year. These combined with the strategic measures will assist understand how CEPA is delivering on the priorities areas CEPA has set.

The CEPA's Corporate Plan is set within the context of CEPA's agreed financial settlement /statement for 2025-2027. CEPA's milestones and commitments for future years have a dependency on future annual settlements, budgetary allocation, and changing income streams. The annual reports produce each year will explain CEPA's performance and the impact of its actions.

It is important for the corporate plan to have more added value; hence, CEPA has to immediately put into action the following recommendations:

1. Set up an office dealing with projects and international engagements.
2. Delegate powers to the Provincial Administrations
3. Organisational Structure has to be redeveloped with more clarity
4. Develop CEPA's Strategic Plan
5. Develop Divisional (Wings) Plans
6. Develop an Environmental Communication Strategy
7. Draft a Human Resource Policy
8. Draft a Human Resource Plan
9. Develop a Staff Training and Development Plan
10. Develop a Staff Performance Framework

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APPENDICES

Appendix A: Stakeholders and Partners – National & International

(i) Description of National Counterpart Institutions

State institutions directly or indirectly mandated to ensure Papua New Guinea's land, marine and coastal natural resources are managed and utilised in a sustainable and responsible manner for the current and future generations include the following national bodies:

- **Conservation and Environment Protection Authority (CEPA)**, administers international conventions and national legislation to protect the environmental values of air, water, soil and biodiversity and the sustainable use of natural resources as mandated by the Fourth Goal of the National Constitution. The national legislation administered by CEPA are: Environment Act (2000), National Parks Act (1984), Conservation Areas Act (1978), Fauna "Protection and Control" Act (1966), International Fauna and Flora Trade Act (1978), and Crocodile Trade Protection Act (1978).
- **Climate Change Authority (CCA)**, CCA acts as the Secretariat to the National Climate Change Committee (NCCC) and is the coordinating entity for all climate change policy in PNG and the designated national authority under the UNFCCC. NCCC and OCCD take full and exclusive responsibility for all policies and actions under Cluster Five of the Vision 2050, concerning Climate Change and Environmental Sustainability.
- **Papua New Guinea Forest Authority (PNGFA)** is in charge to promote the management and wise utilization of the forest resources of Papua New Guinea as a renewable asset for the well- being of present and future generations". PNGFA unifies all Provincial Forest Divisions and the Forest Industries Council. The national legislation administered by PNGFA is: National Forest Policy (1991), National Forest Plan (1991), Forest Act and amendments (1991/1993/1996), National Forest Development Guidelines (1993), Logging Code of Practice (1996), The 1996 Forestry Regulations, National Forestry Development Guidelines (2009), Forestry and Climate Change Framework for Action (2009-2015).
- **National Fisheries Authority (NFA)** is responsible for the implementation of the Fisheries Management Act (1998). The National Fisheries Board provides general control and guidance over the exercise of the functions and powers of NFA. NFA's management authority is conditioned to some degree by the "Organic Law", which devolved many powers (including some fisheries functions) to the provinces and local governments.
- **Department of Agriculture and Livestock (DAL)** administers all legislation relating to agriculture and livestock, promoting agricultural

development and productive employment generation. DAL also provides advisory and technical services to Provincial Government as required.

- **Department of Land and Physical Planning (DLPP)**, administers all alienated land (State and Freehold) and also facilitates customary land under the ownership of the original inhabitants of PNG issued at the discretion of the customary landowners, for social and economic sustainability. DLPP is in charge of undertaking land reform and promoting the best use of land in PNG in the interests of all citizens. DLPP is responsible for the implementation of the Land Group Incorporation (Amendment) Act (2009) and the Land Registration (Customary) (Amendment) Act (2009).
- **Department of Petroleum and Energy (DPE)** promotes and regulates the development of petroleum and other sources of energy for the long term benefits of the state in a way which is ethical, socially responsible and environmentally sound.
- **Department of Mining (DoM)**, through the Mineral Resources Authority (MRA) is in charge of the regulation of Mining and exploration activities in the country.
- **Department of National Planning and Monitoring (DNPM)**, leads, plans, coordinates and facilitates appropriate national and international initiatives that address and promote equitable and sustainable development of Papua New Guinea, in accordance with both a long-term vision for the Nation that has the support of the citizens of Papua New Guinea and the five (5) directive principles of the National Constitution, the Department of National Planning and Monitoring acts as the key central agency advising Government on matters relating to strategic development; development policy; development planning and programming; foreign aid coordination and management; and monitoring and evaluation of national development projects and programmes.
- **Tourist Promotion Authority (TPA)**, monitors tourism activities and gathers data, promote the development of the tourism sector, identify constraints to tourism development and advocate for needed changes to remove barriers.
- **Office of Urbanization**, is a recently established government organization which deals with planning and managing urbanization process in Papua New Guinea (a unique nation with more than 97% of land is owned under customary ownership and only less than 3% by the state)

(ii) List of International Partners and Counterpart Organisations

- European Union
- United Nations Development Programme, Adaptation Fund
- Green Climate Fund
- Conservation International
- The Australian Department of Foreign
- Affairs and Trade
- New Zealand Government
- Secretariat to the Pacific Community
- International Union for the Conservation of Nature
- Secretariat of the Pacific Regional
- United Nations Environment Programme
- Food and Agriculture Organization
- Global Environment Facility
- The People's Republic of China
- Government of Japan
- Japan International Cooperation Agency
- Asian Development Bank
- World Bank
- German Development Agency
- United States Aid
- The World Conservancy

Appendix B: Legislations Administered and Enforced by CEPA

B-1: Biodiversity Protection and Conservation

1. **Conservation and Environment Protection Authority Act (2014)

- This Act provides for the establishment of CEPA and the consequential amendments to enable it function as an authority.
- This Act provides for the establishment of CEPA apart from the protection and conservation of the environment as per the 4th National Goals and Directive Principles.
- It is also intended to observe the basic social obligations, the Goals and directive of the constitution for the purpose of public interest, Page **60** of **78th**, public order and welfare.
- The Act also provide for the observance of objective and principles of environment conservation matters related to in international agreements and conventions.

2. **National Parks Act 1982

- This Act provides the mechanism for the management and control of protected areas in PNG including flora and fauna.

3. **Conservation Areas Act 1978

- This Act provides the mechanism for the management and control of resources in protected areas including flora and fauna and sites of cultural and historical importance.
- This Act allows the conservation and protection of biodiversity through the protection of habitats and not just species, which is the best form of conservation. It promotes basic right of local communities and landowners in ensuring consultations before the establishment of the protected area. In addition, the Act promotes the involvement of local communities and key stakeholder participation in the development of conservation areas management rules and the composition of the conservation areas management committee.
- The Act also ensures involvement of communities in the control and decision-making in the management of the conservation area. It also allows public excess to information.
- More significantly, the Act establishes the environment council, a group of appropriately qualified experts, responsible for influencing the ultimate decision-making over protected areas

3.1. Conservation Areas (Amendment) Act No. 2 of 2014

- This Act amends sections 2, 18, -20(2), 24 and repeals sections 22 and 23 to cater for the change from the “Department” with Minister as head to an “Authority” with Managing Director (MD) as the head.
- These changes were necessary as a result of the introduction of the Conservation and Environment Protection Authority Act No. 9 of 2014 and certified the 3rd May 2014.

- References to the “*Department of Environment and Conservation*” is deleted and the “*Conservation and Environment Protection Authority*” is inserted (s2).
- References to “*Minister*” are deleted and the “*Managing Director*” is inserted in some places. (s18 - s20 and s24).
- Section 22 and 23 are repealed and replaced giving authority to the MD to issues certificates recognizing conservation areas rather the Minister.

4. **Fauna (Protection and Control) Act 1966

- This Act provides the mechanism for the protection and control of faunal species involved in International Trade activities.
- This Act does provide for protection of fauna species and allows the establishment of protective zones for the protection of these species. (s6-7)
- It does not control harvesting/destruction of fauna. (s4)
- The law allows for establishment of sanctuaries, wildlife management areas (WMA's), i.e., classes of fauna, protected areas, i.e., one class of fauna. (s11, s15, s14)
- It also Promotes conservation initiatives by the community and provides for local community engagement/ participation in the management of WMA's, protected areas and sanctuaries, i.e. development of wildlife management rules and being part of the wildlife management committee.
- It enhances community livelihood by allowing for traditional methods of hunting and gathering in the protected area. (s23).

4.1. Fauna (Protection & Control) (Amendment) Act No.3 of 2014

- Amends provisions of the principle Act to cater for the introduction of the Conservation and Environmental Protection Authority Act No. of 2014 and the establishment of CEPA.
- Amends sections 1, 6, 11, 13, 7-8, 15-17, 24 and 27 and repeals sections 2, 4, 23, 26, 27.

5. **International (Fauna and Flora) Trade Act 1978

- This Act provides the mechanism for the control of exportation and importation and introduction of flora and fauna from the sea, whether dead, alive, their by-products, parts, or derivatives.

5.1. International Trade (Fauna & Flora) (Amendment) Act 2003

- The law adequately and expressly adopts the application of the Convention on International Trade in Endangered Species of Fauna and Flora (Preamble). It also controls exports, re-exports and imports of species of fauna and flora identified by the Act (s3A)

5.2. International Trade (Fauna & Flora) (Amendment) Act No. 4 of 2014

- This is being also one of the recent legal amendments to cater for the changes to the Department of Environment & Conservation to an Authority.

- Amends s1 (interpretation) to refer to the MD of the newly established CEPA as the Management Authority. Other sections amended includes sections 3A and 3C.

6. **Crocodile Trade (Protection) Act 1974

- This Act provides the mechanism for the management and control of crocodile exports and other related activities.

6.1. Crocodile Trade (Protection) (Amendment) Act No. 5 of 2014

- This Act amends sections 1, 5-7, 10, 15, 17-18, 24 and repeals s21. Much of the changes are to cater for the changes to an authority as per the Conservation and Environmental Protection Authority.

7. Protected Areas Act 2024

- The PA bill was enacted by Parliament and became an Act in 2024, to provide for and give effect to the National Goals and Directive Principles of the Constitution, in accordance with other national laws and obligations in international law to:
 - (i) *to provide for the conservation and replenishment of the environment, biodiversity and land and its sacred, scenic and historical qualities in Papua New Guinea, for the benefit of ourselves and posterity, in accordance with the Fourth National Goal and Directive Principle (Natural Resources and Environment) of the Constitution;*
 - (ii) *to regulate the management of a protected area network, protected area policies and protected areas, including measuring, reporting and verification and the establishment of targets for protected areas, and for future protected areas, in accordance with treaties and international and domestic agreements, including the Treaty between Australia and the Independent State of Papua New Guinea concerning Sovereignty and Maritime Boundaries in the area between the two Countries, and the area known as Torres Strait, and Related Matters, Sydney, 18 December 1978 Entry into force: 15 February 1985, known as the Torres Strait Treaty, the Convention Concerning the Protection of the World Cultural and Natural Heritage, known as the World Heritage Convention other international and domestic agreements, and for related purposes; and,*
 - (iii) *to repeal various Acts and for other related purposes.*

8. Fisheries Management Act 1998

- This Act adequately and expressly adopt and apply the international treaties in its objectives. These objectives and principles allow for the;
 - i. conservation the living resources for both present and future generations;
 - ii. application of precautionary approach to the management and development of aquatic living resources;

- iii. protection of the ecosystem as a whole, including species which are not targeted for exploitation, and the general marine and aquatic environment;
- iv. preservation of biodiversity;
- v. minimisation of pollution; and
- vi. the implementation of any relevant obligations PNG has under international law and international agreements (s25):
 - ✓ recognizes basic rights and traditional fishing rights of local communities (s26);
 - ✓ provides for grievance/conflict resolution mechanisms within its administration (s64-s66); and
 - ✓ provides within its provision's recourse for resolution of conflicts (s56-s59).

9. Forestry Act 1991

- This Act controls the management, development and protection of PNG's forest resources and environment through the sustainable use of forest resources and to renew these for future generations through conservation and restocking of forest reserves. It provides for local community's participation in the wise use and development of the forest resources as a renewable asset. It also:
 - 1) provides for scientific study and research into forest resources to contribute to sound ecological balance, in line with the country's development objectives;
 - 2) recognizes the right of the landowner to land and specifically requires for that right to be considered in all transactions regarding their forest resource;
 - 3) expressly provides for landowner participation in decision -making regarding the project i.e. development project guidelines/ document and review of project and performance of the developer; and
 - 4) expressly provides for the keeping a public register of matters

10. Mining Act 1992

- The Act provides for portion of land in the area subjected to a mining lease to be set aside for a reserve for the life of the mining lease. It recognizes the right of the landowner to the land and the need for consultations and allows for consultation with the landowner, though only once through the development forum before a mining lease is granted. The Act expressly identifies avenues for conflict resolution with disputes regarding land and allows for grievance mechanisms within its administrative arrangement.
- The Mining Act 1992 gives the power for Mineral Resource Authority (MRA) to be established as an administrative support and regulatory Authority for the mining industry in the country. It deliberates on many things such as acquisition of state interest, mining development contract, mining leases and tenements, compensation to landholders, and savings and transitional provisions. The Act stipulates that any minerals 6 feet underground belongs to the State.

11. Oil & Gas Act 1998

- The Oil and Gas 1998 Act governs the exploration for and production of petroleum (including oil and gas) in Petroleum Development License areas (PDL), including the offshore areas, and is managed by the Department of Petroleum and Energy (DPE).
- The Act also allows granting to traditional landowners and Provincial Governments and Local-level Governments the benefits arising from projects for the production of petroleum (including oil and gas), and the processing and transportation in the country of petroleum and petroleum products.
- The Act also repeals various Acts and for related purposes. There is nothing capture in the Act that captures conservation but the Act and is still compliant to the Constitution and Directive Principle goals, including natural resources and environment.
- Like the Mining Act, all petroleum and helium at or below the surface of any land are the property of the State. However, social mapping and landowner identification studies must be done on the land of interest. The national interest is often put first like the Mining Act.
- The Act also provides for a portion or portions of land within the petroleum tenement and not to be used for the purpose of the tenement. It recognizes the right of land owners to land and specifically expressly provides for full scale land investigations, social mapping and compiling of genealogical history of landowners before the development forum and the granting of a petroleum license.

12. National Parks Act 1982 [Now repealed by CEPA Act: DEC, now CEPA]

- Provides for protected areas in the form of parks and reserves on State land. Differing from the Conservation Areas Act, it provides for conservation sites, parks and reserves only on state Land. (s3- s5)



B-2: Environmental Planning and Management

1. **Environment Act 2000

- This Act provides the administrative mechanism for environmental impact assessment and evaluation of activities regulating impacts on the receiving environment through an established environmental approval and permitting system.
- As an Act particularly focused regulating and managing the environment to ensure a wise use of the country's natural resources rather than conservation of biodiversity, it ensures under s6;
 - (i) Management of the country's natural resources for the benefit of the whole nation and ensures renewable resources are replenished for future generations.
 - (ii) Protection of the environment through the monitoring of large impact developmental project activities to improve the quality of life and ecological processes on which life depends on,
 - (iii) Means to give effect to country obligations under any international treaty and conventions relating to the environment ratified by PNG.
- a. Section (s5) expressly provides for the protection of biodiversity and endangered biological species.
- The Act being a more recent legislation, it has captured major principles and best practices highlighted by global conventions and treaties i.e. the precautionary principle, polluter pay principle etc. (s6). It more than most environmental legislation and sectoral resource legislations, it ensures public consultations and public participation in environmental decision-making in a timely manner (sections 24, 26, 29, 31, 33, 38, 55, 68).
- The Act also provides for access to information by all persons and anybody (s131). It caters for rights of resource owners in the acquisition of resources and makes provision for payment of compensation where necessary (s85 and s87). It also accords to landowners, opportunities to pursue relief for environmental harm/ damage by the developer in proceedings taken in the prosecution of breaches under the Act (s129).

2. Prevention of Dumping of Wastes at Sea Act 1979

- Being an Act, preventing and controlling the pollution of the sea by oil and other harmful substances is a challenge but it is intended to protect the internal waters on PNG and is especially focused on oil pollution.
- It adopts and gives effect to 4 separate international conventions regulating oil spillage and pollution and applies to all ships sailing in PNG waters. Discharge of oil from these ships attracts a penalty.
- The focus is similar to those below concerning marine biodiversity.

3. Dumping of Wastes at Sea Act 1979

- This Act like the Environment Act contributes to the protection of the environment by preventing pollution of the sea by requiring permits for the dumping of wastes to protect marine biodiversity and the fragile marine ecosystem. It is in compliant with relevant international

conventions on pollution including the CBD which promotes a holistic approach to conservation of biodiversity.

- It also gives effect to the International Convention on the Prevention of Marine Pollution by Dumping of Wastes and other Matter, 1972 and provides for its application of in the country. Hence, it prescribes penalties for breaches under the Act in both local and international waters. It also clearly identifies the relevant state agency responsible for enforcing the Act which is the National Maritime and Safety Authority. It also provides for a register of permits and ensures its availability for public inspection by the public and anyone.
- It provides for a register of permits and ensures its availability for public inspection by the public and anyone (s8).

4. Prevention of Pollution at Sea Act 1963

- This Act ensures environmental protection through managing harmful impacts on the environment by preventing and controlling the pollution of the sea by oil and other harmful substances.
- It focuses on the dumping and spillage of oil in the sea and ensures the application of the International Convention for the Prevention of Pollution of the Sea by Oil, 1954, as amended in 1962, 1969 and 1971 including other related MEA's (conventions and their protocols) which are prescribed under the Act.

5. Maritime Zone Act 2015

- The Maritime Zone Act identifies three principal marine management zones for PNG: 1) These are the inshore zone of high water mark to 3 nautical miles; 2) the coastal zone from 3 – 12 nautical miles; and 3) the Exclusive Economic Zone, from 12 – 200 nautical miles.
- Section 2.11 of the Ocean's Policy allows protection of species and ecosystem and restrict or manage fisheries activities under whatever applicable PA types used in MPAs (GoPNG, 2020).
- This is applicable over the full extent of PNG's maritime waters from the mean high-water mark to the outer reaches of the Exclusive Economic Zone.

6. Physical Planning Act 1989

- Purpose is to regulate planning for all kinds of development both at the National and provincial government levels and applies to all land in PNG including customary land. (s2)
- The preamble provides for the establishment of a comprehensive mechanism for physical planning to regulate physical development to give effect to public interest in public welfare and public health.

B-3: Access to Natural Resources

1. Forestry Act 1991

➤ Provides for access to timber resources by the developer and though it provides for conservation and maximising of forest reserves, it does not make reference to protected areas.

2. Mining Act 1992

➤ Being solely responsible for regulating mining and extraction of minerals in the country, it would rightly so not make any reference to protected areas

3. Oil and Gas Act 1998

[same as above however to petroleum and gas instead]

4. Land Registration Act 1981

➤ This Act applies to the registration of title to land, and for related purposes. This would apply only to all land registered formally, i.e. state land and land registered under a freehold title.

5. Land Registration (Amendment) Act 2009

➤ Provides for the voluntary registration of customary land which has the effect of rendering customary land a freehold and therefore registrable and a title is issued as all registered lands

6. Lands Act 1998

➤ The Lands Act 1998 spells out the functions, roles and responsibilities of the Department of Lands and Physical Planning (DLPP). Five main divisions, namely the Administration, Valuer General, Surveyor General, the Lands Division comprising of the Customary and Alienated Divisions, and the Physical Planning Division are housed within DLPP. Any acquisition of land for conservation work on customary or alienated land are managed by the Lands Act. The Act also allows for setting up of Provincial land offices across the country which then reports to the National office in Port Moresby.

7. Incorporated Land Group Act 1974

➤ The Act provides for the incorporation of land groups to identify owners of the land. It does not convey ownership rights and is only a recognition of clan ownership or rather rights over a particular piece of land.

8. Incorporated Land Group (Amendment) Act 2009

➤ It also allows for recognition of the corporate nature of local land groups and allows these groups to hold, manage and deal with their land under their customary names.

9. National Fisheries Act 1998

➤ The Act sets the role and function or institutional arrangement of National Fisheries Authority (NFA). NFA is the government statutory body which the Act gives it power for fisheries management (development of management plans),

conservation and development of fisheries industry in the country. NFA is given mandate to govern all fishing activities in the country, in both marine and aquatic environment and to manage fisheries stocks and control the industry's operation in both on-shore and off-shore.

➤ The amended NFA Act (2015) also gives effect to international conservation and management measures.

10. National Cultural Commission Act 1994

➤ The Act spells out the functions of the NCC previously implemented by the former National Cultural Committee to:

- a) assist and facilitate, preserve, protect, develop and promote the traditional cultures of the indigenous peoples of Papua New Guinea;
- b) encourage the development, promotion and protection of the contemporary cultures of Papua New Guinea;
- c) facilitate the marketing of selected and approved aspects of the cultures of Papua New Guinea;
- d) co-ordinate with related Government and Non-Government Agencies on cultural matters;
- e) co-ordinate cultural activities with Provincial cultural bodies;
- f) liaise with Non-Government organisations on cultural matters; and
- g) liaise with international cultural organisations.



(i) **Government/ Ministerial Directives. No Act governing Agriculture but various Commodity Board Acts exist such as: Cocoa Board, Coffee Industry Corporation (CIC), Kokonas Industri Koperasen (KIK), Spice Board It also housed Oil Palm Industry Corporation (OPIC) and National Agriculture Research Institute (NARI).**

- The functions of the Department of Agriculture and Livestock (DAL) include providing policy advice and sector coordination relating to agriculture and livestock (including advice on the application of agricultural legislation, administered by statutory bodies); promoting agricultural development; assisting provincial governments with the provision of extension; and preparing and implementing appropriate investment programs for major commodities and livestock.

(ii) **Government/Ministerial Directives**

- DCI is responsible for foreign direct investments into the country, dealing with industry development, investment and commerce. It facilitates development in the fisheries, forestry, agriculture and other cottage industry development. For instance, DCI had facilitated direct foreign investment in forest, hotel development, fisheries, agriculture and forestry. This means whatever activities it does is done in close collaboration with all key agencies and CEPA is one of them.

(iii) **Various laws and Acts (e.g. IPA Act, IRC Act etc.) and international treaties or conventions (CBD, WTO etc.)**

- Private companies, especially those in the mining and petroleum sectors, international donors (e.g. UNDP, FAO, USAID), Multilateral agencies (EU, USAID, JICA, AUSAID, GTZ etc.), and NGOs (local and International) are partners working with CEPA to do conservation work in PNG. They operate under various company laws managed by the Investment Promotion Authority (IPA) and Internal Revenue Commission (IRA to name a few).
- Those government-to-government partnerships are managed under international laws and obligations. CEPA was fortunate to work with many of these organisations in doing conservation in the country given the fact that it lacks resources, manpower, capacity and finance to managed PAs around the country effectively.

Appendix C: International and Regional Conventions, Treaties and Protocols

C-1. International Conventions, Treaties and Protocols

1. Convention on Biological Diversity (CBD, 1993/ 1994)

- This Convention was ratified in 1993 and held in 1994 and is aimed at protecting the Earth's biological diversity.

2. Convention to Combat Desertification (CCD, 1998/ 2000)

- This Convention aims to deliver a new integrated approach to solving the problem of land degradation and to support sustainable development at community level.

3. Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES, 1973)

- This Convention was ratified by the PNG Government in 1975 and is for the protection of endangered species from being used as commercial products within PNG and abroad.

4. Convention on Wetlands of International Importance, especially as Waterfowl Habitats (RAMSAR, 1971)

- This Convention was ratified by PNG in 1993 and requires PNG to use its wetlands and associated flora and fauna in a sustainable manner.

5. Convention for the Protection of the World Cultural and Natural Heritage, (1972/ 2001)

- This convention protects sites of natural and cultural significance. PNG ratified this Convention in 1997 and in 1999 a National World Heritage Committee was established to consider sites in PNG to be declared as World Heritage Areas based on the criteria and guidelines of this Convention.

6. Basel Convention on the Trans-Boundary Movement of Hazardous Wastes and their Disposal (1989/ 2002)

- This Convention controls the movement of hazardous wastes from one country to another.

7. Protocol on Biosafety (Cartagena Protocol, 2002)

- This Protocol seeks to protect biological diversity from the potential risks posed by living modified organisms resulting from modern biotechnology.

8. Stockholm Convention on Persistent Organic Pollutants (POPs Convention)

- This Convention is aimed at controlling the import and/or export of identified persistent organic pollutants.

9. **Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade (Rotterdam Convention, 2002)**
 - The aim of the Convention is to promote shared responsibility and cooperative efforts among Parties in the international trade of certain hazardous chemicals in order to protect human health and the environment from potential harm.
10. **Vienna Convention for the Protection of the Ozone Layer (1985/ 1992)**
 - This Convention is an agreement for countries to protect the ~~ozone~~ layer.
11. **Montreal Protocol on Substances that deplete the Ozone Layer (1992)**
 - The Montreal Protocol is a further agreement to the Vienna Convention and focuses on the phasing out of potential Ozone Layer depleting substances.
12. **Paris Agreement 2016.**
13. **International Renewable Energy Agency 2010.**
14. **Comprehensive Nuclear Test Ban Treaty (CPTC).**
15. **Comprehensive Nuclear Test Ban Treaty (CPTC).**
16. **International Civil Aviation Chicago Convention 2003.**
17. **Convention on the Conservation of Migratory Species of Wild Animals Nov 2005.**
18. **United National Framework on Forestry 2003 (UNFF).**
19. **Ramsar Convention on Wetlands 2004.**
20. **International Convention for the Protection of Pollution from Ships (ICPPS) 2002.**
21. **Kyoto Protocol (KP) 2000.**
22. **United Nations Framework Convention on Climate Change (UNFCCC) 1994.**
23. **UNCLOS relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks 1996.**
24. **World Forest Charter (WFC) 1994.**
25. **United Nations Convention on the Law of the Sea (UNCLOS) 1982.**

C-2. Regional Conventions, Treaties and Protocols

- 1. Convention to Ban the Importation in Forum Islands Countries of Hazardous Wastes and Radioactive Wastes and to Control the Transboundary Movement and Management of Hazardous Wastes within the South Pacific Region. (Waigani Convention)**
 - The objective of this Convention is to prohibit the importation of hazardous and radioactive wastes into the Pacific Islands Developing country parties.
- 2. Convention on Conservation of Nature in the South Pacific Region (Apia, 1996)**
 - This Convention was ratified in 1996 and deals with the nature conservation in the South Pacific Region.
- 3. Convention for the Protection of the Natural Resources and Environment of the South Pacific Region and related Protocols (SPREP, 1986)**
 - This Convention forms the basis for the establishment of SPREP and outlines its objectives.
- 4. MoU for the Convention of Management of Marine Mammals & their Habitats in the Pacific Region 2005.**
- 5. Convention for the Prohibition of Fishing with Long Driftnets in the South Pacific Region (Wellington Convention) 1989.**
- 6. Protocol Concerning Cooperation in Combating Pollution Emergencies in the South Pacific Region 1986.**
- 7. Protocol for the Prevention of Pollution in the South Pacific by Dumping 1986.**
- 8. South Pacific Nuclear Free Zone Treaty (Rarotonga Treaty) 1985.**



Appendix D: Detailed Budget Breakdown

CEPA Expenditure Budget Summary for the Year 2025

| PROGR AM NAME | ACTIVITY | FUNDING SOURCES (PGK'000) | | | | | | | | | | | | | ESTI MAT ED EXP END ITUR E (K'0 00) |
|--|--|---------------------------|-----------------------------|------------------------------|---------------------------|---------|------------------------|---------------|--------------|---------|----------|--------------|------------------|---------|---|
| | | Internal | | External | | | | | | | | | | | |
| | | CEPA Recur rent | CEPA Oper ation al | Koko da Initiati ve | Cor al Tria ngle | G EF | DSEW Pac & PPSLP | US AI D | U NE P | GI Z | IA EA | JI C A | UND P/F AO | CI P | |
| Gener al Admi nistrat ion | Office of the Managing Director | | | | | | | | | | | | | | |
| | Office of the Deputy Managing Director | | | | | | | | | | | | | | |
| | Performanc e Monitoring & Research | | | | | | | | | | | | | | |
| | Corporate Services | | | | | | | | | | | | | | |
| | Media & Library Information Services | | | | | | | | | | | | | | |
| | Sub-Total: | | | | | | | | | | | | | | |
| Enviro nment Prote ction | Non- Renewable | | | | | | | | | | | | | | |
| | Renewable | | | | | | | | | | | | | | |
| | Environment Council | | | | | | | | | | | | | | |
| | Crocodile Survey | | | | | | | | | | | | | | |
| | Environment Permits Register | | | | | | | | | | | | | | |
| | Sub-Total: | | | | | | | | | | | | | | |
| Sustai nable Enviro nment Progr ams | Sustainable Environment Programs | | | | | | | | | | | | | | |
| | Terrestrial Protected Area Manageme nt | | | | | | | | | | | | | | |
| | Marine Protected Areas Manageme nt | | | | | | | | | | | | | | |

| | | | | | | | | | | | | | | | |
|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| | Marine Ecosystems Management | | | | | | | | | | | | | | |
| | PNG Marine Program & CTI | | | | | | | | | | | | | | |
| | Heritage Secretariat | | | | | | | | | | | | | | |
| | Terrestrial Ecosystems Management & KI | | | | | | | | | | | | | | |
| | Sub-Total: | | | | | | | | | | | | | | |
| Policy Coordination and Evaluation | Policy Analysis | | | | | | | | | | | | | | |
| | Sustainable Policy and Environment | | | | | | | | | | | | | | |
| | Environmental Information & Science | | | | | | | | | | | | | | |
| | Sub-Total: | | | | | | | | | | | | | | |
| | GRAND TOTAL: | | | | | | | | | | | | | | |
| | EXPENDITURE SUMMARY: | | | | | | | | | | | | | | |



Appendix E: Conservation and Environment Projects

F-1: Terrestrial Protected Areas

- 1) Varirata National
- 2) Wanang Conservation Area.
- 3) Kuk World Heritage site
- 4) Kokoda Interim Protection Zone
- 5) Lake Kutubu, Ramsa Site
- 6) Baiyer Sanctuary
- 7) Mt. Wilhelm Park
- 8) Moitaka Wildlife Sanctuary

F-2: Proposed Terrestrial Protected Areas

- 1) Mt. Kaijede proposed Protected Area.
- 2) Torricelli Mountain Range as a Conservation area.
- 3) Upper Sepik Wetland proposed Protected Area
- 4) Pakia & Mangunan Protected Area in ENB province
- 5) Mt Michael, Hogave & Volotige protection in EHP
- 6) Nakanai Mountain Range
- 7) Girigirita, Hongo, Parahe, Hondahari, Ebei, Pelai, Buna in Oro
- 8) Mt Albert Edward & Awara in Central
- 9) Bulu Ban River Catchment Proposed Protected Area in Jiwaka province
- 10)Tonda, Ramsa Site
- 11)Managalas CAMC
- 12)Yus CAMC

F-3: Marine Protected Areas

- 1) Milne Bay Seascape Marine Sanctuary of Madang Lagoon National Sanctuary

F-4: Proposed Marine Protected Areas

- 1) Bootless Bay National Marine Sanctuary
- 2) Jormad Passage Particular Sensitive Sea Area (PSSA)
- 3) 14 Locally Managed Marine Areas (LMMAs) within Kimbe Bay
- 4) Maza WMA sea grass bed and mangrove, Daru WP
- 5) Kamiali WMA Turtle nesting site, Morobe
- 6) Sisano Lagoon Mangrove

F-5: Marine Ecosystems Protected Areas

- i. PNG-Australia Bilateral (Torres Strait Treaty)

F-6: Proposed Marine Ecosystems Protected Areas



Appendix F: Contact Details

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