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**Country programmes and related matters**

**United Nations Development Programme  
Country Programme Document for Papua New Guinea (2024-2028)**

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## I. UNDP within the United Nations Sustainable Development Cooperation Framework (UNSDCF)

1. Papua New Guinea (PNG) comprises over 600 islands and 9.6 million people.<sup>1</sup> The country is one of the world's most ethnically diverse with over 800 indigenous languages spoken amongst 1,000 tribes and approximately 12.5 per cent of the world's known languages.<sup>2</sup> Following independence in 1975, the country achieved steady, albeit limited, progress in human development,<sup>3</sup> and sustained economic growth over the past two decades,<sup>4</sup> which was chiefly generated from an abundance of natural resources.<sup>5</sup> Development indicators, however, have stagnated for a number of years: An estimated 56.6 per cent of the population lives in multidimensional poverty where 25.8 per cent experience severe multidimensional poverty alongside high levels of youth unemployment.<sup>6</sup> Food insecurity and poor nutrition result in stunting, affecting 48 per cent of children.<sup>7</sup> PNG ranks 156 out of 189 countries on the 2021 Human Development Index (the lowest in the Pacific).

2. Gender inequality remains of concern. PNG scores 0.725 and ranks 169 out of 170 countries on the Gender Inequality Index. PNG has some of the highest rates of gender-based violence globally.<sup>8</sup> Women accused of sorcery are subject to humiliation, torture, and killings.<sup>9</sup> Gender disparity in schooling is high with nine per cent of boys and 13 per cent of girls (aged 15-24) never attending school.<sup>10</sup> Some social norms create power imbalances with men tending to dominate socioeconomic and political power structures. In PNG there is a lack of women in positions of political decision-making. Only two women were elected to the 11<sup>th</sup> national parliament; none were elected in the 10<sup>th</sup>.

3. PNG is a lower middle-income country and 87 per cent of the population is dispersed<sup>11</sup> across topographically rugged, remote rural areas and islands that lack infrastructure, impeding service delivery. Highly exposed to vulnerabilities that are characteristic of small island developing states, PNG faces high risks from the climate crisis and natural disasters. Moreover, as one of the most biodiverse countries in the world,<sup>12</sup> the environment is under threat from deforestation, marine pollution, and overfishing. Natural resource extraction, including illegal logging and mineral exploitation are the cause of significant environmental damage.

4. The constitution includes basic human rights provisions, as well as several for protection, equality and access to basic services. However, an increase in corruption, rent seeking, crime and tribal violence undermine the social contract. Public services reach fewer people, and despite economic growth, state systems remain fragile.<sup>13</sup> Tribal conflicts continue to challenge stability in large parts of the Highlands Provinces and are caused by rivalries over land and resources linked to a culture of retribution that contrasts with strong traditional bonds of kinship (Wantok system).<sup>14,15</sup>

<sup>1</sup> United Nations Department of Economic and Social Affairs (UNDESA) estimated a population of 9.3 million as of July 2021 and 10.1 million as of July 2022: <https://worldpopulationreview.com/countries/papua-new-guinea-population>.

<sup>2</sup> United Nations Common Country Assessment (UNCCA) 2022, p. 14.

<sup>3</sup> UNCCA 2022, Executive Summary.

<sup>4</sup> GDP per capita increased from \$432 US dollars in 1975 to \$2,829 in 2019, and fell to \$2,673 US dollars in 2021 <https://data.worldbank.org/indicator/NY.GDP.PCAP.CD?locations=PG>.

<sup>5</sup> Including natural gas, gold and copper.

<sup>6</sup> UNCCA 2022, p. 54.

<sup>7</sup> UNCCA 2022.

<sup>8</sup> UNDP 2022.

<sup>9</sup> The PNG Constitutional Law Reform Commission found the majority of people assert sorcery is real, p. 175, (2009). [https://openresearch-repository.anu.edu.au/bitstream/1885/216071/1/01\\_Forsyth\\_Policing\\_sorcery\\_accusation\\_2020.pdf](https://openresearch-repository.anu.edu.au/bitstream/1885/216071/1/01_Forsyth_Policing_sorcery_accusation_2020.pdf)

<sup>10</sup> UNCCA 2022, p. 60.

<sup>11</sup> COVID-19 and Food Systems in the Indo-Pacific, ACIAR Technical Report 96, 2020.

<sup>12</sup> PNG contains over seven per cent of the world's biodiversity on less than one per cent of the world's land: <https://www.undp.org/papua-new-guinea/press-releases/value-nature-papua-new-guineas-biodiversity-win-win-people-and-planet>.

<sup>13</sup> Elections, parliament, police, judiciary, public finances, etc.

<sup>14</sup> See [https://openresearch-repository.anu.edu.au/bitstream/1885/157462/1/112\\_order.pdf](https://openresearch-repository.anu.edu.au/bitstream/1885/157462/1/112_order.pdf).

<sup>15</sup> See [https://www.researchgate.net/profile/Gabriella-Richardson/publication/353018951\\_Gender-Based\\_Violence\\_in\\_the\\_Highlands\\_of\\_Papua\\_New\\_Guinea\\_A\\_Literature\\_Review/links/60e47320299bf1ea9eeae0/Gender-Based-Violence-in-the-Highlands-of-Papua-New-Guinea-A-Literature-Review.pdf](https://www.researchgate.net/profile/Gabriella-Richardson/publication/353018951_Gender-Based_Violence_in_the_Highlands_of_Papua_New_Guinea_A_Literature_Review/links/60e47320299bf1ea9eeae0/Gender-Based-Violence-in-the-Highlands-of-Papua-New-Guinea-A-Literature-Review.pdf).

5. Socioeconomic and political features converge to increase the risk of leaving behind a large proportion of the population—women, children and youth amongst them.<sup>16</sup> Risks are higher for people living with disabilities, dispossessed of land, or people affected by HIV/AIDS.<sup>17</sup> Many communities are displaced by conflict, natural disasters, and impacts of climate change.<sup>18</sup> Inequality is significant between rural and urban settings, and between provinces, many of which lack infrastructure, connectivity and electricity.<sup>19</sup> Limited employment opportunities for young people, who constitute 43 per cent of the overall population<sup>20</sup> and 75 per cent of the population in Port Moresby,<sup>21</sup> leads to frustration and disenfranchisement, fuelling bouts of conflict and criminality.<sup>22</sup>

6. To address these complex development challenges and in consultation with stakeholders at national and sub-national levels, UNDP designed a country programme that responds systematically to root causes. The programme builds on the UNDP position as a trusted partner in PNG. It supports government endeavours for realizing key development principles enshrined in the national constitution based on mutual respect, dignity, equity, integrity, non-violence and dialogue.<sup>23</sup>

7. Substantive results from the previous programme (2017-2023) will be leveraged, including on parliamentary support, the Bougainville peace process, climate action, gender equality, sustainable management of natural resources, and innovative financing. Evaluation recommendations have been fully integrated into the successor programme regarding: (i) greater leadership to achieve the 2030 Agenda; (ii) continued empowerment of women and the tackling of violence against women; (iii) strengthening institutions of democratic governance; (iv) joint United Nations area-based programming targeting ‘at risk’ populations and working to ensure we leave no one behind (LNOB);<sup>24</sup> (v) more impactful partnerships with the private sector and civil society; (vi) further expansion of innovative financing, including digital transformation; (vii) developing the blue-green-circular economy, and (viii) stronger measures to address the triple planetary crisis in the PNG context.

## II. Programme priorities and partnerships

8. The country programme is fully aligned to the UNSDCF<sup>25</sup> and PNG policy architecture including Vision 2050 and Medium-Term Development Plan IV (2023-2027). Extensive consultations informed the programme, including a Strategic Prioritization Retreat attended by over 200 government and development stakeholders, consultations in the Autonomous Region of Bougainville and Highland provinces, discussions with women and youth, as well as with ‘at risk’ LNOB populations. Systems thinking and foresight was used to shift towards a more coherent portfolio approach reinforcing a human rights-based approach where no one is left behind.

9. Based on consultations and root cause analysis, the theory of change sets out the rationale for the country programme: “If women and girls are treated equally, without discrimination and violence, empowered and able to take a significantly larger share of political, economic, social and environmental positions of leadership; if the social contract is strengthened through improved trust between citizens and state institutions, made possible through a reduction in corruption and improved service delivery, alongside the transparent and accountable functioning of participatory democratic structures of governance at the national and sub-national level; if violence, inequalities and multi-dimensional poverty are drastically reduced through the

<sup>16</sup> Forty-three per cent of the population is under 18 years of age based on United Nations population projections (2015-2030) from the 2011 census.

<sup>17</sup> In 2020, around 0.4 people out of every 100,000 would become infected with HIV, UNCCA 2022, p. 107.

<sup>18</sup> UNCCA 2022, p.60.

<sup>19</sup> Electricity grid access is approximately between 13 per cent and 18 per cent, [www.worldbank.org](http://www.worldbank.org).

<sup>20</sup> Population projections (2015-2030) from the 2011 census.

<sup>21</sup> National Capital District Commission (NCDC) Statistics, 2019.

<sup>22</sup> World Bank, PNG Country Diagnostic, p. 91-92.

<sup>23</sup> Interdependence, mutual respect, dignity, equity, integrity, non-violence and dialogue.

<sup>24</sup> As per 2030 Agenda priorities.

<sup>25</sup> UNDP integrated the UNSDCF outcome of ‘Inclusive Human Development’ across the Results and Resources Framework (RRF).

operation of effective area-based programmes, working in partnership with local communities to identify and respond to peace-building and socio-economic initiatives, with a strong focus on women and youth; if economic transformation is founded on robust principles of environmental sustainability and climate action; and if policies, digital solutions, financing frameworks and partnerships enable platforms and dialogue among all development stakeholders for sustainable Development Goal (SDG) acceleration, then PNG will become a safer, fairer, and more prosperous country, in which no one is left behind.”

10. To achieve the aims of this country programme, several key shifts, each based on an assumption, are required for accelerating implementation of the 2030 Agenda. The first assumes progressive societal changes in attitudes and behaviours regarding the status of women are possible, can be triggered within the programme cycle of five years, and will be sufficiently catalytic to the development of the nation. The second is an improvement in the functioning and accountability of public and private institutions at national and sub-national levels strengthens social contracts, contributing to conditions of stability and development. The third assumes intensified peace and development can result in a reduction of localized conflict and multi-dimensional poverty. The fourth assumes economic growth and environmental sustainability can be reconciled for inclusive prosperity. Ultimately, success in effecting these shifts depends on national leadership and widespread public support and participation. UNDP provides substantive administrative and technical assistance to enable these as set out in four programmatic areas. Risk-informed development approaches have been integrated into programme delivery, management, oversight and evaluation.

11. The UNDP value proposition is evident at two complementary levels. Strategically, UNDP has the mandate to work as a comprehensive integrator across the broad range of complex, interconnected development challenges. A trusted and longstanding partner, UNDP supports a higher order series of transformative ‘whole of government’ and ‘whole of society’ shifts that PNG needs to accelerate SDG progress. UNDP can navigate various dimensions of the 2030 Agenda and support government leadership of stakeholders in this direction. UNDP is well placed to galvanize strategic partnerships and mobilize resources commensurate to the scale of challenges while also facilitating the co-creation of integrated development solutions that break traditional silos.

### **Outcome 1: Equality for women and girls**

12. UNDP will continue to provide strong value-add through sustained leadership to achieve women’s empowerment while tackling discrimination and gender-based violence. This entails working coherently across political, socioeconomic, and environmental arenas to support whole-of-society normative change. The country office will continue to catalyze transformative change at scale by supporting strong United Nations Country Team (UNCT) positioning alongside respected public, private and civil society leaders.

13. The country office will support national and sub-national implementation of legislation, policies and financing to advance the empowerment of women and girls. UNDP will support the inclusion of women in leadership/decision-making positions in political and public spheres at all levels. UNDP’s targeted economic transformation initiatives will ensure women meaningfully participate with greater opportunities in informal and formal businesses by assisting in enterprise, financial and legal empowerment. Through these efforts, UNDP will contribute to the long-term goal of social transformation where women and girls are less likely to experience all forms of discrimination and violence. Efforts will be made to incrementally affect changes in gender-equitable socio-cultural norms and behaviours.

14. UNDP will take a substantive position in all programmes and partnerships. This includes national and sub-national institutions, private sector, women business owners, civil society leaders, youth, and key development partners. Joint programming will be pursued with United Nations agencies: Human/women’s rights, reproductive and sexual health with UN Women/UNFPA; gender disaggregated policy and data analysis of the labour market in collaboration with the International Labour Organization (ILO); specialist support to women migrants and displaced populations with the International Organization for Migration (IOM);

livelihoods interventions involving women with the Food and Agriculture Organization (FAO). Approximately 15 per cent of the country programme budget will be dedicated to this outcome.

### **Outcome 2: Peace, governance and social cohesion**

15. In line with the UNSDCF, and at the request of the government, UNDP action under this outcome area is evident through work to strengthen the social contract by improving the performance and accountability of democratic institutions at national and sub-national levels. This will be demonstrated through area-based programmes that strengthen provincial and local level governance (LLG) mechanisms integrating peace and development initiatives to deliver tangible SDG results. UNDP will address systemic issues to improve the functioning of democratic institutions strengthening the social contract.

16. During the country programme, the country office will: (i) periodically convene government/development partner dialogues and provide financing and monitoring support for service delivery at national and sub-national levels for SDG acceleration; (ii) support enhanced integrity, accountability and transparency of democratic institutions, including through support for digital transformation, and (iii) provide leadership in the design, implementation and monitoring of flexible area-based programmes for sub-national governance, social cohesion and economic development, addressing the priority needs of women and youth. Moreover, UNDP will continue to support the Bougainville peace process.

17. UNDP will collaborate closely with government and development partners.<sup>26</sup> Sub-nationally, UNDP will mobilize a coalition of implementing partners. This will include provincial authorities, civil society organization (CSOs), and faith-based organizations that are trusted and locally effective. UNDP will reinforce its substantive leadership and coordination for integrated area-based United Nations joint programming in line with agency mandates: UNFPA/UN Women for specialist advocacy and health interventions; FAO/ILO on agricultural livelihoods, and IOM on the needs of displaced communities.

### **Outcome 3: Sustainable economic transformation**

18. UNDP will remain at the forefront of policies, programmes, and partnerships to develop the PNG blue/green and circular economy. UNDP will act as ‘development integrator,’ linking economic opportunities and dividends with local peace and conflict resolution processes. As a strategic partner to the government, UNDP provides knowledge products that offer insights and solutions for harmonized approaches for inclusive, resilient and sustainable economic development.

19. Working with companies, communities and cooperatives, UNDP will continue to support micro, small and medium enterprise (MSME) growth and value chain development. Interventions will support women, youth and people living with disabilities in economic activity that empowers and increases access to skills, opportunities, financing and markets. This includes strengthening social protection systems.

20. UNDP will work with national and sub-national governments, the private sector, cooperatives, international and national financial institutions and CSOs. UNDP will collaborate with United Nations organizations in the provision of technical expertise: FAO on strengthening food systems and United Nations Industrial Development Organization (UNIDO) and United Nations Capital Development Fund (UNCDF) on value chains and financing for MSME.

### **Outcome 4: Environment and climate change**

21. UNDP will remain at the forefront of climate, biodiversity and innovative financing by supporting adaptation and mitigation efforts, bringing greater integrity to natural resource management and biodiversity protection. This includes providing a voice to the most remote as custodians of the country’s unique environment.

<sup>26</sup> Partners include the European Union, governments of Australia, New Zealand, Republic of Korea, Japan and the Peacebuilding Support Office (PBSO).

22. As a strategic partner, UNDP will provide ongoing leadership and technical expertise supporting PNG's obligations under several multi-lateral treaties and conventions including Nationally Determined Contributions (NDCs), the Paris Agreement, and Post-2020 Global Biodiversity Framework. The country office will pursue interventions for renewable energy, particularly for poor people living in rural and remote areas. Natural resource management will be supported through improved environmental governance and the use of remote sensing, geographic information systems (GIS) and digital technologies for increased effectiveness and better data-informed policy. Efforts to pursue natural capital accounting will better recognize the value of the environment.<sup>27</sup>

23. Building on its successful record, UNDP will press forward with ambitious and innovative financing mechanisms. This includes the Biodiversity and Climate Fund, Debt4Nature Swaps, blue-green bonds and biodiversity offsets. UNDP will broker risk guarantees and utilize digital platforms to manage, monitor and communicate results. UNDP will support the delivery of enhanced climate adaptation and mitigation measures to better position PNG to respond to the impacts of climate change on ecosystems, vulnerable and marginalized communities, and the economy.

24. Regarding disaster risk reduction and management, UNDP will continue to assist the National Disaster Centre in integrating risk management into development plans and processes at multiple levels, especially for the most vulnerable communities. These initiatives will be implemented through a risk informed approach that contributes to more sustainable development and protects gains made for the equality of women and girls, peace and social cohesion, sustainable economic growth, environmental protection and climate action.

25. UNDP will partner with vertical funds when working with the government at national and sub-national levels, the private sector, civil society and communities, to deliver substantive policy, financial and technical assistance. UNDP will leverage the comparative advantages of international finance institutions (IFIs) and the United Nations Office for Disaster Risk Reduction (UNDRR) for policy and technical guidance for disaster preparedness and response, and the United Nations Environment Programme (UNEP) for specialist data and policy analysis.

26. UNDP will leverage competencies from across its Global Policy Network (GPN). This includes expertise based on the six signature solutions and three enablers of innovation, financing and digital transformation. Aligned with GPN support, the country office will facilitate South-South and triangular co-operation that supports the transfer of knowledge and expertise on: (i) human rights, women's empowerment and ending violence against women; (ii) youth skills-training, employment and entrepreneurship; (iii) parliamentary development, anti-corruption and electoral support; (iv) integrated and innovative financing for accelerating the SDGs; (v) blue-green economic transformation, including the promotion of nature-based solutions; (vi) digital solutions for improved governance systems and services, climate adaptation, and environmental restoration; and (vii) integrated area-based peace and development programming in conflict-affected rural/remote settings. The country office will continue to innovate across all areas of programming and operations to maximize UNDP impact.

27. To improve development effectiveness, UNDP will use the UNSDCF as a tool to accelerate United Nations reform. As part of the UNCT, UNDP will support a coherent United Nations response to multi-faceted development challenges in PNG. UNDP will coordinate the delivery of annual programme planning and reporting on UNSDCF outcomes and closely collaborate with United Nations partners to deliver joint programmes, particularly peace and development initiatives that address local needs. The country office will integrate volunteerism, including with United Nations Volunteers (UNV) to the extent possible. UNDP will also strengthen partnerships with IFIs, academia, the media, and National Statistics Office.<sup>28</sup>

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<sup>27</sup> UNDP Nature Pledge 2030, 2023.

<sup>28</sup> Annex A for list of partners per outcome.

### III. Programme and risk management

28. This CPD outlines UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at country level. Accountabilities of managers at the country, regional and headquarter levels with respect to country programmes is prescribed in the organization's Programme and Operations Policies and Procedures and Internal Control Framework.

29. The programme will be nationally executed. If necessary, national execution may be replaced by direct execution for part or all of the programme to enable response to *force majeure*. Harmonised Approach to Cash Transfers (HACT), will be used in a coordinated fashion with other UN agencies to manage financial risks. Cost definitions and classifications for programme and development effectiveness will be charged to the concerned projects.

30. The transformative change described in this CPD is ambitious. The risks afforded to its implementation are multidimensional and interdependent. Risk analysis is fully integrated into country programme management and will be continuously monitored as per the UNDP Enterprise Risk Management policy. National and sub-national coordination mechanisms will be used to engage stakeholders in oversight and governance at all stages of programme implementation to strengthen risk mitigation and encourage collaborative solutions.

31. Localized bouts of violence and conflict, escalating over recent years and most fiercely during elections, challenge business continuity. Furthermore, PNG is exposed to natural crises and climate-related disasters, which are projected to increase with time. UNDP will ensure the existing conflict sensitive and climate resilient lens continues to be applied to analyses, planning and interventions, thereby reducing risks to personnel, partners and property. The country programme builds on work commenced under the previous programme in pursuit of a detailed conflict analysis linked to climate change.

32. The UNDP gender marker, as well as social and environmental standards and accountability mechanisms remain paramount to programme implementation. Corporate guidance governing UNDP country office engagement with the private sector will be carefully observed to minimize risks. Although the country office is well integrated within security and national disaster networks, and adept at responding to crisis and emergency situations, a Business Continuity Plan is maintained to anticipate programmatic and operational recalibrations considering changing circumstances. This will occur in consultation with the UNCT, government and development partners.

33. Corruption and a lack of capacity, data and weak governance present risks and challenges. Topography, population remoteness and limited infrastructure add complexity. Responding to the operating environment, the UNDP Country Office will improve its efficiency and impact through ongoing staff development. Additional measures will be put in place to mitigate risks posed by challenges vis-à-vis robust political economy, institutional and capacity assessments of context and operating environment. The increasing use of digitalized systems and processes will strengthen these efforts while the capacity of national institutions will be supported by crowding-in resources.

34. The country office will shift to integrated programming, building capacities for systems thinking and portfolio approaches using adaptive management, participatory decision-making, and qualitative data analysis. It will employ foresight and sophisticated monitoring to anticipate shocks, manage risks and map trends.

### IV. Monitoring and evaluation

35. The UNDP country office will augment monitoring functions at the output level by entering into strategic partnerships with independent international and national research institutes. This will streamline and ensure methodological consistency for monitoring and evaluation over the programme period at the outcome level.

36. The country office will pursue evidence-based approaches and a strong commitment to learning. Projects included within the Evaluation Plan (Annex B) were selected based on anticipated contributions to the theory of change and shifts outlined in the section above. Projects make a substantive contribution to results, represent a balance across the four outcome areas and will be supplemented with other initiatives that emerge over the programme cycle.

37. Monitoring and evaluation are designed to close data gaps, support open data portals and real-time data collection for strengthened public accountability and transparency. UNDP will collaborate with United Nations partners on UNSDCF/UNDP outcome evaluations. This will enable common approaches to data collection, tracking 'LNOB at risk' populations, and improve knowledge resources.

38. Annual monitoring, review and reporting of progress across each portfolio will contribute towards an assessment of overall country programme results presented at year-end dialogue meetings with Government and development partners. A full Independent Country Programme Evaluation (ICPE) will be undertaken by the Independent Evaluation Office (IEO).



## Annex - Results and resources framework for Papua New Guinea (2024-2028)

NATIONAL PRIORITY OR GOAL: SDG 5, SDG 8, SDG 11, SDG 16.				
COOPERATION FRAMEWORK (OR EQUIVALENT) OUTCOME INVOLVING UNDP #1: Equality for women and girls: By 2028, women and girls in Papua New Guinea, especially the most marginalized and vulnerable, exercise their rights and agency and live a life free from all forms of discrimination and violence.				
RELATED STRATEGIC PLAN OUTCOME: Outcome 2 - No one left behind centring on equitable access to opportunities and a rights-based approach to human agency and human development.				
COOPERATION FRAMEWORK OUTCOME INDICATOR(S), BASELINES, TARGET(S)	DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES	INDICATIVE COUNTRY PROGRAMME OUTPUTS (including indicators, baselines targets)	MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS	ESTIMATED COST BY OUTCOME (US\$)
<p><b>Indicator 1.1.</b> Percentage of seats held by women in a) national parliament and the Bougainville House of Representatives, b) local government, c) ministerial positions held by women in the National Parliament and the Bougainville House of Representatives (BHOR).</p> <p><b>Baseline:</b> a) 1.69% or two seats in National Parliament 2022 Elections. 12.5% or 5 seats in the Bougainville House of Representatives b) 1.84% or 120 elected seats at ward and LLG level held by women. c) 0% or 0 National Parliament Ministerial positions held by women. 25%, or 3 BHOR Ministerial positions held by women.</p> <p><b>Target:</b> a) 5% or 6 women elected to the National Parliament; 17.5% or 7 women elected to the Bougainville House of Representatives. b) 3.8% or 250 elected seats at ward and LLG level held by women. c) 3% or one Ministerial positions held by women in the National Parliament; 33% or six ministerial positions held by women in the Bougainville House of Representatives</p> <p><b>Indicator 1.2.</b> Percentage of ever-partnered women and girls aged 15</p>	<p>Annual Reports from National Executive Committee submissions, Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) and Parliament, Department of Provincial and Local-level Government Affairs/CSOs/police, periodic household income and expenditure surveys, PNG Business Chamber, UNDP/implementing partner project reports.</p>	<p><b>Output 1.1. Women’s leadership and participation advanced through implementing affirmative measures, strengthening institutions and civil society, and addressing structural barriers, for gender equality.</b> (IRRF 6.2)</p> <p><b>Indicator 1.1.1.</b> Number of measures to advance women’s leadership and equal participation in decision-making in: Public institutions; elected positions, including parliaments; judiciary; private sector; conflict resolution and peacebuilding; natural resource management (IRRF 6.2.1). <b>Baseline:</b> 1 (2023) <b>Target:</b> 5 (2028)</p> <p><b>Output 1.2. Increased women’s economic equality, empowerment and opportunities through access to legal, financial, digital and entrepreneurial related skills.</b></p> <p><b>Indicator 1.2.1.</b> Number of measures implemented to eliminate gender-based discrimination and segregation that have clear and lasting impact, e.g. women’s access to: (i) labour market; (ii) finance/bank accounts; digital technologies, etc. (IRRF 6.1.1). <b>Baseline:</b> 0 (2023) <b>Target:</b> 15 (2028)</p>	<p><b>Partners:</b> National and sub-national Governments; Parliament; Royal PNG Constabulary; Courts; Papua New Guinea Chamber of Commerce and Industry; Department of Provincial and Local-level Government Affairs; bilateral development partners; faith-based organizations; civil society; private sector; UNFPA, UN Women, ILO, UNICEF, FAO, IOM, United Nations Office of the High Commissioner for Human Rights (UNOHCHR).</p>	<p><b>Regular: \$606,000</b></p> <hr/> <p><b>Other: \$19,624,999</b></p>

<p>years and older subjected to physical, sexual, or psychological violence by a current or former intimate partner in the previous 12 months, by form of violence and by age (SDG 5.2.1).</p> <p><b>Baseline:</b> 54% of PNG women reported experiencing any form of GBV/Intimate Partner Violence (IPV) in the last 12 months (DHS 2016-18).</p> <p><b>Target:</b> 30% of PNG women reported experiencing any form of GBV/IPV in the last 12 months.</p>		<p><b>Output 1.3. National capacities strengthened to prevent and respond to gender-based violence (GBV) and address harmful gender social norms strengthened.</b> (IRRF 6.3)</p> <p><b>Indicator 1.3.1.</b> Number of entities with strengthened capacities to implement legislation, policies, action plans and initiatives to prevent GBV (national; sub-national; CSOs; private sector). (IRRF 6.3.3)  <b>Baseline:</b> (5 national; 10 sub-national; 10 CSOs; 5 private sector)  <b>Target:</b> (15 national; 25 sub-national; 20 CSOs; 10 private sector) (2028)</p> <p><b>Indicator 1.3.2.</b> Number of initiatives to prevent GBV by addressing harmful social norms and gender discriminatory roles and practices, (IRRF 6.3.2) measured by the number of cases prosecuted against perpetrators of: (i) violence against women and girls, and; (ii) sorcery accusation related violence.  <b>Baseline:</b> (i) 5; (ii) 0 (2023).  <b>Target:</b> (i) 5000; (ii) 100 (2028).</p>		
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**NATIONAL PRIORITY OR GOAL:** SDG 11, SDG 16

**COOPERATION FRAMEWORK (OR EQUIVALENT) OUTCOME INVOLVING UNDP #2: Governance, peace, and social cohesion:** By 2028, people in Papua New Guinea, especially the most marginalized and vulnerable, participate in and benefit from more accountable, fair and transparent governance that promotes peace, security, equality and social cohesion.

**RELATED STRATEGIC PLAN OUTCOME:** Outcome 3: Resilience built to respond to systemic uncertainty and risk.

COOPERATION FRAMEWORK OUTCOME INDICATOR(S), BASELINES, TARGET(S)	DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES	INDICATIVE COUNTRY PROGRAMME OUTPUTS (including indicators, baselines targets)	MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS	ESTIMATED COST BY OUTCOME (US\$)
<p><b>Indicator 2.1.</b> Score in annual Worldwide Governance Indicators (World Bank) on Rule of Law and Government Effectiveness</p> <p><b>Baseline:</b> Rule of Law: 0.7/100 Government Effectiveness: 0.9/10 (2021)</p>	<p>Annual Reports from: World Bank, parliamentary survey, Ministry of Justice, Electoral Commission and Anti-Corruption Commission, departments of planning/finance, Department of Provincial and Local-level Government Affairs, National Disaster Management Office, UNDP project reporting.</p>	<p><b>Output 2.1. Partnerships and co-ordination mechanisms between government entities and development partners at the national and sub-national levels are strengthened to accelerate SDG implementation.</b></p> <p><b>Indicator 2.1.1.</b> Number of multi-stakeholder mechanisms that enhance</p>	<p><b>Partners:</b> National and sub-national governments; Parliament; key ministries; Electoral Commission; anti-corruption institutions; Papua New Guinea Chamber of Commerce and Industry; Department</p>	<p><b>Regular: \$500,000</b></p> <hr/> <p><b>Other: \$26,959,667</b></p>

**Target:** Rule of Law: 10/100  
Government Effectiveness: 10/100

**Indicator 2.2.** Ranking of Score in the Economist Intelligence Unit Democracy Index, Overall, Political Participation and Functioning of Government

**Baseline:** Ranking 74/167; Overall Score 5.97/10; Political Participation 3.89/10

**Target:** Ranking 70/167; Overall Score 7/10; Political Participation 5/10

**Indicator 2.3.** Existence of functioning and Resourced National Human Rights Commission.

**Baseline:** Functioning of Government 6.07/10 (2022). Recommendation from the 2016 Universal Periodic Review: establishment of a National Human Rights Commission.

**Target:** Functioning of Government 7/10. Establishment of a functional and resourced National Human Rights Commission.

coordinated approaches for SDG acceleration, which have the means to track and report on SDG financing and implementation.

**Baseline:** (i) National/sub-national: 1/0 (2023)

**Target:** (i) National/sub-national: 3/5 (2028)

**Output 2.2. Key democratic institutions and processes strengthened for inclusive, participatory, transparent and accountable governance.**

**Indicator 2.2.1.** Number of: (i) electoral management bodies with strengthened national and provincial capacities to conduct and sustain inclusive, peaceful and credible elections; (ii) parliaments with improved capacities to undertake inclusive, effective, and accountable law-making, oversight and representation. (IRRF 2.4.2)

**Baseline:** (i) Electoral bodies: (national 1/sub-national 2); (ii) parliaments/legislatures 0 (2023).

**Target:** (i) Electoral bodies: (national 3/sub national 3); (ii) parliaments/legislatures 2 (2028).

**Indicator 2.1.1.** Number of measures adopted and implemented that demonstrably strengthen accountability, prevent and mitigate corruption risks, and integrate anti-corruption in the management of public funds, service delivery and other sectors (national; sub-national; sectoral). (IRRF 2.1.1)

**Baseline:** i) national:1 ii) sub-national: 0 (2023).

**Target:** i) national: 5 ii) sub-national: 12 (2028).

**Output 2.3. Responsive governance systems and local governance**

of Finance; Department of Provincial and Local-level Government Affairs; National Disaster Management Office; Royal PNG Constabulary; rule of law/justice and court institutions; provincial councils and administrations; bilateral development partners; faith-based organizations; civil society; private sector; IFIs, UNFPA, UN Women, UNICEF, FAO, IOM, UNV.

		<p><b>strengthened for socio-economic opportunity, inclusive basic service delivery, community security, and peacebuilding.</b> (IRRF 2.3)</p> <p><b>Indicator 2.3.1.</b> Number of national and subnational institutions with strengthened public administration and core government functions for improved service delivery. (IRRF 2.3.1)  <b>Baseline:</b> 0 (2023)  <b>Target:</b> 12 (2028)</p> <p><b>Indicator 2.3.2.</b> Number of data collection and/or analysis mechanisms adopted and which have the capabilities of being sustained for the purposes of providing ongoing disaggregated data to monitor progress towards the SDGs. (IRRF 1.1.3)  <b>Baseline:</b> 1 (2023)  <b>Target:</b> 10 (2028)</p> <p><b>Output 2.4: Capacities for conflict prevention and sustaining peace strengthened at sub-national levels.</b> (IRRF 3.2)</p> <p><b>Indicator 2.4.1.</b> Number of gender-responsive conflict sensitive development initiatives put in place and capable of being sustained over the long – term to address conflict drivers, strengthen social cohesion, prevent risk of conflict, including climate security. (IRRF 3.1.3)  <b>Baseline:</b> 5 (2023)  <b>Target:</b> 30 (2028)</p>		
<p><b>NATIONAL PRIORITY OR GOAL:</b> SDG 5, SDG 7, SDG 8, SDG 11, SDG 12, SDG 13, SDG 14, SDG 15, SDG 16</p>				
<p><b>COOPERATION FRAMEWORK (OR EQUIVALENT) OUTCOME INVOLVING UNDP #4: Sustainable economic transformation:</b> By 2028, people in Papua New Guinea, especially the most vulnerable and marginalized, benefit from improved and sustainable livelihoods and expanded access to diversified economic opportunities that deliver inclusive and green growth.</p>				
<p><b>RELATED STRATEGIC PLAN OUTCOME:</b> Outcome 1: Structural transformation accelerated, particularly green, inclusive and digital transitions.</p>				
<p>COOPERATION FRAMEWORK OUTCOME INDICATOR(S), BASELINES, TARGET(S)</p>	<p>DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES</p>	<p>INDICATIVE COUNTRY PROGRAMME OUTPUTS</p>	<p>MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS</p>	<p>ESTIMATED COST BY OUTCOME (US\$)</p>

		(including indicators, baselines targets)		
<p><b>Indicator 4.1.</b> Increased income and productivity in the non-mineral sector.</p> <p><b>Baseline:</b> MSME employment 50,000 (2023).</p> <p><b>Target:</b> MSME employment 100,000 (2028), change in employment 50,000.</p>	Annual Reports from: Chamber of Commerce, Department of Labour, Investment Promotion Authority, UNDP project reporting.	<p><b>Output 3.1. Women, youth, persons with disabilities and internally displaced populations gain access to new skills and livelihoods opportunities in the blue-green-circular economy.</b></p> <p><b>Indicator 3.1.1.</b> Number of people benefitting from sustainable jobs and improved livelihoods (women; youth; people living with disabilities; internally displaced populations). (IRRF: 3.3.1) <b>Baseline:</b> 3,000 <b>Target:</b> 30,000 (2028)</p> <p><b>Output 3.2. MSMEs and cooperatives capacitated to participate in blue-green-circular economic development opportunities.</b></p> <p><b>Indicator 3.2.1.</b> Number of MSMEs and cooperatives established capable of acting as multipliers for blue/green and circular economic growth for long-term jobs for women, youth and disabled people. <b>Baseline:</b> 5 <b>Target:</b> 100 (2028)</p> <p><b>Output 3.3. Local communities gain increased access to clean and affordable energy. (IRRF 5.1)</b></p> <p><b>Indicator 3.3.1:</b> Number of people benefitting from long-term sources of clean, affordable and sustainable energy (disaggregated by women). (IRRF 5.1.2) <b>Baseline:</b> 5,000 <b>Target:</b> 50,000 (2028)</p> <p><b>Output 3.4. Women, the rural poor and people living with disabilities gain increased access to strengthened social protection services. (IRRF 1.2).</b></p>	<p><b>Partners:</b> National and sub-national governments; Papua New Guinea Chamber of Commerce and Industry; Climate Change and Development Authority; Department of Provincial and Local-level Government Affairs; Office of National Statistics; PNG Power; Department of Finance; faith-based organizations; civil society; private sector; IFIs, UNFPA, UN Women, United Nations Children’s Fund (UNICEF), FAO, UNCDF, ILO, UNV.</p>	<p><b>Regular: \$500,000</b></p> <hr/> <p><b>Other: \$28,959,667</b></p>

		<p><b>Indicator 3.4.1.</b> Social protection services extended/expanded to provide permanent access to targeted assistance: (i) women; (ii) rural poor; (iii) people living with disabilities. (IRRF 1.2.1)  <b>Baseline:</b> 2 (2023)  <b>Target:</b> 20 (2028)</p> <p><b>Output 3.5. Innovative financing mechanisms increase the volume of funds invested into sustainable green-blue-circular initiatives, natural resources management and environmental restoration.</b> (IRRF 5.2).</p> <p><b>Indicator 3.5.1.</b> Annual volume of investment leveraged to support green economy transition and recovery (in USD). (IRRF 5.2.3)  <b>Baseline:</b> (2023) 0.  <b>Annual target:</b> (by 2028), US\$ &gt;20m</p>	
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**NATIONAL PRIORITY OR GOAL:** SDG 5, SDG 7, SDG 8, SDG 10, SDG 11, SDG 12, SDG 13, SDG 14, SDG 15, SDG 16

**COOPERATION FRAMEWORK (OR EQUIVALENT) OUTCOME INVOLVING UNDP #5: Environment and climate change:** By 2028, people in Papua New Guinea, especially the most marginalized and vulnerable, benefit from equitable and participatory access to climate resilient services that improve livelihoods and protect natural resources.

**RELATED STRATEGIC PLAN OUTCOME:** Outcome 1: Structural transformation accelerated, particularly green, inclusive and digital transitions.

COOPERATION FRAMEWORK OUTCOME INDICATOR(S), BASELINES, TARGET(S)	DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES	INDICATIVE COUNTRY PROGRAMME OUTPUTS (including indicators, baselines targets)	MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS	ESTIMATED COST BY OUTCOME (US\$)
<p><b>Indicator 5.1.</b> Progress towards national targets established in accordance with Aichi Biodiversity Target 2 of the Strategic Plan for Biodiversity 2011-2020 (SDG indicator 15.9.1).</p> <p><b>Baseline:</b> Target 2 and moving away from the target (2021).</p> <p><b>Target:</b> On track to exceed.</p> <p><b>Indicator 5.2</b> Amount of funding dedicated to conservation and.</p>	<p>Annual Reporting from: National Biodiversity Strategies and Actions Plans, Convention on Biodiversity, Nationally Determined Contributions, Department of Provincial and Local-level Government Affairs, Climate Change Development Authority, National Disaster Management Office, UNDP annual reporting.</p>	<p><b>Output 4.1: Natural resources are better protected and managed to enhance sustainable productivity and livelihoods.</b> (IRRF 4.1)</p> <p><b>Indicator 4.1.1:</b> Number of communities directly benefitting from initiatives to protect nature and promote sustainable use of resources and long-term livelihoods (disaggregated by sex, age and location). (IRRF 4.1.1)  <b>Baseline:</b> 30 (2023)  <b>Target:</b> 200 (2028)</p>	<p><b>Partners:</b> National and sub-national governments; Climate Change and Development Authority; courts; Department of Provincial and Local-level Government Affairs; National Disaster Management Office; bilateral development partners; faith-based organizations; civil society; private sector; IFIs, UNFPA, UN</p>	<p><b>Regular: \$500,000</b></p> <hr/> <p><b>Other: \$48,959,667</b></p>

sustainable use of biodiversity and ecosystems (SDG 15.A.1).

**Baseline:** 14.21 million US\$ constant. (2020)

**Target:** 20 million US\$ constant.

**Output 4.2. Institutions responsible for the implementation of PNGs NDC for UNFCCC are strengthened.**

**Indicator 4.2.1.** Number of national / sub-national institutions capable of sustaining the implementation of policies for climate change adaptation.  
**Baseline:** 0 (2023)  
**Target:** 24 (2028)

**Indicator 4.2.2.** Number of people that stand to benefit from long-term initiatives from biodiversity, water, oceans, and climate solutions funded by public and/or private sector resources. (IRRF 4.2.1)  
**Baseline:** 100,000 (2023)  
**Target:** 300,000 (2028)

**Output 4.3. Institutional systems to manage multi-dimensional risks and shocks strengthened at national and sub-national levels. (IRRF 3.1).**

**Indicator 4.3.:** Number of risk-informed development strategies and plans that are actively being implemented. (IRRF 3.1.1)  
**Baseline:** National level: 0; sub-national level: 5 (2023).  
**Target:** National level 5; sub-national level: 12 (2028).

Women, FAO, IOM, UNESCO, UNDRR, UN Habitat, World Food Programme (WFP), United Nations High Commissioner for Refugees (UNHCR).