

United Nations Development Programme

Papua New Guinea Country Office



PROJECT DOCUMENT
Papua New Guinea

Project Title: Strengthening Integrated Sustainable Landscape Management in Enga Province Papua New Guinea

Project Number: 00130712

Implementing Partner: UNDP in Papua New Guinea

Executing Partner: The Climate Change and Development Authority

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PAC Meeting date:

Brief Description

The project “*Strengthening Integrated Sustainable Landscape Management in Enga Province Papua New Guinea*” will assist in strengthening sustainable and inclusive economic development of the Enga Province of Papua New Guinea by **Three Components**: i) improving climate change mitigation and adaptation; ii) strengthening food and nutrition strategy and iii) improving biodiversity and land/forest conservation. It will be achieved through the development and delivery of an innovative approach to rural development that brings together government systems, private sector and community action to present a model for climate compatible green growth.



Integrated sustainable land use and development planning within provincial and district development planning will provide a framework and supporting environment for effective climate compatible development including both mitigation and adaptation actions. This framework will be used as a base to help catalyse community action on sustainable projects and the development of community conservation areas as well as private sector investment in the development and production of high quality ‘conservation commodities’ that have improved international market access and prices and support the delivery of multiple objectives at the community level. This integrated approach is fully in line with a number of government and private sector initiatives with the current project acting as a catalyst to bring these elements together as well as helping to bridge the investment gap presents in fully operationalizing these integrated approaches.

Through these actions the project will provide significant support to achieving both PNG’s Medium-Term Development Goals, including targets for increasing agricultural productivity, increasing areas under conservation and reducing levels of forest loss. It will also support action under the SDGs in particular action on SDG15 Life on Land, SDG 13, Climate Action and Goal 2, Zero Hunger.

Contributing Outcome UNDAF : Sub-Outcome 3.3
 By 2022, people, particularly marginalized and vulnerable, are empowered to manage climatic risks, develop community resilience and generate development opportunities from protection of land, forests and marine resources
 CPD OUTPUT 3.2: Capacities of communities and public officials enhanced to manage protected areas and address climate and disasters risks.
 Indicative Output(s) with gender marker²: GEN2

Total resources required:	USD 5,733,980	
Total resources allocated:	Donor: EU	USD 5,733,980
Unfunded:		

Agreed by (signatures)¹:

Climate Change and Development Authority (on behalf of the Government)	UNDP (Implementing Partner)
Mr. Ruel Yamuna, LLB CCDA Managing Director 	Mr. Edward Vrkic, Deputy Resident Representative, UNDP PNG 
Date: 29 October 2020	Date: 29 October 2020

¹ Note: Adjust signatures as needed

² The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); ç (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

Acronyms

CC	Climate change
CCA	Community Conservation Areas
CCDA	Climate Change and Development Authority
CCDMP	Climate Compatible Development Management Policy
CCMA	Climate Change Management Act
CEPA	Conservation and Environmental Protection Authority
DAL	Department of Agriculture and Livestock
DIM	Direct Implementation Modality
DLPP	Department of Lands and Physical Planning
DNPM	Department of National Planning and Monitoring
DPLLGA	Department of Provincial and Local Level Government Affairs
DSIP	District Support Investment Programme
DRM	Disaster Risk Management
EU	European Union
ENSO	El Niño Southern Oscillation
FA	Forest Authority
FCA	Forest Clearance Authority
FCPF	Forest Carbon Partnership Facility
FPDA	Fresh Produce Development Authority
FMA	Forest Management Agreements
FPIC	Free, prior and informed consent
FRIMS	Forest Resource Information Management System
FRIP	Finance and Investment Plan
FRL	Forest Reference Level
FSC	Forest Stewardship Council
FPDA	Fresh Produce Development Authority
GII	Gender Inequality Index
GHG	Greenhouse Gas
GoPNG	Government of Papua New Guinea
GPGC MIP	Global Public Goods and Challenges Multiannual Indicative Programme
GRM	Grievance Redress Mechanism
HCV	High Conservation Value
HIV	Human Immunodeficiency Virus
HCS	High Carbon Stock
ILG	Incorporated Land Group
LULUCF	Land use, land-use change, and forestry
LOCs	Land Owner Companies
MRV	Measurement, Reporting and Verification
MTDPs	Medium Term Development Plans
MRA	Mineral Resources Authority
NARI	National Agricultural Research Institute
NBSAP	National Biodiversity Strategy Action Plan
NCCB	National Climate Change Board
NEC	National Executive Council
NDC	Nationally Determined Contribution
NFI	National Forest Inventory
NFB	National Forest Board
NFS	National Forest Service
NFI	National Forest Inventory

NFMS	National Forest Monitoring System
NRS	National REDD+ Strategy
NRSC	National REDD+ Steering Committee
NBSAP	National Biodiversity Strategy Action Plan
OLPLLG	Organic Law on Provincial and Local Level Governments
PA	Protected Area
PaMs	Policies and Measures
PGPD	'Painim graun, planim diwai (PGPD) (Finding Land, Planting Trees)'
PFMP	Provincial Forest Management Plans
PCI	Principle criteria and indicators
PLRs	Policies, Laws and Regulations
PMU	Project Management Unit
PNG	Papua New Guinea
PNGFA	Papua New Guinea Forest Authority
PIP	Public Investment Programme
PPAP	Productive Partnerships in Agriculture Project
PSIP	Provincial Support Investment Programme
PSC	Project Steering Committee
REDD+	Reducing Emissions from Deforestation and forest Degradation and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries
RFIP	REDD+ Finance and Investment Plan
RTA	Regional Technical Advisor
SABL	Special Agricultural Business Leases
SDGs	Sustainable Development Goals
SLMS	Satellite Land Monitoring System
SIS	Safeguard Information System
SOI	Summary of Information
StaRS	National Strategy for Responsible and Sustainable Development
TWC	REDD+ Technical Working Committees
TLS	Timber Legality Standards
UNDRIP	UN Declaration on the Rights of Indigenous People
UNFCCC	The United Nations Framework Convention on Climate Change
UNCDF	United Nations Capital Development Fund
WWF	World Wildlife Fund

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I. DEVELOPMENT CHALLENGE

The Development Challenge:

The Independent State of Papua New Guinea (of 452,860km²) is found in Melanesia, which, in turn, is a sub-region of Oceania. The current human population is 7.9 million² and growing rapidly: 54% of the population is estimated to be under the age of 24³. The average human density is 17.1 people/km² and 87% of the population is rural.

The country's formal economy is dominated by two sectors. The minerals and energy extraction sector contribute most to export earnings and Gross Domestic Product. This means that national income is strongly influenced by commodity prices, leading to strong GDP growth from 2003-2011 (averaging 5.7% annually) but slower growth since 2015 (down to an estimated 2.1% in 2017)⁴. The agricultural, forestry, and fishing sector engages most of the labour force that work in the formal sector, some in plantations and commercial fishing. However, the greater majority of the population is engaged in the informal sector on small holdings on customary land – coupled with harvesting of natural resources. As a result, it is estimated that 80-85% of the population work and live in subsistence farming and fishing, with only a small portion of their livelihoods earned through the cash economy. These people are, therefore, totally reliant on the productivity of their environment.

Demands on the country's financial and management resources are very high, exacerbated by the lack of transport infrastructure - with the geography as a profound barrier: precipitous mountainous terrain and scattered islands make servicing difficult and expensive⁵. Service delivery is complicated by poor capacity in administration and financial stewardship. People's access to economic development, health services and education is largely determined by their location, with the remote rural people having least opportunities for social mobility. Only 13% of rural people have attained secondary education, compared with 25% of urban people. The literacy rate ranges from 59% in rural areas to 86% in urban areas. The gender gap in literacy is also more obvious in rural areas, where 46% of women cannot read or write, compared to 33% of men⁶. Rural people are also vulnerable to natural disasters, and to the effects of climate change, such as sea level rise, droughts, floods, storms and fire.

This context has allowed the development of a highly imbalanced economy with a small percentage of the population leading a high cost urban lifestyle while the majority remain within a rural subsistence lifestyle. It has also significantly hampered the diversification and development of the economy beyond the extraction of raw materials and agricultural products.

PNG has a significant intact area of tropical forest covering 77.8% of the country's 46.9m ha of land⁷. Together with the forest of West Papua (Island of New Guinea) they represent the third largest tropical forests in the world. PNG's forests are also highly diverse, including 12 distinct forest types, with carbon-rich low altitude tropical forest constituting over 50% of forest area. The country's lowland

² This estimate is derived from the 2011 estimate of 7.06 million coupled with estimated population growth rates; with estimated 2016 population from World Bank. (2018) *Data - Papua New Guinea*, <http://databank.worldbank.org/data/reports.aspx?source=2&country=PNG>, Accessed 26/1/2017.

³ National Statistical Office PNG. (2015) 2009-2010 Papua New Guinea household income and expenditure survey, summary tables. National Statistical Office PNG,, Port Moresby.

⁴ World Bank Group. (2017) Papua New Guinea Economic Update December 2017: Reinforcing Resilience. World Bank Group.

⁵ For example, health statistics are sobering even though PNG spends more than other comparative countries on health. While the situation is improving steadily, the rates of child malnutrition are among the highest in the world. Only 53% of births have a skilled attendant, and 57 babies in every 1000 die before their fifth birthday Ibid.

⁶ National Statistical Office PNG. (2015) 2009-2010 Papua New Guinea household income and expenditure survey, summary tables. National Statistical Office PNG,, Port Moresby.

⁷ GoPNG (2016). Papua New Guinea's National REDD+ Forest Reference Level, Submission for UNFCCC Technical Assessment in 2017.

forests have been ranked among the world's most ecologically distinctive forest regions, with the country's forests identified as containing 191 species of mammal (of which over 80% are endemic), 750 bird species (of which over 50% are endemic), 300 species of reptile and 197 species of amphibian. PNG's montane forest are also recognised as being significant for their regional scarcity and levels of endemism.

Deforestation between 2000-13 was primarily driven by the conversion of forest-land to crop-land which accounts for 87% of land use change. Of this, shifting agriculture accounts for 63% and commercial agricultural developments, primarily in the form of oil palm, is responsible for 30%. The latter has increased in recent years due to increasing global demand for palm oil and an increased focus on commercial agriculture development nationally. This latter pressure coupled with weak systems for the allocation of land for development, resulted in the rapid allocation of 5m ha of land under Special Agricultural Business Leases (SABLs) between 2007-2011. While not all of these areas have initiated development, Forest Clearing Authorities (FCAs) for agriculture (both within and outside SABLs) have been issued over 800,000ha of forest with two major oil palm developments already resulting in significant forest clearance.

Ongoing demands for rural development combined with the absence of a clear regulatory framework for oil palm development or capacity/ cross government coordination to effectively assess new agricultural developments means that this situation is liable to continue without targeted interventions. The country's high levels of forest cover also present challenges for highly simplified processes for targeting new agricultural developments. The coordination between Private Sector (PS), government, and land owning communities is needed to develop a consensus on how effectively regulate and target new developments (including how to balance national standards and regulations with international standards such as those related to High Carbon Stock / high Conservation Value (HCS/HCV) assessments). Capacity is also needed to strengthen the ability of government to implement these regulations in a transparent way that allows effective engagement by communities, civil society and other key stakeholder groups.

Forest degradation has been caused primarily by commercial logging (98%). The majority of this occurs within medium to large-scale concessions. While many of these areas are well managed, limitations in existing regulations and producers' knowledge of and capacity to implement them combined with significant limitations in PNG Forest Authority (PNGFA) 's enforcement capacity due to limited resources and human capacity mean that application of logging standards are not always met. This has resulted in excessive degradation in concession areas, including areas within concessions that should not be impacted (according to the Logging Code of Practice (LCOP)) and some cutting outside of concessions. The impact of medium to large-scale concessions is also coupled with increasing small-scale production, which is largely unregulated and thus vulnerable to poor practices and unsustainable harvesting.

These impacts are set to continue as communities, operators and government struggle to close old concessions and the income streams they provide and identify new areas for development. The impacts of these processes are significant, with over 8.6m ha of forest currently under concessions and a further 8.4m ha identified as potential concession areas. In many areas, heavy degradation from timber operations has acted as the first step in a transition to agricultural conversion. Decision making on how best to manage concessions is significantly hampered by a lack of information on the status of PNG's forest resources, a lack of information on and transparency in decision making processes on forest resources, the limited understanding of decision makers on the social and environmental status of areas under consideration, and limited opportunities for the development of alternative income flows.

The PNG Forest Authority (PNGFA) has taken action to address these challenges and is implementing a National Forest Inventory (NFI) to increase information on the country's forests and developing a Timber Legality Standard (TLS) (with EU and FAO support) as well as increasing capacity to monitor forest concessions (with support from JICA) using PNG's Forest Resource Management Information System (PNG-FRIMS). Linkages between these efforts, however, remains limited and PNGFA lacks the capacity and resources to develop a fully functional timber legality verification system⁸ that builds on existing systems, including the organisation's Decision Support System (DSS) or to fully integrate the findings of the NFI into these systems and bring their operation to provincial levels.

Efforts to increase the supply of planted timber and community engagement within the timber supply chain have met significant challenges. Development of community-based timber enterprises saw some success from 2010 with a number of groups obtaining Forest Stewardship Council (FSC) certification but these struggled with sustainability due to weak business management approaches and access to markets, resulting in many losing certifications and reducing production levels over time. Efforts to enhance forest cover through reforestation and forest rehabilitation have been limited despite ambitious goals in Vision 2050 to expand planted forests to 800,000 ha by 2050 from 60,000ha at present. PNGFA's 'Painim graun, planim diwai (PGPD) (Finding Land, Planting Trees)' initiative plans to expand tree planting through increasing awareness of communities and supporting tree planting in both small woodlots, to meet domestic demand and large scale plantations on grasslands, heavily degraded or deforested areas, to provide for future large scale production. The initiative, however, faces significant challenges in financing (given fiscal constraints) and capacity as well as developing links with PS groups to help strengthen the sustainability of planting systems. Very limited PS finance has been mobilised to develop new plantations in over 20 years due to the perceived risk involved, including lack of secure land tenure.

Cutting across these key action areas are significant challenges in the decision-making processes regarding how the allocation of different concession types and processes for land use transitions occur. These include:

- A lack of coordinated planning on how forest lands can be cleared and utilised;
- A lack of detailed legislation to conserve and sustainably manage forest resources;
- A failure to fully implement existing legislation; and
- The absence of effective support to rural development, leaving land-owning communities seeking private investment as the only way to access the basic services and development opportunities they need.

These limitations can be seen as the indirect drivers of forest cover change that have been critical in allowing development activities to be implemented in ways that are detrimental to the country's environment, people and economy.

Under PNG Vision 2050, the government is committed to promote a transformational change in the way that the country approaches economic and land use development to achieve a low emission, green development pathway and potentially benefit from an international financial mechanism linked to REDD+⁹ under UNFCCC.

A critical prerequisite for a country's REDD+ Readiness transitioning into REDD+ Implementation is a country's National REDD+ Strategy (NRS) that was endorsed by the National Executive Council (NEC) in May 2017. The strategy outlines the overall framework for REDD+ in PNG and aims to initiate national dialogue on priority sectoral policies, laws and regulation to address the drivers of forest cover change.

Enga province lies within the Highlands Region of Papua New Guinea covering an area of 11,704km² and with a

⁸ A necessary step prior to PNG being able to join a FLEGT mechanism

⁹ Current Land Use, Land-Use Change and Forest emissions are estimated at 80–97 Mt CO₂e p.a., contributing to 95% of PNG's GHG emissions

significant altitudinal range from less than 200m where the Yuat River leaves the province in the northeast, to 3800m on the way to Mt. Hagen on the south. The population is mainly rural (97%) and the provincial capital of Wabag has a population of just over 5,000 people. The province's highly varied terrain presents a varied range of environmental and climatic conditions however only approximately 3,200km² (or 27%) of the land is considered suitable for agriculture.

Agricultural production is predominantly subsistence farming. Coffee production is the main cash crop. Wet Coffee is processed in a wet factory in Wapenamanda before shipment to Lae, several hours drive away. Some farmers are venturing in fresh produce such as potatoes, raspberry, broccoli, bulb onions and carrots that are transported through the province to Mt Hagen (Provincial capital of Western Highlands) for further distribution. Recent improvements to the Highlands Highway, the main thoroughfare has increased access to markets for many producers. Accessibility to the Highway however varies significantly across the province.

The diverse environment hosts an extremely rich biodiversity that is yet to be fully surveyed. Over the last decade, an extraordinary number of new species have been discovered on the island of New Guinea. But the forests, wetlands and coastal regions where they live are under increasing pressure. Divided between the countries of Papua New Guinea in the east and Indonesia in the west, the island of New Guinea contains the third-largest tract of rainforest in the world, and its wetlands are the most pristine in the Asia-Pacific region. These habitats rival those on Borneo as well as the Amazon and Congo for richness. PNG is the home to more than 800 species of birds¹⁰, unique species of reptiles and amphibians, and extraordinary mammal species like tree kangaroos. Indeed, island tally of terrestrial vertebrates - around 1,800 species – exceeds Borneo's by more than two-and-a-half times. The plant diversity is also very high; the estimated number of vascular plants in New Guinea ranges from 25,000 to 30,000. Efforts to conserve this biodiversity have been initiated with the Conservation and Environmental Protection Authority (CEPA) working to identify a number of potential Community Conservation Areas (CCA) for designation under the proposed Protected Areas Act, revision of the PNG Conservation Areas Act 1978.

The province, however, faces a number of significant challenges including population increase, environmental degradation and vulnerability to environment and climate induced shocks. Frequent disasters cause direct damage to livelihoods and communities. While the population of the province is only 432,045 people in 76,421 households, the challenging topography and limited agricultural land have resulted in population densities of over 400p/km² in some areas. A rapid rate of population increase, at over 3.5% (the highest in the Highlands Region) is also contributing to an increased pressure being placed on the limited arable agricultural land and is causing expansion of farming and shift of land use onto more marginal lands. The expansion in both population and cultivation activities has also resulted in increased environmental degradation: Between 2002 and 2014 the province lost over 9,000ha of forest, predominantly through the expansion of small-scale agricultural activities. This ongoing forest clearing and degradation of forest areas is causing significant threats to some of PNG's most biodiverse areas.

Increased clearing of forested areas is also impacting on local level watershed management with an increased occurrence and impact of floods and landslides. These impacts have been exacerbated by changes in climatic conditions especially an increased incidence of higher intensity rainfall events reported from across the region leading to an increased impact of flooding, erosion of banks and landslides. While the impact of climate change on El Niño Southern Oscillation (ENSO) remains contested, any increase in the intensity of these events will be highly significant for PNG and particular for the population living in the Highlands region. Past ENSO events have led to draughts and frosts on high altitude areas and subsequent high levels of food insecurity (2015-2016 was the last occurrence).

The combination of these factors contributes to increased vulnerability of communities across the province, many of whom are already classified as food insecure, with rates of stunting and mal-nutrition also high.

¹⁰ World Wildlife Fund (WWF) report (2011)

Repeated severe frosts destroyed sweet potatoes and most other food crops in high altitude areas (over 2,200m) in 2015, 1997, 1982, 1972, 1941 and earlier years. The traditional response of communities who have lost all their crops in these events was to migrate to lower altitude locations (with out-migration/internal relocation being as high as 50% in many high altitude areas during the 2015 frosts), where they would re-establish gardens. Such action is becoming increasingly difficult as access to agricultural land has become more limited, with increased population, increased land degradation, and host communities that are also vulnerable to alternative environmental shocks (such as landslides and flooding) and thus less able to support newcomers.

In some instances those shock-related migrations combined with the increasing pressure on land and other resources have resulted in an exacerbated tension and heightened risk of conflicts between community groups. Levels of violent conflict across groups are notoriously high across the Highlands region. While Enga suffers from these challenges the situation is currently less critical than in the Southern Highlands and Hela provinces where such conflicts are severely impacting development progress. Avoiding the escalation of such challenges in Enga is thus a high priority.

Efforts to address the above challenges have been undertaken through both existing government programs and development partner support. At the national level the government's Vision 2050¹¹ enshrined Environmental Sustainability and Climate Change as one of its five main pillars and this was reinforced with the endorsement of the National Strategy for Responsible Sustainable Development for PNG (StaRS) that promotes cost-effective and resource efficient ways of responsible sustainable development and call for a "paradigm shift" from a brown economy towards a green economy. The StaRS recognises the natural capital elements that have the potential to become the drivers of growth in the future¹². Following this shift, sector programmes linked to conservation, reforestation and plantation development as well as sustainable agricultural production have all been developed. Of particular note are:

- Action on protected areas - A Protected Areas Policy was adopted by the National Executive Council (NEC) in 2014 with a new Protected Areas Act (PA Act) currently awaiting submission to the NEC. The Act includes mechanisms for sustainable financing of PAs as well as the development of Community Conservation Areas (CCA) that provide a flexible approach to support communities in safeguarding and managing key natural assets as part of their customary lands and production landscapes.
- Operation "*Painim Graun Planim Diwai*" – the programme focuses on supporting actions on reforestation and sustainable and environment mindful plantation development.
- Sustainable agricultural production – the Government of PNG (GoPNG) has developed a number of initiatives to support actions contributing to the development of both small scale fresh produce farming and commercial agriculture with national targets of increased levels of domestic fresh produces and meats to reduce reliance on imports and the doubling of coffee production¹³.
- Sustainable land use planning – the Department of Lands and Physical Planning has worked towards the development of a draft Sustainable Land Use Policy that will help to strengthen the way in which land use planning is integrated into the development planning process and ensure that issues of environmental services and integrated landscape management are better considered.

At the provincial level, the Provincial Government of Enga has a firm commitment to sustainable development as well as rolling out support to local communities to increase the sustainability of agricultural production. Provincial and district officers, however, face a number of significant challenges: Officers responsible for agriculture under the Department of Primary Industry (DPI) have a limited knowledge on the new challenges

¹¹ Papua New Guinea Vision 2050 is the long term National Development Strategy of PNG

¹² Department of National Planning and Monitoring. (2014) National Strategy for Responsible Sustainable Development for Papua New Guinea. 2nd edition. Department of National Planning and Monitoring, Government of Papua New Guinea.

¹³ Medium Term Development Plan 3 (MTDP III) (2018-2022)

and a very poor access to materials on appropriate approaches to sustainable climate resilient agriculture that could enable them to effectively advise and support communities.

Limited resources to engage with communities are another hurdle. Similarly provincial environment officers are limited in their capacity to 1) Support communities in developing conservation and environmental initiatives as well as 2) monitoring those that are causing environmental degradation. This situation is arising because of the combination of existing capacity limitation as well as inappropriate levels of authority that have been delegated from the national level Conservation and Environmental Protection Authority (CEPA).

At both provincial and district governments levels, challenges also exist in coordinating support across sectors. Sub-national planning processes for Provincial, District and Local development plans are limited in their inclusion of spatial and landscape considerations and as such do not effectively consider the integrated nature of many landscape activities. Challenges in links between these sub-national levels of government and key sector agencies also result in challenges in ensuring that support from national programmes is effectively and efficiently channeled to the most relevant areas at the subnational level.

In order to address the challenges highlighted above and to ensure as well the ever growing population of the Enga Province a sustainable access to food and economic opportunities whilst at the same time preserving the rich and unique biodiversity of this Highlands' Province that can be considered a Global Public Good, the Landscape approach provides unique opportunity. It will engage a large variety of stakeholders from grassroots and communities, local government and national government entities and Institutions.

The proposed project seeks to build on and catalyze the work of existing government and development partner programmes and to strengthen their impacts and support delivery at the local level. Through working with National, Provincial, District and Local governments the project will support development of coherent landscape approaches that will help to maintain key ecosystem services at a range of scales: from the broad landscape scale (working across districts to effectively manage key natural assets and water catchments) to the Local and District Level government units to ensure that subnational governments and communities are able to effectively plan the way their land is utilized and to access support for key activities (including woodlot development, reforestation and CCA development), down to the household and farm level to ensure that households are effectively utilizing their land and adopting approaches that help to increase the sustainability of approaches used and to reduce their vulnerability to external shocks.

Long-term vision and barriers towards achieving it:

The long-term vision that the project will work to support the GoPNG with, in partnership with other stakeholders, is for communities to be able to effectively engage within global supply chains through systems that promote sustainability (social and environmental), enhance livelihoods and livelihood resilience, and safeguard key environmental and cultural assets while also supporting efforts to restore degraded ecosystems.

Barriers towards achieving the long-term vision

The achievement of this long-term vision and indeed the maintenance of existing sustainable production systems, however, faces a number of key barriers. These include:

- Weak and fragmented planning processes for land use management – while the Department of Lands and Physical Planning (DLPP) has a mandate for the development of National, Provincial and Local land use plans, none of these have been developed, outside of urban areas, through the department or government processes. The important role of customary ownership of land combined with no link between spatial land use plans and the development planning and budgeting processes have left limited incentive for spatial planning to be driven by government agencies. Conversely communities and NGO groups have led significant efforts to develop Ward and LLG level plans in many areas as well as land use plans linked to conservation areas. These plans despite being broadly operationalized

through a combination of ward level governments and land-owning communities have not been effectively integrated into the government planning system and as such have limited legal recognition.

Even within project level land use planning activities linked to development activities there is also significant fragmentation with many developers bypassing effective engagement of land-owning communities and indeed government systems targeting instead high-level political figures at national or provincial level to try to gain access to permits. The rapid allocation of and subsequent significant legal challenge to Special Agricultural Business Leases (SABLs) provide a prime example of this process.

- Conflicting and misaligned policies – while PNG’s central policy framework highlights the importance of stewardship of natural resources and responsible development, there remain significant conflicts across sector policies and targets. The MDTP 3 (2018-22) targets increases in the land area under conservation: from 5% to 10%, and to reduce annual rates of primary forest loss: from 9% to 2%¹⁴, but also targets significant increases in agricultural production including a quadrupling of coffee production and expansion of palm oil areas. Indeed the National Agricultural Development Plan had targeted a doubling of the area under agricultural production – something that is not feasible without enhanced deforestation.

Further guidance on action within the coffee sector is provided through the sector’s strategic plan – although targets within this do not directly correspond with those of the MTDP3. The palm oil sector however has not central guiding policy or action plan.

- Limited institutional capacity and coordination – There are significant limitations in institutional capacity and coordination across agencies. In terms of land use and development planning, the DLPP while present at a regional level has limited reach below provincial government and has limited capacities or systems to effectively support land use planning with no effective IT systems to support spatial planning and all existing information on land title and use stored in databases that are not able to display information spatially or effectively identify potentially overlapping land claims. At provincial level planning for land use, development activities and forest development are all addressed through separate committees with limited overlap.

Within the agriculture sector there are significant limitations in the capacity of key government agencies to support access to extension services and this is enhanced due to limited access to training materials, knowledge on updated techniques, improved planting stock as well as availability of extension workers.

In terms of supporting conservation and environmental protection activities, the Conservation and Environment Protection Authority (CEPA) is extremely limited in its capacity to deliver regular monitoring activities with all staff based at the national level requiring significant time and resources to travel to areas to provide support. Provincial and district officers while on the ground only have a limited mandate to undertake environmental monitoring and reporting and lack training or resources to conduct environmental monitoring activities nor link fully within action on conservation.

- Limited participation of all stakeholders within decision-making – while systems for decision-making on land use and development activities are in place there are significant limitations in the way that these systems are applied and that their application is enforced. Many actors seek to by-pass key systems working directly with national actors or avoiding engagement with land owning communities and targeting only one or two self-declared representatives. This has led to significant conflicts around allocation of land through processes such as the SABLs. Even where development has been mobilized, systems for decision making linked to that development and the use of any royalties or payments linked to it are also regularly identified as

¹⁴ GoPNG (2018) Medium Term Development Plan Three 2018-2022

challenging, excluding many within communities especially those most vulnerable including women and youth.

National policy alignments

Domestically the project aligns closely with key national policies including targets under Third Medium-term Development Strategy¹⁵ (MTDP-3) for a period of 2018-2022, most specifically:

- MTDP-3 Key Result Area 1. Increased Revenue and Wealth Creation – in particular:
 - 1.2. Increase exports of major agricultural commodities, fisheries products, processed timber, manufacturing, and minerals – to 60% of total export value.
 - 1.3. Create more employment and economic opportunities for youth and build the capacity of productive workforce.
 - 1.6 Create wealth by promoting Small and Medium Enterprise (SME) growth and attracting direct investments.
 - 1.7 Women’s economic empowerment.
- MTDP-3 Key Result Area 3. Sustainable Social Development – in particular:
 - 3.9. Improve Nutrition Standard
- MTDP-3 Key Result Area 7. Responsible Sustainable Development
 - 7.1 Promote PNG’s Environmental Sustainability; including targets for Percentage of land area, protected to maintain & improve biological diversity (3.98% to 17.9%), and Primary forest depletion rate per year due to commercial agriculture, logging, mining and urban town development reduced from 9% to 5%.
 - 7.2 Adapt to the Domestic Impacts of Climate Change and Contribute to Global Efforts to Abate Greenhouse Gas Emissions;

At the international level the project aligns with PNG’s stated targets under its National Biodiversity Strategy Action Plan (NBSAP) in particular goals 1, 2 and 3.

- To conserve, sustainably use, and manage the country’s biological diversity
- To strengthen and promote institutional and human capacity building for biodiversity conservation, management and sustainable use
- To strengthen partnership and promote coordination for conserving biodiversity

It also aligns with the country’s Nationally Determined Contribution (NDC) under the UNFCCC, which while providing no specific targets for reductions in forest loss, does stress that reducing rates of forest degradation and deforestation in PNG are a priority action.

Relevance to Sustainable Development Goals (SDGs)

The project is designed to align with and support achievement of the SDG’s through action on (i) sustainable landscape management, (ii) dialogues and stakeholders capacity building, (iii) smallholder capacity to implement gender inclusion sustainable intensification approaches, and (iv) community-

¹⁵

https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&ved=2ahUKEwj9luovr3rAhV2yDgGHdWIBr0QFIADegQIAhAB&url=http%3A%2F%2Fwww.planning.gov.pg%2Fimages%2Fdnpm%2Fpdf%2Flatest_pub%2FMTDP%2520III%2520Vol1-%2520Web-compressed.pdf&usq=AOvVaw2iyYZzu8WkQ_LHbUoLShZN

based conservation and restoration. In particular the project will support progress towards achieving the following targets:

SDG 1 (No Poverty) in particular:

- By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of 13 property, inheritance, natural resources, appropriate new technology and financial services, including micro-finance.
- By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters.

SDG 2 (Zero Hunger) – in particular:

- By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment
- By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality

SDG 5 (Gender Equality) – in particular:

- Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws

SDG 12 (Responsible Consumption and Production) – in particular:

- By 2030, achieve the sustainable management and efficient use of natural resources
- Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle

SDG 13 (Climate Action) – in particular:

- Integrate climate change measures into national policies, strategies and planning
- Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities

SDG 15 (Life on Land) – in particular:

- By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements
- By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally

- By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world
- By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts
- Mobilize significant resources from all sources and at all levels to finance sustainable forest management and provide adequate incentives to developing countries to advance such management, including for conservation and reforestation

SDG 17 (Partnerships for the Goals) – in particular:

- *Policy and institutional coherence* - Enhance policy coherence for sustainable development
- Multi-stakeholder partnerships
 - Enhance the global partnership for sustainable development;
 - Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships

Alignment with COVID response plan

PNG is a highly vulnerable country to the impacts of COVID-19, with a significant combination of risk elements including high numbers of people with existing medical conditions including Human Immunodeficiency Virus (HIV) and Tuberculosis (TB) (over 80,000 across both diseases), a highly limited health service that has just 0.5 doctors and 5.3 nurses per 10,000 people¹⁶, with very limited supplies of medicines and equipment, limited access to basic health and sanitation elements including improved drinking water sources (just 45%) and improved sanitation facilities (just 25%). These are combined with a relatively mobile population, a 720 km porous land border with Indonesia where there is a high incidence of cases, as well as significant additional threats to community health, security and economic development including an outbreak of African Swine Fever within the Highlands Region, fall army worm invasion in Western province and high intensity rainfall events that have resulted in flooding and landslides displacing over 60,000 people.

The GoPNG has taken early action to try to halt the spread of COVID-19 and reducing its impact by imposing a number of lock downs that have restricted movement of people as well as announcing an economic stimulus package worth PGK 5.6 billion (USD 1.6 billion) for the COVID-19 response, the largest in the country's history. These measures, however, come at a time when the country is already facing a challenging economic context; at the start of the year, the planned 2020 deficit was PGK 4.6 billion (USD 1.3 billion) – with projections now indicating that PGK 2 billion (USD 580 million) is expected to be added to the deficit due to the anticipated reduction in revenues from the collapse of commodity prices and reduction of domestic activity. This economic impact is likely to be compounded within the agriculture sector by restrictions on movement and transport that result in difficulties in transporting key agricultural produce to market.

This context is expected to enhance a number of the key drivers and barriers to changes noted above – most significantly:

General Economic Drivers:

- *Desire for economic development and income* – with a higher deficit and increased desire to promote economic recovery, there will be a significant drive to promote large scale

¹⁶ Covid-19 Multi-sectoral Response Plan (2020)

investments that promise significant financial and economic activity – even if these are compromises.

- *High importance of agriculture in PNG's economy* – as key export industries including mining are impacted by global economic trends, domestic agricultural production as well as the sale of agri-commodities will take on an increasingly significant role within the economy – again promoting a drive for expansion of some of these production systems.

Agriculture specific drivers:

- *Knowledge Gaps* – these may increase as pressure increases on government finances as well as private sector support to extension services, while increasingly unpredictable international markets will make it difficult for producers to effectively link with buyers and understand the needs of the market.
- *Unsustainable practices* – increasing pressure for economic development may lead to further uptake of unsustainable practices as producers seek to rapidly generate finance as opposed to looking at long term investments.
- *Unresponsive supply chains* – unstable markets and reduced income for many major international buyers and exporters is likely to impact levels of investment in ensuring sustainable supply chains presenting challenges to producers to supply and maintain sustainable approaches.
- *Access to finance* – high market uncertainty combined by a reduction in availability of credit across the economy will put further significant pressure on sustainable agricultural investments, with an increased demand for high rates of return and limits on higher risk investments.

Barriers

- *Weak and fragmented planning processes for land use management* – pressure for rapid economic development will likely accentuate existing difficulties in planning processes with pressure for decisions to be fast tracked as opposed to following due process.
- *Conflicting and misaligned policies* – policies targeting economic growth will continue to be enhanced and may in many cases conflict with the goals of long-term sustainable development.
- *Limited institutional capacity and coordination* – these elements are likely to be accentuated as staff are less able to travel to support different subnational areas, international technical support is reduced, and levels of absenteeism increases as staff are required to self-quarantine.
- *Limited participation of all groups within decision-making* – restrictions on movement and gatherings of people linked to COVID-19 may well enhance the challenges of engagement of groups in decision making with representatives from provinces and rural areas unable to attend key decision making forums while many consultation events may be cancelled or by-passed due to difficulties in effectively gathering and engaging with a broad range of stakeholders.

The government has responded to a number of these challenges and has developed a COVID-19 Multi-sector response plan¹⁷. This sets out a number of priority areas of action including: Water,

¹⁷ Available at <https://reliefweb.int/sites/reliefweb.int/files/resources/200521%20DMT%20COVID->

Sanitation and Hygiene, Protection (Including Child Protection and Gender-based Violence), Nutrition, Education, Health, Food security and Socio-economic recovery. **The current project will contribute across these elements with key aspects mainstreamed into particularly, support to rural communities through extension services that will be able to provide key information and support around training on hygiene, sanitation, nutrition and health.**

Alignment and Strategic Fit

The project is aligned with UNDP's strategic objectives to help Papua New Guinea achieve sustainable development by eradicating poverty in all its forms and dimensions, accelerating structural transformations for sustainable development and building resilience to crises and shocks. In particular, it fits UNDP Country Programme Document Outcome 3: By 2022, Papua New Guinea demonstrates improved performance in managing environmental resources and risks emanating from climate change and disasters. Most specifically, it falls under Country Programme Document Output 3.1. Legislation, policy and strategic plans for climate-proofing, conservation, sustainable use of natural resources and disaster risk management in place and Output 3.2 Capacities of communities and public officials enhanced to manage protected areas and address climate and disasters risks

The project will also be implemented within the EU's Global Public Goods and Challenges Multiannual Indicative Programme (GPGC MIP) 2018-2020. It promotes and encourages cross-sectoral actions at the nexus between action areas, notably environment, climate change, food and nutrition security and sustainable agriculture. The current proposal pools resources from the environment and climate change, as well as agriculture and food security areas. The MIP identifies explicitly sustainable land management through a landscape approach as a key component of the programme. The project is also aligned with the strategies being developed by the EU in view of achieving its European Green Deal, most notably the 'Biodiversity Strategy for 2030' and the 'farm to fork strategy'.

The project further aligns with the Sustainable Development Goals (SDGs) SDG 13 (Take urgent action to combat climate change and its impacts) and SDG 15 (Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forest, combat desertification and halt and reverse land degradation and halt biodiversity loss) and SDG 2 (Zero Hunger). They are also related to PNG's National Strategy for Responsible and Sustainable Development (StaRS) to address and respond to climate change, through cross sector national action, and will be central to achieving the goals of responsible green growth. It also fits well in the PNG's Medium-Term Development Goals including targets for increasing agricultural productivity, increasing areas under conservation and reducing levels of forest loss.

Among them, the National REDD+ Strategy 2017 – 2027 covers all strategic objectives of the project within its key action areas as follows:

- **Strengthened land-use and development planning:** (1) Strengthened and Coordinated National Level Development and Land Use Planning, (2) Integrated Subnational Planning;
- **Strengthened environmental management, protection and enforcement:** (1) Strengthening climate change legislation, financing and management, (2) Strengthening forest management and enforcement practices, (3) Strengthening environmental management, enforcement and protection, (4) Strengthened/ing (?) access to information and recourse mechanisms;

- **Enhanced economic productivity and sustainable livelihoods:** (1) Development of a sustainable commercial agriculture sector, (2) Strengthened food security and increased productivity of family agriculture.

II. STRATEGY

Overview of Strategy:

The proposed project is seeking to implement solutions that will overcome the root causes to the threats to land use, agriculture, biodiversity, ecosystem services and ecological processes as well as to overcome the barriers to a sustainable green growth in the country, as described above, and to achieve the project's objective: **to increase sustainable and inclusive economic development of the Enga Province of Papua New Guinea.**

This goal will be achieved in close partnership with the key government agencies and development partners and closely linked with other UNDP initiatives on sustainable landscape management, climate change mitigation and adaptation projects as well as biodiversity conservation projects.

The project has three Strategic Objectives:

Strategic Objective 1: Improved climate change mitigation and adaptation. This component will focus principally on delivering improvements in the status of climate change mitigation and adaptation by strengthening its integration into the development planning framework, supporting the development and early implementation of climate compatible provincial and district development plans, including the development of effective financing mechanisms to support climate mitigation, adaptation and disaster risk management activities.

Strategic Objective 2: Strengthened food and nutrition security. This component will focus on strengthening food and nutritional security within Enga through engagement with both key commercial value chains and subsistence farmers to improve cultivation techniques and help integrate new crops and produce within production systems.

Strategic Objective 3: Improved Biodiversity and land/forest ecosystems conservation, restoration and sustainable use. This component focuses on enhanced action on conservation, restoration and sustainable use of high value areas within the landscape. These will be achieved through combining an enhanced mandate and capacity of environmental officers at the provincial level as part of CEPA's decentralization process, with strengthening and coordination of provincial environment, climate change and forest management committees and their work with economic development committees, and targeted action at the community level to establish Community Conservation Areas and undertake reforestation, rehabilitation and woodlot development activities.

These strategic objectives will be achieved through the development and delivery of an innovative approach to rural development that brings together government systems, private sector and community action to present a model for climate compatible green growth.

Integrated sustainable land use and development planning within provincial and district development planning will provide both a framework and supporting environment for effective climate compatible development including both mitigation and adaptation actions. This framework will be used as a base to help catalyse community action on sustainable projects and the development of community conservation areas as well as private sector investment in the development and production of high quality 'conservation commodities' that have improved international market access and prices and support the delivery of multiple objectives at the community level. This

integrated approach is fully in line with a number of government and private sector initiatives with the current project acting as a catalyst to bring these elements together as well as helping to bridge the investment gap presents in fully operationalizing these integrated approaches.

Project's Theory of Change

Theory of Change: The project will deliver an integrated and systemic approach to tackling these challenges, with incremental EU resources acting as a catalyst for transformational change. It will simultaneously support actions to enhance sustainable land use planning from the national to local levels, support sustainable agricultural production systems and increase action on conservation and restoration of natural habitats while also ensuring that knowledge and lessons learned build on those of national and international experience and effectively contribute to future learning and knowledge. Central to all of these approaches will be the concepts of multi-stakeholder engagement and the implementation of actions through participatory processes.

**Table 1: Project Theory of Change**

Drivers	Barriers	Activities	Outputs	Outcomes	Impacts
Project Objective: to increase sustainable and inclusive economic development of the Enga Province of Papua New Guinea					
Strategic Objective 1: Improved climate change mitigation and adaptation					
<ul style="list-style-type: none"> - Disintegrated climate compatible development planning framework; 	<ul style="list-style-type: none"> - Insufficient institutional and organisational capacity of the government; - Weak coordination mechanisms on climate change mitigation and adaptation; - Weak integrated development planning at the national and provincial levels; - No jurisdictional level land use and emission reduction programme 	<ul style="list-style-type: none"> - Feasibility studies on climate change mitigation and adaptation in Enga Province - Support the development of climate compatible regulations on climate Change mitigation and adaptation, land use planning, climate smart agriculture as well as disaster risk reductions; - Build dialogue between the national and provincial government authorities to integrate climate change into development planning framework; - Build capacity of the national and provincial governments as well as other stakeholders in Enga on sustainable integrated landscape approach; - Support provincial based climate mitigation and adaptation initiatives; 	<p>Output 1.1. Climate change and Disaster Risk Reductions effectively integrated into development planning process as part of landscape approach to jurisdictional planning:</p> <ul style="list-style-type: none"> - Feasibility studies on climate change and DRR conducted; - Tools to integrate climate change adaptation / DRM and climate change mitigation into development planning, PIP, DSIP application process developed; - Climate compatible development plan for the province including key investment projects, climate change adaptation and mitigation strategy developed - Financing Strategy for Development plans created <p>Output 1.2. Climate change mainstreamed into development and sustainable land use planning with Enga Province:</p> <ul style="list-style-type: none"> - Capacity for land use planning strengthened - Participatory land use zoning at provincial, district and local levels undertaken - Provincial disaster risk assessment for risk- 	<ul style="list-style-type: none"> - Climate change mainstreamed into development and sustainable land use planning with Enga Province; - Increased awareness of climate change and capacities to respond to climate change 	<ul style="list-style-type: none"> - Greenhouse Gas (GHG) emissions reduced and adaptation measures are in place

Drivers	Barriers	Activities	Outputs	Outcomes	Impacts
		<ul style="list-style-type: none"> - Engage private sector financing to support climate change mitigation and adaptation in Enga Province; - Assess potential climate risks within the province as part of a broader vulnerability assessment; - Develop an improved digital mapping and an HCV/HCS risk maps for Enga province; - Identify potential mitigation opportunities particularly within forestry and land use management. - Increase awareness and develop knowledge products 	<p>informed development planning;</p> <ul style="list-style-type: none"> - Community-based climate change mitigation and adaptation initiatives supported - HCV (High Conservation Value)/ HCS (High Carbon Stock) assessment and decision support tool developed - Awareness raising materials on climate change impacts and options for adaptation and mitigation developed 		
Strategic Objective 2: Strengthened food and nutrition security					
<ul style="list-style-type: none"> - Commodity value chains unresponsive in Enga province - Insufficient scale of financing and fragmentation - Knowledge gaps on sustainable production practices 	<ul style="list-style-type: none"> - Conflicting, disconnected policies, misaligned incentives, limited derivative legislation on agricultural value chains - Limited access to information and extension services 	<ul style="list-style-type: none"> - Feasibility studies of subsistence agriculture in Enga province; - Build capacity of farmers and women groups on climate resilient approaches and agricultural techniques; - Build dialogue with small-scale family enterprises on the production of vegetable crops and access to finance; - Partner with key private 	<p>Output 2.1. Community based agricultural extension and research system established and sustained;</p> <ul style="list-style-type: none"> - Baseline information on subsistence agriculture collected; - Training materials appropriate to Enga's diverse altitudinal range developed - Enhanced capacity of lead farmers to develop climate compatible techniques - Monitoring and feedback process for lead farmers established 	<ul style="list-style-type: none"> - Strengthened community-based research and innovation for climate compatible agricultural development - Climate compatible coffee production strengthened 	<ul style="list-style-type: none"> - Sustainability and resilience of agricultural value chains increased

Drivers	Barriers	Activities	Outputs	Outcomes	Impacts
		<p>sector groups working on a diverse range of food products for both domestic and international markets;</p> <ul style="list-style-type: none"> - Increase awareness and develop knowledge products 	<ul style="list-style-type: none"> - Establishment of nurseries for fruit tree production (linked with activities for nursery development under SO3) - Developed women's nutrition programme - Diversified and climate resistant agricultural production systems established <p>Output 2.2. Coffee production climate proofed</p> <ul style="list-style-type: none"> - Climate smart coffee production developed and expanded - Increased capacity for high quality coffee production developed - Increased capacity for business planning, development and access to finance amongst coffee producers, processors and aggregators. - National Coffee platform strengthened to bring together buyers, producers, aggregators, processors and financers with support to reform to existing regulations on the coffee sector - Enga coffee platform established within structure of existing committees - Increased awareness of and use of sustainability standards for coffee production as well as capacity for traceability of coffee through supply chain - Improved payment systems for coffee production to increase access to finance and distribution of finance through the value chain including at household level developed 		

Drivers	Barriers	Activities	Outputs	Outcomes	Impacts
Strategic Objective 3: Improved Biodiversity and land/forest ecosystems conservation, restoration and sustainable use					
<ul style="list-style-type: none"> - Poor environmental management enforcement and protection 	<ul style="list-style-type: none"> - Conflicting, disconnected policies, misaligned incentives, limited derivative legislation on land and forest ecosystem conservation; 	<p>Feasibility studies on land/forest ecosystems conservation</p> <p>Community based land/forest ecosystems conservation projects</p> <p>Build capacity of provincial environmental and forest officers to monitor development activities</p> <p>Increase awareness and develop knowledge products on opportunities for forest rehabilitation and plantation development;</p>	<p>Output 3.1. Baseline studies on the land/forest ecosystem conservation carried out in Enga Province</p> <p>Output 3.2. Provincial capacity for environmental management strengthened</p> <ul style="list-style-type: none"> - Provincial environment officers have increased capacity and mandated through process of designation of authority from national level CEPA - Provincial officers have increased capacity to assess environmental degradation as well as to participate in development and design and assessment of environment and climate change related projects and programmes including establishment of CCAs - Provincial environment and climate change committees functioning with improved cross sector coordination <p>Output 3.3. Community Conservation Areas (CCAs) established operational and sustainably financed</p> <ul style="list-style-type: none"> - Potential CCA's identified and feasibility assessed - Management committees for target CCA establishment and operational - Participatory land use planning and management plans developed - Sustainable financing plan for CCAs established 	<ul style="list-style-type: none"> - Strengthened provincial capacity for environmental management - Established operational and sustainably financed CCAs - Reforestation and plantation development introduced and effectify implemented 	<ul style="list-style-type: none"> - On and off-farm biodiversity conserved - Landscapes sustainably managed

Drivers	Barriers	Activities	Outputs	Outcomes	Impacts
			<p>Output 3.4. Reforestation and plantation development</p> <ul style="list-style-type: none"> - Target areas for reforestation and plantation development activities identified - Community-based conservation and land-use initiatives supported; - Awareness raising and information provision on opportunities for forest rehabilitation and plantation development developed - NGOs/CBOs supported to act as community forestry support agencies 		



III. RESULTS AND PARTNERSHIPS

Project description and expected results

The project will deliver a number of key results across the three objectives through adoption of an innovative approach to integrated landscape management that brings together improved land use and development, planning and strengthened value chains for key agricultural commodities with community-based conservation and rehabilitation activities. Central to the approach is the concept that by bringing a package of support to target areas the integrated elements will deliver long term sustainable impacts and increase community and government buy in to results.

Through adoption of an innovative approach to integrating climate change and sustainable land use into the development planning process (Component 1 and Component 3) the project will help to increase the understanding of the risks and opportunities of climate change amongst key decision makers. A framework of both planning and financing will also be created that is supportive of actions to address climate change and prohibitive to actions that will increase the vulnerability of communities. To achieve this, the project will closely partner with UNDP's Small Grants Programme and establish an independent Grants Disbursement Committee to support community-based climate change and conservation initiatives. A detail governing structure of this fund will be discussed with the Provincial Government, UNDP and EU and based on the climate change and conservation priorities identified through feasibility studies. The beneficiaries of this fund will be forest dependent and land owning communities, farmers, women groups as well as Incorporated Land Groups (ILGs). Special criteria for disbursement of funds will be developed by the members of Grants Disbursement Committee.

These actions will be complemented by improved support to sustainable coffee and family agricultural production with improved techniques increasing productivity as well as quality and thus access to markets. Improved market access will also be facilitated by development of supporting plans and programs at provincial and district levels, technical support to key elements of enhanced market access such as traceability as well as strengthening of mechanisms to improve linkages within the value chain between producers, processors and buyers.

The development of high-quality agricultural products will also be integrated into community-based action on landscape management through designation and support to the management of Community Conservation Areas (CCAs). These will both provide increased land tenure and land use security for communities as well as helping to enhance the value of agricultural commodities sustainably produced in these areas with work done to market innovative 'conservation commodities', in particular coffee, to premium markets. Actions on forestry rehabilitation will help strengthen the integrity and linkages between conservation areas as well as both improving access to timber at the community level and reducing vulnerability to flash flooding and landslides.

While actions within these areas are presented separately the project will work to develop a fully integrated approach especially in target districts to ensure that the combined impact of different elements are mutually supportive and show a pathway to sustainable green growth at the community, district and provincial levels. Critically the approaches developed will be fully integrated into Provincial and District planning processes with capacity built at these levels to strengthen and support ongoing implementation, as well as to develop and maintain links with key private sector entities.

Implementation of the project will be supported by the development and use of a number of innovative technologies and tools including:

- High Conservation Value (HCV)/High Carbon Stocks (HCS) maps to help inform land use planning – HCV/ HCS maps and risk assessment tool are being developed as part of work on REDD+ with a focus on the islands and coastal regions linked to coffee and oil palm expansion. Methods utilized through this process will be adjusted and further developed to allow for development of similar resources to support planning processes in the target areas.
- Drones and remote sensing information to improve monitoring of target areas – Use of drones and improved remote sensing information have been trailed through work with PNGFA on the monitoring of logging

concessions. These approaches will be developed and adapted to support the monitoring of conservation areas as well as support land use and agricultural development planning and monitoring. Information can also be used to identify fire hotspots and strengthen work with communities in these areas.

- Development of improved base maps and digitization of land use planning process – the current development planning process has a limited spatial element and availability of digitized spatial information is extremely limited. The project will work with existing data sources including the National Forest Monitoring System (NFMS), the Copernicus programme (www.copernicus.eu) as well as Mineral Resources Authority (MRA) cadastral mapping system linked to improved mobile operating systems to develop a simplified tool for field level land use planning.

The project will also include a strong gender focus in particular with regard to support to agricultural supply chains. Within this area particular attention will be given to strengthening women's roles within the coffee value chain with existing studies indicating they provide high levels of inputs but only capture marginal revenue under existing conditions. This will be achieved through ensuring trainings are effectively targeted, as well as working with coffee buyers on innovative payment systems that allocate finance more equitably, with lessons being drawn from payment card and mobile payment systems developed for oil palm and other commodities in PNG.

A more detailed overview of objectives and outcomes is provided below:

Component 1. Improved Climate Change Mitigation and Adaptation;

The project will deliver improvements in the status of climate change mitigation and adaption by strengthening its integration into the development planning framework, supporting the development and early implementation of climate compatible provincial and district development plans, including the development of effective financing mechanisms to support climate mitigation, adaptation and disaster risk management activities.

The project will support the mainstreaming of climate change into the development planning process in Enga as part of national approaches to integrating climate change and sustainable land use planning into the development planning process through the currently draft Sustainable Land Use Policy as well as the Climate Change (Management) Act (2015). This will also support implementation of the recently launched National Disaster Risk Reduction Framework of PNG. National level action to integrate climate change indicators into development plans and funding systems will be developed and trialed within Enga's planning process to demonstrate effectiveness.

This planning process will be informed by increased understanding of the vulnerabilities to and opportunities for communities within Enga to address climate change. This will be informed through assessment of potential climate risks within the province as part of a broader vulnerability assessment, development of improved digital mapping of the province and development of an HCV/HSC risk map as well as the identification of potential mitigation opportunities particularly within forestry, renewable energy and waste management. These elements will be brought together through an improved spatial planning system that will link with information in the National Forest Monitoring System (NFMS) as well as National Land Use Information System and will draw on high quality remote sensing information including data from Copernicus and assessments done as part of the development of the national REDD+ process.

By bringing together land use and development planning, a stronger framework for land use management will be developed that can be supported through provincial, district and local level processes, thus helping to reduce the risks and impacts of poorly planned development activities as well as target support to specific communities to access specific support such as development of fire management plans to reduce impacts of uncontrolled burning.

These processes will also be linked to development of financing strategies that will look at combining government, private sector and climate finance including the potential for development of a jurisdictional level land use and emission reduction programme.

Actions on development planning will be supported by UNDP based on their extensive experience with the development planning process in PNG, while support to financial development activities will be led by the United Nations Capital Development Fund (UNCDF). Development planning activities will be developed through coordination with national entities including Department of National Planning and Monitoring (DNPM), Department of Provincial and Local Level Government Affairs (DPLLGA), CCD, Conservation and Environment Protection Authority (CEPA) and Department of Lands and Physical Planning (DLPP) as well as provincial, district and local level bodies, including representatives of the National Forest Service (NFS) engaged within the development of Provincial Forest Management Plans (PFMPs).

Key outcomes and objectives will include:

Climate change mainstreamed into development and sustainable land use planning with Enga Province

- Tools to integrate climate change adaptation / DRM and climate change mitigation into development planning, Public Investment Programmes (PIPs), Provincial Support Investment Programme (PSIP) and District Support Investment Programme (DSIP) application process developed;
- Climate compatible development plan for the province including key investment projects, climate change adaptation and mitigation strategy developed
- Financing Strategy for Development plans created
- Capacity for land use planning strengthened
- Participatory land use zoning at provincial, district and local levels undertaken

Increased awareness of climate change and capacities to respond to climate change:

- Provincial disaster risk assessment for risk-informed development planning;
- HCV/ HCS assessment and decision support tool developed
- Awareness raising materials on climate change impacts and options for adaptation and mitigation developed

Component 2. Strengthened food and nutrition security

The project will strengthen food and nutritional security within Enga through engagement with both key commercial value chains and subsistence farmers to improve cultivation techniques and help integrate new crops and produce within production systems.

This will be achieved through an innovative approach to support to subsistence agriculture with improved training and capacity building for climate resilient approaches led by support to lead farmers, as well as women who in turn will provide feedback and support to development of improved approaches and awareness materials as part of a participant-led research approach. Support will include diversification of food crops produced, including introduction of fruit trees, other vegetable crops and livestock and support to development of new small-scale family enterprises that will help enhance resilience to climate shocks. Partnerships will be sought with key private sector groups working on a diverse range of food products for both domestic and international markets that are introducing improved production systems into the province and highland region more broadly.

This approach will also be complemented by support to improvements in the climate resilience of coffee production, the integration of food crops in production systems as well as enhancements to the quality and sustainability of processing that will help to increase the profitability and resilience of the sector as well as the nutritional security of producers. This approach will utilise the strong networks and support systems in place through the coffee value chain to achieve dual objectives of improved coffee production and food security. Improved support to key coffee industry bodies as well as strengthened links between producers, processors, buyers, and financiers will also help to improve market access and efficiencies through the supply chain.

UNDP will work closely with the private sector to develop support packages to coffee farmers and subsistence farmers with action on small scale family agriculture also supported through engagement with National Agricultural Research Institute (NARI) (which will support research elements as well as technical support), and the Fresh Produce Development Authority (FPDA) as well as provincial and local NGOs.

These will be achieved through a number of outcomes and objectives:

Strengthen community-based research and innovation for climate compatible agricultural development

The activity area will work with partner organisations to develop climate compatible agricultural development materials that are relevant across Enga's diverse altitudinal ranges. Materials will be developed based on climate hazard and adaptation assessments (under Outcome 1) and will also promote both conservation of key environmental areas, as well as landscape restoration including the planting of trees on farm (Outcome 3). Support will be targeted through lead farmers who will be provided with support in both application of techniques and training of others. Lead farmers will also act as participatory researchers providing feedback on uptake of techniques and results with groups being brought together on an annual basis to share results and review training approaches and agricultural techniques used. A programme of support targeted at women will also be developed

focusing on key nutritional information as well as household garden techniques that can improve quality of nutrition as well as adoption of small-scale livestock farming in particular chickens and pigs.

This will be achieved through a series of objectives:

- Training materials appropriate to Enga's diverse altitudinal range developed
- Enhanced capacity of lead farmers to develop climate compatible techniques
- Monitoring and feedback process for lead farmers established
- Establishment of nurseries for fruit tree production (linked with activities for nursery development under Component 3)
- Development of women's' nutrition programme
- Diversified and climate resistant agricultural production systems established

Climate compatible coffee production strengthened:

The activity area will support improvements in the quality and sustainability of coffee production in Enga province. It will build on the work of existing projects including the World Bank's Productive Partnerships in Agriculture Project (PPAP) and will focus on improving the quality of coffee production at the field level, strengthening the integration of multiple crops into the coffee farming systems, increasing women's capacity to benefit more from coffee production, and increase capacity of farmers to make business decisions and plan business activities and access finance to support business development. Support will be operationalized through working with farmers, buyers and processors to increase understanding of the benefits of different techniques and to more effectively link producers with demands of international markets.

Activity area will also support PNG, Enga province, and coffee producers in increasing their access to high value international markets by supporting market linkages through key national and provincial platforms, improving the regulatory and institutional environment for trade and increasing awareness of producers and processors of international certification standards and market requirements as well as improving level of traceability within coffee production and processing. This will be achieved through a series of specific objectives:

- Climate smart coffee production developed and expanded
- Increased capacity for high quality coffee production developed
- Increased capacity for business planning, development and access to finance amongst coffee producers, processors and aggregators.
- National Coffee platform strengthened to bring together buyers, producers, aggregators, processors and financiers with support to reform to existing regulations on the coffee sector
- Enga coffee platform established within structure of existing committees
- Increased awareness of and use of sustainability standards for coffee production as well as capacity for traceability of coffee through supply chain
- Improved payment systems for coffee production to increase access to finance and distribution of finance through the value chain including at household level developed

Component 3. Improved Biodiversity and land/forest ecosystems conservation, restoration and sustainable use;

The project will support enhanced action on conservation and restoration and sustainable use of high value areas within the landscape. These will be achieved through combining an enhanced mandate and capacity of environmental officers at the provincial level as part of CEPA's decentralization process, with strengthening and coordination of provincial environment, climate change and forest management committees and their work with economic development committees, and targeted action at the community level to establish Community Conservation Areas and undertake reforestation, rehabilitation and woodlot development activities.

Designation of increased powers of provincial environment officers combined with increased capacity will strengthen capacity and mandate at the provincial level for action to be taken on environmental issues, with officers having increased capacity to monitor development activities as well as guide planning processes and establish conservation areas. Actions of these officers will also be supported by improved operation of climate change, environment and forest management committees at provincial level, helping to increase buy-in from citizen and politicians to improve environment and climate action across provincial and district governments.

These central elements will be operationalized through targeted field level actions to establish Community Conservation Areas as innovative new conservation structures under the new Protected Areas Act. These areas will encompass both sustainable production, restoration and conservation activities and will be supported through establishment of governance structures, land use planning and integration of revenue generation and livelihood support systems through objectives 1 and 2, as well as through support to reforestation activities that will be developed across the province through PNGFA's Painim Graun Planim Diwai project. This process will be supported by an innovative business model for local CBO's who will provide technical support to communities engaged in tree planting including follow up action on thinning and pruning in return for a proportion of timber produced within these areas.

Strengthen provincial capacity for environmental management

- Provincial environment officers have increased capacity and mandated through process of designation of authority from national level CEPA
- Provincial officers have increased capacity to assess environmental degradation as well as to participate in development and design and assessment of environment and climate change related projects and programmes including establishment of CCAs
- Provincial environment and climate change committees functioning with improved cross sector coordination

Establish operational and sustainably financed CCAs

- Potential CCA's identified and feasibility assessed
- Management committees for target CCA established and operational
- Participatory land use planning and management plans developed
- Sustainable financing plan for CCAs established

Reforestation and plantation development introduced and effectively implemented.

- Target areas for reforestation and plantation development activities identified
- Community-based conservation and land-use initiatives supported;
- Awareness raising and information provision on opportunities for forest rehabilitation and plantation development developed
- NGOs/CBOs supported to act as community forestry support agencies

Resources Required to Achieve the Expected Results

For implementation of this project, the Project Management Unit (PMU) will be established within the Enga Provincial Government. The PMU will consist of National Project Manager, Admin/Finance Associate and Driver Clerk.

For implementation of the Project Components, Provincial Coordinators will be hired as follow:

- **Provincial Climate Change Coordinator (IC Holder)** – He/she will be responsible for delivering Component One on climate change mitigation and adaptation. The provincial coordinator will be based within the Enga Provincial Administration and provide support to the government and effectively engage all stakeholders in the implementation of project activities. He/she will be directly reporting to the National Project Manager under overall supervision of the Chief Technical Advisor.
- **Provincial Food Security Coordinator (IC Holder)** – He/she will be responsible for delivering Component Two on food security and nutrition. The provincial coordinator will be based within the Enga Provincial

Administration and provide support to the government and effectively engage all stakeholders in the implementation of project activities. He/she will be directly reporting to the National Project Manager under overall supervision of the International Technical Advisor.

- **Provincial Ecosystem and Forestry Coordinator (IC Holder)** – He/she will be responsible for delivering Component Three on forestry, conservation and land use. The provincial coordinator will be based within the Enga Provincial Administration and provide support to the government and effectively engage all stakeholders in the implementation of project activities. He/she will be directly reporting to the National Project Manager under overall supervision of the Chief Technical Advisor.

The International Technical Specialist (P-3) will be contracted by UNDP for provision of high technical advisory support and quality assurance. The Technical Advisor will have demonstrated technical experience related to the scope of the Project, in addition to excellent management skills. He/she will provide all the technical guidance for the PMU, CCDA and other project partners for the delivery of key results as part of his/her functions. Furthermore, he/she will provide leadership for the project working closely with institutions represented in the PSC and other key actors.

The UNDP Climate and Forest Programme based in the UNDP Bangkok Regional Hub will provide technical advisory support to the Project through provision of the RTA and Stakeholder Engagement Specialist (P4 - total number of engagement for this project is 31 days) and Policy Implementation & Investment Specialist (P4 - total number of engagement for this project is 25 days) . The types and specificities of technical advisory will be identified together with the PMU and government counterparts, and could include, but not limited to, land use planning cycle in the provincial and district development plans, coffee value chains and land restoration. The Climate and Forest Programme in Bangkok will devote around 5% of their time to this project and the project will not cover Bangkok Regional Office costs. The expenses included in the Annex III include allocated time of the aforementioned staff and their missions to PNG for providing technical advice on the strategic objectives of Component 1 and Component 3.

Partnerships and Synergies

A number of development partners' and private sector actions have sought to or are planning to support sustainable and mindful land management whilst offering economic opportunities and improved food security to rural population. These include:

- **The Productive Partnerships in Agriculture Project (PPAP)** (funded by WB, IFAD and EU¹⁸)– The project targets support to the cocoa and coffee industries and has three core elements around industry and policy coordination, productive partnerships and increased market access through infrastructure development. The project has engaged in three partnership agreement with producers in Enga province, providing support to over 2,400 farming households. The initial project will be coming to an end in 2019 but a subsequent phase is planned and will continue to support highland provinces as well as supporting some new value chains such as coconut, small livestock and spices, through the USD 40m PNG Agriculture Commercialization and Diversification Project approved in April 2020.
- **The Rural Economic Development Programme second phase (RED2)** (funded by EU¹⁹) – this programme supported improved rural infrastructure in the Highlands region; development of innovative financial services for agricultural value chain financing and development of value chain support services and service delivery capacity of local government in the Highlands region. The programme supported the National Agricultural Research Institute (NARI) to establish Farmer Resource Centres (FRCs) within the Highlands. The FRCs provide a core location for access to services for farmers and especially women and youth.
- **Markets for Village Farmers Project** – Market Bilong Vilis Fama – this project is supported by IFAD and focuses on fresh produce in the Highlands, however, the Enga Province is not included in the area of intervention. The Fresh Produce Development Agency is a partner in the project and lessons learned and experience acquired will be valuable for Enga as well.
- **The Sustainable Wildlife Management (SWM) Programme**²⁰ is an initiative of the ACP Secretariat, funded by the 11th European Development Fund of the European Commission. It is being implemented through a partnership involving the Food and Agriculture Organization of the United Nations (FAO), the International Cooperation Center for Agricultural Research for Development (CIRAD), the International Center for Agricultural

¹⁸ Contract 2014/342-447

¹⁹ FA 20136/024-320

²⁰ Contract 2017/387-086

Research (CIFOR) and the Wildlife Conservation Society (WCS). The overall objective of the SWM Programme is to reconcile the challenges of wildlife conservation with those of food security in a set of key socio-ecosystems (forest, wetland and savannah), promoting sustainable use of terrestrial and aquatic wild animals by Indigenous Peoples, while increasing and diversifying the supply of alternative animal source foods for the benefit of rural and urban populations.

- **Strengthening food production capacity and the resilience to drought of vulnerable communities**²¹ This project arising from the EU's answer to the El Niño events of 2015-2016 aims to contribute to achieving a greater resilience of smallholder farming and rural communities in Papua New Guinea to abiotic stresses arising from seasonal weather patterns, climate change or natural disasters and impacting on their livelihoods.
- **Support to Rural Entrepreneurship, Investment and Trade (STREIT PNG)**²² – With a financing of EUR85m , the largest bilateral programme between the EU and a Pacific Island Country is a holistic approach to rural development aiming at alleviating the common bottle necks of access to renewable energy, finance, markets (infrastructures) and information to enable rural population to participate to economic activities while being mindful of women and youth and limiting land use shifts. Area of implementation is in the MOMASE region, starting in the greater Sepik.
- **Strengthening Disaster Risk Management Capacities in PNG**²³ (DRM Project) – The flagship UNDP DRM initiative implemented jointly with the National Disaster Centre and Provincial Disaster offices, is supporting capacity building of key government institutions at the national and provincial levels. While the project focus has been in five other provinces (including 2 provinces in Highlands: Western Highlands and Simbu), the approaches and methodologies developed can be replicated to Enga province in order to build capacities and enhance community resilience.
- **UNDP – GEF Project on Sustainable Finance of Papua New Guinea's Protected Area Network** – UNDP in partnership with CEPA have applied under the GEF6 funding cycle for support to develop a sustainable approach to the financing of conservation areas in PNG with the project seeking to establish long-term sustainable funding systems for both national protected areas and CCAs.
- **Climate Resilient Green Growth in PNG's** – implemented by the Global Green Growth Institute (GGGI) and funded by the Australian Government, the project aims to support PNG to plan for climate resilient green growth in multiple sectors and provinces and deliver green growth projects with leveraged finance. It is proposed that the project focuses on 3 provinces to begin with, recognizing that systematic mainstreaming of CRGG into provincial planning, budgeting and project management systems has never been done before in PNG and will require an approach to be piloted and refined in the first 4 years. Enga province is one of the target provinces of the CRGG project.
- **PNG Highlands Joint Programme for Peace and Development ("Highlands Joint Programme"/HJP)** - led by the UN Resident Coordinator's Office and implemented by UNDP in partnership with FAO, IOM, UNICEF, UNCDF aims to a) support creation of peaceful and enabling conditions for achieving the Sustainable Development Goals in Hela and Southern Highlands Provinces; b) Catalyse greater investments in equitable human development activities both by the PNG government, development partners and the private sector and c) Support local aspirations for inclusive peace and development.
- **UNDP-GEF Project on Establishing systems for sustainable integrated land-use planning across New-Britain Island in Papua New Guinea** – this project is designed to directly address the key drivers and barriers of unsustainable land use in PNG and set out with the objective: To reduce rates of agricultural driven deforestation and biodiversity loss and to establish a sustainable system of land-use planning to guide future land development activities across Papua New Guinea. The project's duration is 6 years from 2021 – 2026. The project concept note was approved by the Global Environment Facility under the seventh replenishment programme and currently, UNDP is finalising the project document for submission to the GEF for review and endorsement. The project starts in early 2021.

²¹ Contract 2016/382-604

²² FA 2018/039-995

²³ Largely funded by DFAT.

Risks and Assumptions

Risks to project success and mitigation measures - As per standard UNDP requirements, the National Project Manager will monitor risks quarterly and report on the status of risks to the UNDP Country Office (UNDP-CO). The CO will record progress in the UNDP ATLAS risk log. Risks will be reported as critical when the impact and probability are high (i.e. when impact is rated as 5, and when impact is rated as 4 and probability is rated at 3 or higher). Management responses to critical risks will also be reported to the EU in the annual progress report.

PROJECT DOCUMENT
Papua New Guinea



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Table 2. Summary of High Risks and Mitigation Measures

#	Type	Date Identified	Description	Review or Completion Date	Comment or Management Response	Critical or Completion Flag
1.	Organisational, political	24 August 2020	<p>Limited institutional capacity, mandate, and ownership.</p> <p>Commodity production patterns are dependent upon several factors, including governmental policy directives. If governmental policies are inconsistent with the sustainable and resilient production promoted on the project, then the sustainability of the project could be impacted.</p> <p>If proposed policy reforms are not instituted within the project lifespan, some of the momentum gained could be lost when EU funding ceases.</p>	Quarterly, semi-annual, annual	<p>UNDP has policies and procedures relating to Its Direct Implementation Modality (DIM) of project implementation that provide safeguards against inadequate implementation capacity and the risks of mismanagement.</p> <p>The project will address relevant capacity limitations by defining the mandates and systematically building capacity from workshops and trainings. Internally within the project Specific committees action will be taken to ensure clear understanding and ownership of target activities as well as support coordination between agencies.</p>	High

2.	Environmental	24 August 2020	Recurrence of major earthquake or natural hazard affecting either/both provinces leading to humanitarian emergency	Quarterly, semi-annual, annual	<p>The project will put in place strategies to mainstream environmental and climate risks into the overall project interventions so that mitigation measures are well thought through during the planning process.</p> <p>By promoting sustainable land use as the core of this project, this will facilitate climate change mitigation by keeping carbon in forested areas, rather than releasing it by land degradation or deforestation.</p>	Moderate
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3.	Organisational	24 August 2020	Lack of coordination leads to deviation from sustainable practices. As this project aims to facilitate sustainable coffee growth, for instance, there is a risk that without adequate and coordinated support, provincial government as well as smallholders working with new private sector entrants may transition to practices that are not compatible with sustainable land management.	Quarterly, semi-annual, annual	This project has a strong emphasis on coordination and providing technical support and platform to facilitate easy cooperation and adopt a 'shared vision' of the future agricultural development. Coordination will be improved by increasing resourcing to help the flow of information (for example, by providing computers as well as communications, media and information management) and by establishing a strong implementation team that includes a central project management team, staff within the agricultural platforms and representatives at provincial level who will strengthen communication and coordination of actors.	Moderate
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4.	Security	24 August 2020	Women and youth experience backlash (e.g. violence, community exclusion) from men and community at large due to involvement in empowerment activities	Quarterly, semi-annual, annual	<ul style="list-style-type: none"> - Empowerment activities to be implemented in an inclusive, well-paced manner and sensitive to community acceptance - Communicate to communities that empowerment is not a zero-sum but positive sum exercise - Gender Situational Analysis and Stakeholders Engagement Assessment is carried out and recommendations to consider gender in project activities and develop stakeholders' engagement plans have been developed. 	Moderate
5.	Political/Organisational	24 August 2020	Changes in key government staff risks knowledge management and sustainability of interventions and reduces skills and knowledge development on both sides	Quarterly, semi-annual, annual	<ul style="list-style-type: none"> - Capacity building interventions to account for potential staff attrition 	Moderate
6.	Land tenure	24 August 2020	Land tenure system may hinder value chain development to meet market demands.	Quarterly, semi-annual, annual	<ul style="list-style-type: none"> - Provision and some level of ownership of land for local enterprises may be a limitation for local enterprises engaging in the project. 	Moderate
7.	Organisational	24 August 2020	Donor Coordination is ineffective	Quarterly, semi-annual, annual	<ul style="list-style-type: none"> - The project will strengthen coordination at the national and subnational levels. 	Moderate

8.	Environmental and Social	24 August 2020	Downstream activities that potentially pose environmental and social impacts or are vulnerable to environmental and social change	Quarterly, semi-annual, annual	<ul style="list-style-type: none"> - The project will work with provincial authorities and communities to develop integrated landscape approaches that are locally appropriate and allow for a diversity of activities while also helping to ensure landowners see the value of integrated approach to land management. 	Moderate
9.	Strategic, Operational	24 August 2020	Impacts of COVID19 are significant and disruptive to project operation as well as key agricultural supply chains around which elements of project design are based..	Quarterly, semi-annual, annual	<ul style="list-style-type: none"> - The exact impacts of COVID19 on the operational environment for the project are currently unknown and as such difficult to develop effective mitigation measures for. The project is designed however to allow for adaptive management that responds to new challenges. Through a strong central management framework, the project will have the capacity to respond to the emerging needs of key target beneficiaries should this be required. Therefore, the project will organise virtual meetings and series of workshops/webinars to address the entire risk. 	Moderate

Through the design phase and in accordance with UNDP SES policy and procedures, a Social and Environmental Screening Procedure (SESP) has been applied to the project. This identified 9 risks for this project that could have potential negative impacts in the absence of safeguards. Eight of these risks were rated as Moderate and one as High. The screenings also indicate that three of the ten social and environmental principles and standards have been triggered due to 'high' risks:

- Principle 1: Human Rights (due to the risk that project benefits could have inequitable adverse impacts on people living in poverty or marginalized or excluded individuals or groups)
- Standard 2: Climate Change Mitigation and Adaptation (due to vulnerability to climate change).
- Standard 6: Indigenous Peoples (due to the potential of the project to impact the human rights, lands, natural resources, territories and traditional livelihoods of indigenous peoples).
- In addition, six of the ten Principles and Standards are triggered due to potential impacts rated as "moderate". They are:
 - Principle 1: Human Rights
 - Principle 2: Gender Equality and Women's Empowerment
 - Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management
 - Standard 3: Community Health, Safety and Working Conditions
 - Standard 4: Cultural Heritage
 - Standard 5: Displacement and Resettlement
 - Standard 6: Indigenous Peoples
 - Standard 7: Pollution Prevention and Resource Efficiency

Full details on the risks and categorizations is contained in the SESP assessment, which is attached as [Annex 2](#).

In accordance with the SES, as a High-Risk project a comprehensive social and environmental assessment, including the identification of management mechanisms to mitigate identified risks will be undertaken. All project activities contributing to these risks will not commence until the assessments have been completed and the management plan(s) have been approved and put in place. Potential impacts from "upstream" project activities, such as those involving planning support, policy advice and reform, or capacity building, will be assessed via a Strategic Environmental and Social Assessment (SESA). Risks and impacts associated with the project's physical footprint ("downstream" activities) will be assessed through an Environmental and Social Impact Assessment (ESIA). The outputs of both assessments will feed into the overall Environmental and Social Management Plan. The Environmental and Social Impact Assessment (ESIA), targeted at planned downstream, on-the-ground activities with a physical footprint, will address direct impacts to communities and individuals from on-site project activities, and develop strategies for avoiding, reducing and managing adverse impacts.

In addition, as SES Standard 6 requires that where a project may affect the rights, lands, resources or territories of indigenous peoples (within the context of PNG all customary land owning communities can be seen as indigenous peoples), an Indigenous Peoples' Plan (IPP) must be developed, and integrated into the design of the project. It also requires that social and environmental assessment is conducted with the full, effective and meaningful participation of affected indigenous people.

Precise locations for downstream activities have not been selected at the current stage of project development, and it is therefore, not possible to identify which groups may be affected at the current time. The ESIA will identify indigenous peoples at each of the specific sites, and further establish the nature of the risk(s), including any gender-related issues specific to indigenous groups. An appropriate Indigenous Peoples' Plan will be developed. This will include a plan for culturally appropriate consultation with the objective of achieving agreement and Free Prior and Informed Consent (FPIC). No activities that may adversely affect the existence, value, use or enjoyment of customary/traditional lands, resources or territories will be permitted without the explicit agreement of affected Indigenous People.

#	Type	Date Identified	Description	Review or Completion Date	Comment or Management Response	Critical or Completion Flag
10.	Organisational	24 August 2020	Limited institutional capacity, mandate, roles and responsibilities leading to limited institutional functionality, even with capacity development efforts	Quarterly, semi-annual, annual	The project is addressing this issue – particularly as it relates to capacity building of respective government agencies on climate change, agriculture, forestry and land use management. Feasibility assessments lead to proposals to streamline and improve the project management and implementation efficiencies	Moderate
11.	Environmental	24 August 2020	Occurrence of major natural hazard affecting either/both provinces leading to disruption of local livelihoods	Quarterly, semi-annual, annual	- Diversification of local means of livelihoods to improve community and household resilience	Moderate
12.	Food Security	24 August 2020	Low productivity of food gardens due to climate variations & poor agricultural practices	Quarterly, semi-annual, annual	- Link communities with access to drought-tolerant crop varieties from NARI & FPDA	Moderate
13.	Food Security	24 August 2020	Pestilence and disease affecting food gardens	Quarterly, semi-annual, annual	- Link communities with access pest/disease tolerant crop varieties from NARI & FPDA	Moderate
14.	Security	24 August 2020	Women and youth experience backlash (e.g. violence, community exclusion) from men and community at large due to involvement in empowerment activities	Quarterly, semi-annual, annual	- Empowerment activities to be implemented in an inclusive, well-paced manner and sensitive to community acceptance - Communicate to communities that empowerment is not a zero-sum but positive sum exercise	Moderate
15.	Political/Organisational	24 August 2020	Changes in key government staff risks management and sustainability of interventions and reduces skills and knowledge development on both sides	Quarterly, semi-annual, annual	- Capacity building interventions to account for potential staff attrition	Moderate
16.	Land tenure	24 August 2020	Land tenure system may hinder value chain development to meet market demands.	Quarterly, semi-annual, annual	- Provision and some level of ownership of land for local enterprises may be a limitation for local enterprises engaging in the project.	Moderate

17.	Organisational	24 August 2020	Donor Coordination is ineffective	Quarterly, semi-annual, annual	- The project will strengthen coordination at the national and subnational levels.	Moderate
18.	Environmental and Social	24 August 2020	Downstream activities that potentially pose environmental and social impacts or are vulnerable to environmental and social change	Quarterly, semi-annual, annual	- The project will work with provincial authorities and communities to develop integrated landscape approaches that are locally appropriate and allow for a diversity of activities while also helping to ensure landowners see the value of integrated approach to land management.	Moderate
19.	Strategic, Operational	24 August 2020	Impacts of COVID-19 are significant and disruptive to project operation as well as key agricultural supply chains around which elements of project design are based.	Quarterly, semi-annual, annual	- The exact impacts of COVID19 on the operational environment for the project are currently unknown and as such difficult to develop effective mitigation measures for. The project is designed however to allow for adaptive management that responds to new challenges. Through a strong central management framework, the project will have the capacity to respond to the emerging needs of key target beneficiaries should this be required. Therefore, the project will organise virtual meetings and series of workshops/webinars to address the entire risk.	Moderate
20.	Environmental and Social	24 August 2020	Potential for variable impacts on women and men, different ethnic groups, social classes	Quarterly, semi-annual, annual	- Gender Situational Analysis and Stakeholders Engagement Assessment is carried out and recommendations to consider gender in project activities and develop stakeholders' engagement plans have been developed.	Moderate

Stakeholder engagement

The following stakeholders have been engaged in a consultative process during the project formulation which started in March 2019 mainly led by the EU and the Climate Change and Development Authority, the Conservation and Environment Protection Authority, Enga Provincial Government. They will remain involved during implementation.

- **Climate Change and Development Authority (CCDA):** The CCDA has the mandate to provide a regulatory framework to promote and manage climate compatible development through climate change mitigation and adaptation activities in PNG. It is the National Designated Authority (NDA) for the Green Climate Fund (GCF) and the Focal Point (or Designated National Authority (DNA)) for the UNFCCC/REDD+.
- **Conservation and Environment Protection Authority (CEPA):** The CEPA is the key government agency responsible for coordinating environmental conservation and biodiversity in the country.
- **PNG Forest Authority:** The mandate of the PNGFA is to "Promote the management and wise utilization of the forest resources of PNG as a renewable asset for the well-being of present and future generations". The National

Forest Service (NFS) is the implementing arm of PNGFA. The governing body is the National Forest Board (NFB). The NFB oversees the national functions whilst the provincial business is controlled through the Provincial Forest Management Committees (PFMCs). In the context of REDD+, PNGFA is responsible for the generation of data on forest carbon stocks and forest area changes, overseeing the implementation of REDD+ activities, promoting sustainable forest management and providing technical and policy support for the development of REDD+ activities and policy options.

- **Entrepreneurs:** are the main drivers of local sustainable agri-businesses development, entrepreneurs will be responsible for the success of selected actions. They are among key direct beneficiaries of the actions and will gain benefits from improved provision of services to an improved business environment and actors' capacities. Local entrepreneurs and particularly women will be supported to ensure their participation and direct benefit from the project. In addition, entrepreneurs will also benefit from certification support and enhanced access to finance and better roads and transport for improved market access and ease of doing business.
- **Small-scale farmers:** These are the end beneficiaries of the intervention. The project aims to increase production, revenues and improved socio-economic conditions for small-scale farmers (est. 30% women), including in isolated and disadvantaged communities within the Enga province. Farmers' groups, cooperatives and associations are few and in general very weak. Women farmers are a sub-group that will be specifically targeted by programme mechanisms.
- **Coffee Industry Corporation (CIC):** the CIC will be an important partner for improving the productivity and efficiency along the coffee value chain. They will also benefit from capacity development both as a service provider and recipient of specialised technical expertise, including for enhanced knowledge and market access and trade and quality improvements.
- **Department of Agriculture and Livestock, (DAL):** Main programme counterpart, sector regulator and service provider for small-scale farmers. DAL also plays an important role in food security capacities and standards, including responsibilities for laboratory analysis of raw products. Key services supported by the programme will be: Direction of Planning, Agricultural Production, and Extension at both central and provincial level.
- **Ministry of Commerce and Industry:** Responsible for trade related issues, including export of agriculture commodities as well as SME development. The Standards Bureau is a statutory body under this Ministry. The standards bureau is responsible for setting up food-related standards. The Ministry is also one of the key institutional players for standards and certification as well as SME development.
- **Civil Society Organizations and Associations:** Direct beneficiaries of interventions across all value chains and they will play an important role in supporting disadvantaged farmers groups, traditional and isolated communities, linking them with programme mechanisms and enabling them to access expected benefits. They will also play a role in oversight and monitoring.
- **Academic and training institutions** (National Agricultural Research Institute (NARI), the Fresh Produce Development Authority (FPDA), provincial and local NGOs. National capacity development and research institutions supporting education as well as a range of services for value chain stakeholders (entrepreneurs, farm family's traders and exporters (including improved planting materials, training of trainers and quality control and certification services).

Throughout project implementation, the project will ensure the full and effective participation of all relevant stakeholders as one of key guiding principles through the following activities:

- Developing and institutionalising national and sub-national consultation and participation mechanisms;
- Through TWCs and capacity building trainings which have been found to be an effective forum for building the knowledge of stakeholders and soliciting inputs for proposed integrated landscape measures;
- Strengthening measures to ensure that gender is adequately addressed in national and sub-national development planning processes, for example, through development of gender sensitive stakeholder engagement tools to facilitate gender responsive stakeholder engagement approaches across sectors.

The project will make use of the Technical Working Committees (TWCs) on National REDD+ Strategy (NRS), Safeguards, NFMS/FRL, and other sub working groups currently managed by CCDA comprising representatives from, Government Institutions, and NGOs and industry representatives.

Where necessary, the Project Management Unit (PMU) will request the NRS TWC to coordinate technical support for

the implementation of project activities. This will be included but not be limited to (i) seeking consensus on the vision and objectives for the demonstration project, (ii) facilitating the translation of these objectives into an integrated plan of action with other stakeholders for the demonstration sites; (iii) ensuring consistency and convergence of stakeholder activities, plans and programs to support the achievement of the objectives and expected outcomes of plan.

Enga Provincial Administration/provincial stakeholders. The project will be closely coordinated with the Enga Provincial Administration and districts, therefore, relevant stakeholders at the provincial and district levels will be actively engaged in the project implementation.

Specific quality assurance measures will be undertaken by the PMU during implementation, including (but not limited to):

- Participate in quarterly discussions with the PMU and Country Office to agree the quality assurance elements connected to technical assistance inputs and to assess risks.
- Undertake regular reviews of the Risk and Issues Logs and provide feedback to the CO regarding technical issues and social/environmental risks.
- Make recommendations to the CO for the management of technical issues and social/environmental risks.
- Provide guidance to the CO and national counterparts on the application of the “common approach” for social and environmental issues.
- Undertake regular missions, in consultation with CO and PMU, to review the implementation of activities and risk management actions with the CO and national counterparts.
- Provide assistance in capacity building of national and provincial stakeholders on integrated landscape management

Another core guiding principle is full and timely access to information related to integrated landscape management in Enga Province through the development of a Communication and Visibility Plan.

Gender equality and women’s empowerment

PNG faces significant challenges with regard to gender equity and women’s empowerment with a Gender Inequality Index (GII) of 0.740.24 placing it 161 out of 162 countries in the 2018 index. These rankings are linked to a number of cross societal challenges including limited representation of women in key decision making positions (there are no female members of parliament in PNG), gaps in access to and levels of schooling, low levels and access to healthcare (linked to high levels of death during child birth), gender based violence as well as disparities in participation within the formal economy. Many of these challenges are linked to cultural norms that, while highly diverse across PNG, tend to favor the role of men in leadership, allocation of resources and decision-making. Gender equality and women’s empowerment also remains limited within PNG legislation. Despite the development of the National Policy for Gender Equality and Women’s Empowerment 2011–2015,²⁵ existing and new legislation and supporting regulations predominantly fail to address gender elements. Thus despite promising targets to enhance the equality of opportunities in employment, education and other socio-economic activity, increase women’s access to economic opportunities and awareness of their economic rights, prevent and eliminate violence against women and children, and promote women’s political participation at all levels of government included in central planning documents such as MTDP3, there remain significant gaps in the legislative support to their achievement.

With regard to decision on how lands are used, with 97% of land under customary ownership, decision-making is regularly made through customary systems, which are predominantly male led. Even within matrilineal customs decisions on how land is used is often delegated to male clan members while ownership remains with the matriarch. The strong network of clan and community links and weak state systems also lead to official channels of decision making or representation being bypassed or poorly implemented with decision makers using informal networks to move new projects or land use decisions

²⁴ Gender inequality index (GII) reflects gender-based inequalities in the three dimensions of reproductive health, empowerment and economic activity.

²⁵ The Policy focuses on three main components: women’s equality and representation; women’s economic empowerment; and gender-based violence and vulnerability.

forward. This process often further marginalizes those most vulnerable in communities including women and children who do not have access to the same networks, are more likely to be negatively impacted by decisions on changes in land use due to their needs not being effectively valued within decision making and have limited means of recourse following such decisions. Many of these challenges are compounded within the processes for formalizing customary land arrangements, through the creation of Incorporated Land Groups (ILGs) and Land Owner Companies (LOCs) to engage with the formal economy. These groups, while potentially an opportunity to address the power of informal networks, have often been established with limited engagement at community level and with internal power structures that reinforce, as opposed to address, disparities within the communities. While many that have been identified as illegitimate are challenged in the courts, the limited capacity of the judicial system combined with the limited resources of those needing to mount the challenge make this system of redress ineffective.

Many of these challenges also manifest within the agricultural sector with more than 50% of the female engaged in agriculture and women comprising almost 35% of the economically active population in the sector.²⁶ Rural women play a prominent role in subsistence food production, agricultural value chains and rural livelihoods. They sell their surplus produce, generally at local markets, to generate income for their families and are also engaged in a broad range of micro-enterprises often within the formal economy. Women also play a critical role in major commercial supply chains. Within coffee supply chains women are seen to provide critical inputs into key tasks linked to harvesting and preparation of wet beans that play an important role in quality and in many cases have also maintained production from ageing coffee stands which have low levels of productivity. Men conversely play a more significant role in the processing of coffee as well as its transport and sale and as such capture much of the financial return from the process. This, combined with the high social pressures and other labour responsibilities of women, mean that they are neither effectively incentivised, nor able to invest in strengthening production within the sector²⁷.

To address many of the challenges with regard to gender within the target actions of the project, the project will mainstream gender into all elements of project actions and recognise the differences between labour, knowledge, needs, and priorities of women and men, and this will include (but not limited to) the following aspects:

- a) Consultation with women and women groups on needs and requirements associated with project interventions;
- b) Promotion of equitable representation of women and men in project activities and groups established and/or strengthened;
- c) Development of regulatory, policy and planning documents in consultation with women;
- d) Targeted budgeting of activities promoting active involvement of women and monitoring and evaluation of such activities;
- e) Participation, training and capacity building of women identified and budgeted in relevant project outcomes;
- f) Ensuring equitable representative and participation of women in the regional and global FOLUR events;
- g) Encouragement of women participation in the recruitment of project implementation staff, including consultancies and other service providers; and
- h) Equal access to wealth creation and distribution of benefits generated from project interventions between women and men.

²⁶ FAO (2019) Country Gender Assessment of Agriculture and the Rural Sector in Papua New Guinea, Food and Agriculture Organization of the United Nations, 2019

²⁷ Information from World Bank (2018) *Household Allocation and Efficiency of Time in Papua New Guinea*, and World Bank (2014)

South-South and Triangular Cooperation (SSC/TrC)

The project design encompasses a key element of south-south and triangular cooperation through the collaboration with the GEF7 Impact Programming, where the project is part of the regional and global cooperation on the development of an effective system of knowledge management and sharing. The shared training events and ongoing learning will provide a key forum for sharing of ideas, approaches and inspiration between key stakeholders within the relevant sectors. The concepts of adapting systems thinking to different technical and cultural environments will form a central element of the training and subsequent engagement between peers. Through the global UNDP's Food Systems, Land Use and Restoration (FOLUR) platform, the project will facilitate cooperation across FOLUR countries as well as strengthening engagement between private sector and other organizations within key target markets for agricultural commodities produced in PNG. This process will help to share knowledge and ideas as well as develop partnerships and collaboration between producer and consumer countries that strengthen approaches to deforestation free supply chains.

Learning opportunities and technology transfer from peer countries such as Indonesia and Malaysia within the UNDP GEF7 will also be further explored during project implementation. To present opportunities for replication in other countries, the project will codify good practices and facilitate dissemination through global ongoing South-South and global platforms, such as Africa Solutions Platform, the UN South-South Galaxy knowledge sharing platform and PANORAMA²⁸.

In addition, to bring the voice of PNG to global and regional fora, the project will explore opportunities for meaningful participation in specific events where UNDP could support engagement with the global development discourse on deforestation free supply chains and sustainable land use planning. The project will furthermore provide opportunities for regional cooperation with countries that are implementing complimentary initiatives in geopolitical, social and environmental contexts relevant to the proposed project in PNG.

Knowledge

Experiences from UNDP shows that for projects to be effective, attention must be given to strong engagement at the community level and in-depth consultations at both provincial and national levels. One of the largest ongoing agriculture development projects in the country the World Bank led Productive Partnerships in Agriculture Project recently provided the following key lessons learned:

- Engage communities and begin any grassroots and coffee productivity activities such as nurseries early in the programme as these require at least 18 months after planting to be productive.
- Focus on less geographic area for impact and have transparency in beneficiary selection.
- Engage with the local institutions and private sector to build sustainability beyond the life of the project for value chains.
- Include socio-economic considerations in the design and implementation, and to knowledge management for enhanced dissemination of results and greater awareness. Further, that it is important to facilitate private sector engagement and interventions.

Lessons learned during project implementation will be documented, communicated and disseminated as per the Programme Visibility and Communications Plan. This also includes substantial investment in sharing of knowledge between communities within Enga province as well as sharing and transfer of knowledge among and between enterprises and other value chain stakeholders.

Sustainability and Scaling Up

The innovative aspects of this project include promoting sustainable landscape management approach at the subnational level. The project will facilitate analysis and review of policies related to forest management, PA management, sustainable land-use management and REDD+. The project strategy is to

²⁸ <https://panorama.solutions/en>

establish localized pilot initiatives, which will test new approaches for forest management and then be amenable for replication and scaling-up. Knowledge and good practices from the pilot initiatives of the project have the potential to be demonstrated and scaled up to the national level strategies for REDD+ implementation.

Financial sustainability: will be achieved by working through existing government agencies and mechanisms as far as possible such that the outcomes are mainstreamed into the regular operations and budgets of these agencies (CCDA, PNGFA, DAL, DLPP, DNPM, Department of Finance, Department of Treasury, CEPA, subnational government, etc.). Following the completion of the project these institutions and authorities will be empowered and better equipped to exercise their mandates, without requiring further external resources.

Institutional sustainability: will be improved through systematic capacity development measures for Enga Provincial Government and district authorities, commodity producers, farmers and women groups by expanding a range of tools related to integrated sustainable landscape management practices. National ownership of the project will be ensured through assuring the leadership of the provincial government in designing, managing and leading the project activities.

Social sustainability: will be improved through the development of effective stakeholder engagement mechanisms. The project also closely coordinates with other development partners' initiatives to effectively incorporate concerns and interests of local communities who are dependent on forest and land resources for their livelihoods. The lessons from these initiatives will be used to design an enabling policy approach and instrument to strengthen the rights and ownership for local communities to undertake climate change mitigation and adaptation activities.

Environmental sustainability: will be achieved through a coordinated approach involving a wide range of government, private sector and civil society organizations as well as communities to address land, conservation and climate change issues.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

UNDP Country Office in PNG offers a global architecture that delivers locally and will be able to draw on expertise through both global programmes including the UNDP's Green Commodities Programme to support green commodities, FAO to support REDD+ and National Forest Monitoring System as well as through partners within the one UN framework including UNCDF which will provide support in the development of effective financing structures to incentivise action on climate change as well as to support small-holder agricultural development. The project will synergise all above activities towards successful achievement of the project goals and objectives.

Apart from that, UNDP Country Office through its portfolio on Energy, Environment, Climate Change and Disaster Risk Reduction provides guidance and synergies with existing portfolio projects to improve cost effectiveness by leveraging activities and partnerships. This will include but not limited to arrangement of joint procurement processes, joint monitoring visits to project sites, etc.

Project Management

The project will be implemented in Enga province of PNG. The Project Management Unit will be established within the Enga Provincial Administration premises and will comprised of National Project Manager, Admin/Finance Associate and Driver/Clerk. For implementation of project activities, the project is intending to hire three Provincial Coordinators responsible for implementation of the project components. The overall support and coordination as well as quality assurance will be provided by the UNDP Country based in Port Moresby of PNG. The UNDP CO will bear full responsibility for implementation of this project and organises independent project evaluations both in the mid-term and closure of the project. The detail structure, roles and responsibilities are brought in [Section VIII. Governance and Management Arrangements](#).

V. RESULTS FRAMEWORK²⁹

This project will contribute to the following Sustainable Development Goal (s):

- 1) **Goal 1:** End poverty in all its forms everywhere;
- 2) **Goal 2:** End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- 3) **Goal 13:** Take urgent action to combat climate change and its impacts
- 4) **Goal 14:** Conserve and sustainably use the oceans, seas and marine resources for sustainable development
- 5) **Goal 15:** Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
 - **Target 1.4:** By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance
 - **Target 2.4:** By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality
 - **Target 13.2:** Integrate climate change measures into national policies, strategies and planning
 - **Target 14.5:** By 2020, conserve at least 10 per cent of coastal and marine areas, consistent with national and international law and based on the best available scientific information
 - **Target 15.1:** By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements

This project will contribute to the following country outcome included in the UNDAF/Country Programme Document:

Sub-Outcome 3.3: By 2022, people, particularly marginalized and vulnerable, are empowered to manage climatic risks, develop community resilience and generate development opportunities from protection of land, forests and marine resources

This project will be linked to the following output of the UNDP Strategic Plan:

Output 2.4.1: Gender-responsive legal and regulatory frameworks, policies and institutions strengthened, and solutions adopted, to address conservation, sustainable use and equitable benefit sharing of natural resources, in line with international conventions and national legislation.

²⁹ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

Output Indicators from the UNDP Strategic Plan Integrated Results and Resources Framework³⁰:

- Natural resources that are managed under a sustainable use, conservation, access and benefit sharing regime: (a) area of land and marine habitat under protection (ha); (b) area of existing protected area under improved management (ha); (c) area under sustainable forest management (ha); (e) Biodiversity
- Number of countries with gender-responsive measures in place for conservation, sustainable use, and equitable access to and benefit sharing of natural resources, biodiversity and ecosystems: a) Policy frameworks; b) legal and regulatory frameworks; c) institutional frameworks; d) financing frameworks.

Project title: Strengthening Integrated Sustainable Landscape Management in Enga Province Papua New Guinea**Atlas Project Number:**

EXPECTED OUTPUTS	OUTPUT INDICATORS ³¹	DATA SOURCE	BASELINE		TARGETS						DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year 5	FINAL	
Project Objective:	A number of best practices on inclusive and integrated landscape approach in Enga province of Papua New Guinea	Feasibility Study Reports	0	2020	1	2	5	7	10	10	Data Collection Methods: Project reports, feasibility studies, video and audio materials, best practices Risks: There is no willingness to apply innovative SLM approach by the national and provincial government administrations; Assumptions: stakeholder engagement and close partnership with farmers and government in place.
	To increase sustainable and inclusive economic development of the Enga Province of Papua New Guinea	Agricultural, forests and pastoral ecosystems where sustainable management practices have been introduced (ha)	Feasibility Study Reports	0	2020	1,000 ha	5,000ha	10,000 ha	15,000 ha	20,000ha	20,000ha

³⁰ Integrated Results and Resources Framework of the UNDP Strategic Plan, 2018-21 (draft 23 October 2017).

³¹ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

	Greenhouse Gas (GHG) emissions avoided (tonnes CO ₂ eq) with EU support and Carbon sequestered (tonnes CO ₂)	Feasibility Study Reports	0	2020	0	10,000 tCO ₂ e	50,000 tCO ₂ e	70,000 tCO ₂ e	200,000 tCO ₂ e	200,000 tCO ₂ e	<p>Data Collection Methods: Project reports / PNG National Communication and BUR with REDD+ Technical Annex</p> <p>Risks: restoration, set-aside and improved management targets as proposed in SLM plans are not met or are delayed; re-designation of the protected (set-aside) and limited cultivation areas within the SLM plans into fully cultivated land due to change in political priorities post endorsement of SLM plans; insufficient enforcement to control unsustainable activities.</p> <p>Assumptions: restoration, set-aside and improved management targets are achieved. Improved practices will continue after the EU funding ceases (post-project).</p>
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Output 1 Improved climate change mitigation and adaptation	1.1 A number of jurisdictions to integrate climate change adaptation / DRM and climate change mitigation into development planning, PIP, DSIP application process;	Feasibility study reports	0	2020	0	0	One provincial development plan including DRR/CC strategies and 3 District plans including DRR/CC strategies endorsed by Provincial Executive Council	0	One provincial development plan including DRR/CC strategies and 3 District plans including DRR/CC strategies fully operational		Data Collection Methods: Project reports, feasibility studies, video and audio materials Risk: changes in political priorities of provincial, district and local governments; poor consultation resulting in rejection of an integrated approach on climate change, DRM. Assumptions: provincial, district and local governments remain committed to enhancing levels of sustainable land management; DRM and climate change and its approach are properly consulted to multi-stakeholders to ensure buy-in.
	1.2 A number of capacity building trainings for provincial and district stakeholders on land use planning	Feasibility study reports	0	2020	0	5	10	15	20	20	Data Collection Methods: Training reports, photo and video materials Risks: low capacity and unwillingness to attend capacity building trainings on land use planning Assumptions: capacity building materials are in place, stakeholder's engagement.

	1.3 A number of policies, regulations and plans on sustainable land use management at the national, provincial and district levels	Feasibility study reports	0	2020	2	5	7	8	10	10	<p>Data Collection Methods: Policy analysis documents, feasibility studies, meetings notes.</p> <p>Risks: Passage of policy and supportive legislation is hindered by unstable political environment; change in political interest related to land use preventing NSLUP to be legalized.</p> <p>Assumptions: that senior members of government support concepts of sustainable land use planning and will support policy and legislation.</p>
	1.4 A number of men and women are informed about climate change impacts and developed options for adaptation and mitigation	Feasibility study reports	0	2020	5,000 (including 2,000)	10,000 (including 3,000 women)	13,000 (including 4,000 women)	20,000 (including 6,000 women)	25,000 (including 7,000 women)	25,000 (including 7,000 women)	<p>Data Collection Methods: Photo and video materials, meeting notes.</p> <p>Risks: low awareness about climate change, poor selection criteria for climate change adaptation and mitigation options</p> <p>Assumptions: awareness raising, capacity building and visibility materials on climate change adaptation and mitigation options.</p>

	1.5 A number of High Conservation Value (HCV) and High Carbon Stocks (HCS) Risk Maps for Enga province	Feasibility study reports	0	2020	0	2	3	6	10	10	<p>Data Collection Methods: HCV/HCS maps, feasibility studies, reports</p> <p>Risks: Delays in approving SLM plans; reluctance to set aside HCV/HCS areas for protection and improved management; HCV/HCS areas have been converted into cultivation areas by communities or companies, natural disaster leading to significant change in the land use plan/designation; national or local priorities change due to political or other factors.</p> <p>Assumptions: SLM plans adopted and implemented by stakeholders; enforcement mechanisms in place to control unsustainable activities.</p>
	1.6 A number of provincial based climate change adaptation and mitigation initiatives supported	Feasibility study reports	0	2020	0	1	3	4	5	5	<p>Data Collection methods: Baseline survey, project proposals on adaptation and mitigations, photo and video materials</p> <p>Risks: wrong selection of priority projects, poor community consultations</p> <p>Assumptions: clear selection criteria, competitive selection process</p>

Output 2: Strengthened food and nutrition security	2.1 Number of smallholders reached with EU supported interventions aimed to increase their sustainable production, access to markets and/or security of land	Feasibility study reports	0	2020	0	500	1,500	2,000	3,000	3,000	<p>Data Collection Methods: Project reports, feasibility studies, video and audio materials</p> <p>Risks: unforeseen events such as extreme weather or pests impact farmers and reduce income; low capacity among farmers to purchase sufficient agri-inputs which affect productivity thus income, due to (i) the fall in commodity price which leads to a decrease in farmers' income, (ii) an increase in the price of agri-inputs, (iii) low access to agri-input distribution, and (iv) competing household priorities.</p> <p>Assumptions: farmers will be provided with information and support to do so; commodity price fluctuations do not significantly affect farmers' capacity purchase sufficient agri-inputs; access to agri-inputs is good; prices of agri-inputs do not significantly affect farmers' ability to purchase sufficient agri-inputs;</p>
	2.2 Number of people in food insecurity and food crises reduced	Feasibility study reports	0	2020	0	3,000 (1,000 female)	10,000 (2,000 female)	15,000 (5,000 female)	25,000 (7,000 female)	25,000 (7,000 female)	<p>Data Collection Methods: Photo and video materials, case studies, project reports</p> <p>Risks: as the crisis unfolds, disruptions in domestic food supply chains, other shocks affecting food production, and loss of incomes and remittances are creating strong tensions and food security risks.</p> <p>Assumptions: Findings from feasibility studies are appropriately incorporated in the official reports, stakeholder and communities engagement in place, effective partnership.</p>

	2.3 A multi-stakeholder Coffee Platform in Enga Province to strengthen private sector partnerships	Feasibility study reports	0	2020	0		1		1	1	<p>Data Collection Methods: MoU with Private Sector, photo and video materials</p> <p>Risks: investment environment remains too challenging for effective partnerships.</p> <p>Assumptions: private sector groups have interest in strengthening value chains within PNG and specifically target landscape.</p>
	2.4 A number of beneficiaries (including women) increased their awareness on the use of sustainability standards for coffee production as well as capacity for traceability of coffee through supply chain	Feasibility study reports	0	2020	0	5,000 (1,000)	10,000 (3,000)	15,000 (4,000)	25,000 (7,000)	25,000 (7,000)	<p>Data Collection Methods: Project reports, video and audio materials, mass and social media</p> <p>Risks: agricultural degradation caused by low awareness.</p> <p>Assumptions: awareness raising, capacity building and visibility materials on the use of sustainability standards for coffee production as well as capacity for traceability of coffee through supply chain are in place.</p>
	2.5 A number of policy and regulations to support Sustainable Coffee Production at the national and provincial levels	Feasibility study reports	0	2020	0	0	1	0	1	1	<p>Data Collection Methods: Policy analysis documents, feasibility studies, meetings notes.</p> <p>Risks: Passage of policy and supportive legislation is hindered by unstable political environment; change in political interest related to support Sustainable Coffee Production to be legalized.</p> <p>Assumptions: that senior members of government support concepts of Sustainable Coffee Production and will support policy and legislation.</p>

Output 3: Improved Biodiversity and land/forest ecosystems conservation, restoration and sustainable use	3.1 A number of policies, regulations and plans on sustainable land use and biodiversity and ecosystem management at the national, provincial and district levels	Feasibility study reports	0	2020	0	2	3	4	5	5	<p>Data Collection Methods: Policy analysis documents, feasibility studies, meetings notes.</p> <p>Risks: Passage of policy and supportive legislation is hindered by unstable political environment; change in political interest related to on sustainable land use and biodiversity and ecosystem management to be legalized.</p> <p>Assumptions: that senior members of government support concepts of on sustainable land use and biodiversity and ecosystem management and will support policy and legislation.</p>
	3.2 A number of provincial environmental officers (including women) strengthened their technical capacity on environmental monitoring	Feasibility study reports	0	2020	0	10 (5 female)	30 (10 female)	60 (20 female)	100 (40 female)	100 (40 female)	<p>Data Collection Methods: Training reports, photo and video materials, project reports</p> <p>Risks: low capacity, insufficient equipment for environmental monitoring</p> <p>Assumptions: capacity building materials are in place, stakeholder's engagement.</p>
	3.3 Provincial environment and climate change committees functioning with improved cross sector coordination	Feasibility study reports	0	2020	0	0	1	0	1	1	<p>Data Collection Methods: Inter-sectoral meeting notes and reports, photo and video materials</p> <p>Risks: there are overlaps and duplications with other committees.</p> <p>Assumptions: clear ToRs and stakeholders engagement agreed</p>

3.4 Number of hectares of land restored	Feasibility study reports	0	2020	0	0	5,000ha – 2,500ha through reforestation, 2,500ha through sustainable agriculture	0	10,000ha – 5,000ha through reforestation, 5,000ha through sustainable agriculture	10,000ha – 5,000ha through reforestation, 5,000ha through sustainable agriculture	<p>Data Collection Methods: Project reports, feasibility studies, monitoring reports, video and audio materials</p> <p>Risks: Communities or local governments decline to take part in restoration schemes; possible land conflicts with local communities on designation of areas for restoration</p> <p>Assumptions: Areas for restoration agreed; restoration-rehabilitation plans are implemented and monitored according to plan; re-encroachment does not happen post-project.</p>
3.5 A number of beneficiaries (including women) increased their awareness on biodiversity conservation and land/forest management	Feasibility study reports	0	2020	0	0	10,000 (3,000 women)		25,000 (7,000 women)	25,000 (7,000 women)	<p>Data Collection Methods: Project reports, video and audio materials, mass and social media</p> <p>Risks: low awareness causes biodiversity, land and forest degradation</p> <p>Assumptions: awareness raising, capacity building and visibility materials are in place</p>
3.6 Targeted reforestation and plantation development strategy	Feasibility study reports	0	2020	0	0	5	0	5	5	<p>Data Collection Methods: Case studies, project reports and photo and video materials</p> <p>Risks: Lack of data, delays in the development of strategy and low participation.</p> <p>Assumptions: Stakeholder engagement and close partnership with Provincial Administration, CEPA and PNGFA</p>

VI. MONITORING AND EVALUATION

The project results, corresponding indicators and mid-term and end-of-project targets in the project results framework will be monitored annually and evaluated periodically during project implementation. If baseline data for some of the results indicators is not yet available, it will be collected during the first year of project implementation. The Monitoring Plan included in the Table below the roles, responsibilities, and frequency of monitoring project results. As indicated in the M&E plan, there will be mid-term and final evaluations of the project.

Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements as outlined in the [UNDP POPP](#) and [UNDP Evaluation Policy](#). The UNDP Country Office is responsible for ensuring full compliance with all UNDP project monitoring, quality assurance, risk management, and evaluation requirements.

Table 3. Monitoring and evaluation plan.

Monitoring Activity	Purpose	Frequency	Expected Action	Partners
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	CCDA, CEPA, Enga PA, DAL, DLPP, DPLLGA
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	CCDA, CEPA, Enga PA, DAL, DLPP, DPLLGA
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	CCDA, CEPA, Enga PA, DAL, DLPP, DPLLGA

Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	CCDA, CEPA, Enga PA, DAL, DLPP, DPLLGA
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision-making.	At least annually	Performance data, risks, lessons and quality will be discussed by the PSC and used to make course corrections.	CCDA, CEPA, Enga PA, DAL, DLPP, DPLLGA
Project Report	A progress report will be presented to the Project Steering Committee and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project		CCDA/PNGFA
Project Review (Project Steering Committee)	The project's governance mechanism (i.e., PSC) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the PSC shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	At least annually)	Any quality concerns or slower than expected progress should be discussed by the PSC and management actions agreed to address the issues identified.	CCDA/PNGFA

Evaluation Plan

Evaluation Title	Key Evaluation Stakeholders	Related Strategic Plan Output	UNDAF/CPD Outcome
Mid-term Evaluation	CCDA, CEPA, DAL, DPLLGA, DLPP, Enga Provincial Administration	Output 1.1: Promote Low Carbon Growth and Climate Resilient Economic Development - Public institutions, private sector and local communities enhance the implementation of low carbon growth and climate resilient development initiatives for environmentally sustainable economic growth	UNDAF Cluster 4: By 2022, Government and civil society have enhanced capacity to implement biodiversity conservation, low carbon and climate resilient development initiatives for environmental sustainability and improved livelihood to reduce the vulnerability of women, girls, men and boys to disaster risks
Final Evaluation	CCDA, CEPA, DAL, DPLLGA, DLPP, Enga Provincial Administration	Output 1.1: Promote Low Carbon Growth and Climate Resilient Economic Development - Public institutions, private sector and local communities enhance the implementation of low carbon growth and climate resilient development initiatives for environmentally sustainable economic growth	UNDAF Cluster 4: By 2022, Government and civil society have enhanced capacity to implement biodiversity conservation, low carbon and climate resilient development initiatives for environmental sustainability and improved livelihood to reduce the vulnerability of women, girls, men and boys to disaster risks

VII. MULTI-YEAR WORK PLAN ³²³³

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year					RESPONSIBLE PARTY	PLANNED BUDGET		
		2021	2022	2023	2024	2025		Funding Source	Budget Description	Amount
Output 1: Improved climate change mitigation and adaptation <i>Gender marker: GEN2</i>	1.1. Activity - Feasibility studies on climate change, land use, agriculture as well as forestry in Enga Province	130,000.00	140,000.00	80,000.00	80,000.00	110,000.00	UNDP	EU	71200 - International Consultants	540,000.00
		50,000.00	60,000.00	50,000.00	30,000.00	40,000.00	UNDP	EU	71300 - Local Consultants	230,000.00
	1.2. Activity - Support the development of climate compatible regulations on climate Change mitigation and adaptation, land use planning, climate smart agriculture as well as disaster risk reductions	5,000.00	10,000.00	10,000.00	10,000.00	5,000.00	UNDP	EU	71600 - Travel	40,000.00
		76,000.00	153,591.00	50,000.00	37,802.00	-	UNDP	EU	72100 - Contractual Services-Companies	317,393.00
		100,000.00	100,000.00	80,000.00	70,000.00	-	UNDP	EU	72600 - Grants	350,000.00
	1.3. Activity - Build dialogue between the national and provincial government authorities to integrate climate change into development planning framework;	15,400.00	15,000.00	15,600.00	15,000.00	15,000.00	UNDP	EU	74200 - Audio Visual & Print Prod Costs	76,000.00
		500.00	500.00	600.00	500.00	500.00	UNDP	EU	74500 - Miscellaneous	2,600.00
		32,591.00	60,000.00	38,590.00	30,000.00	10,000.00	UNDP	EU	75700 - Training, Workshops & Conferences	171,181.00
	1.4. Activity - Build dialogue between the national and provincial government authorities to integrate climate change into development planning framework;									
	1.5. Activity - Support provincial based climate mitigation and adaptation initiatives									
1.6. Activity - Engage private sector financing to support climate change mitigation and adaptation in Enga Province										
1.7. Activity - Assess potential climate risks within the province as part of a broader vulnerability assessment;										
1.8. Activity - Develop an improved digital mapping and an HCV/HSC risk maps for Enga province;										
1.9. Activity - Identify potential mitigation opportunities particularly within forestry and land use management.										
1.10. Activity - Increase awareness and develop knowledge products										

³² Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

³³ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

	Sub-Total for Output 1	409,491.00	539,091.00	324,790.00	273,302.00	180,500.00				1,727,174.00
Output 2: Strengthened food and nutrition security <i>Gender marker: GEN2</i>	2.1. Activity - Feasibility studies of subsistence agriculture in Enga province;	120,000.00	110,000.00	120,000.00	120,000.00	120,000.00	UNDP	EU	71200 - International Consultants	590,000.00
	2.2. Activity - Build capacity of farmers and women groups on climate resilient approaches and agricultural techniques;	30,000.00	35,000.00	25,000.00	39,551.00	20,000.00	UNDP	EU	71300 - Local Consultants	149,551.00
	2.3. Activity - Build dialogue with small-scale family enterprises on the production of vegetable crops and access to finance;	5,000.00	9,658.00	10,000.00	4,658.00	5,000.00	UNDP	EU	71600 - Travel	34,316.00
	2.4. Activity - Partner with key private sector groups working on a diverse range of food products for both domestic and international markets;	25,000.00	80,000.00	50,000.00	50,000.00	22,221.00	UNDP	EU	72100 - Contractual Services-Companies	227,221.00
	2.4. Activity - Partner with key private sector groups working on a diverse range of food products for both domestic and international markets;	20,000.00	14,000.00	14,000.00	14,000.00	14,000.00	UNDP	EU	74200 - Audio Visual & Print Prod Costs	76,000.00
		558.00	500.00	500.00	500.00	500.00	UNDP	EU	74500 - Miscellaneous	2,558.00
	2.5. Activity - Increase awareness and develop knowledge products	30,000.00	40,000.00	33,189.00	-	40,000.00	UNDP	EU	75700 - Training,Workshops & Conferences	143,189.00
	Sub-Total for Output 2	230,558.00	289,158.00	252,689.00	228,709.00	221,721.00				1,358,284.00
Output 3: Strengthened food and nutrition security <i>Gender marker: GEN2</i>	3.1. Feasibility studies on land/forest ecosystems conservation;	100,000.00	80,000.00	70,000.00	80,000.00	89,591.00	UNDP	EU	71200 - International Consultants	419,591.00
		25,000.00	35,000.00	35,000.00	40,000.00	30,000.00	UNDP	EU	71300 - Local Consultants	165,000.00
	3.2. Community based land/forest ecosystems conservation projects	5,000.00	5,000.00	9,991.00	5,000.00	5,000.00	UNDP	EU	71600 - Travel	29,991.00
	3.3. Build capacity of provincial environmental and forest officers to monitor development activities;	35,449.00	20,000.00	-	80,000.00	-	UNDP	EU	72100 - Contractual Services-Companies	135,449.00
		100,000.00	90,000.00	10,000.00	30,000.00				72600 - Grants	230,000.00
	3.4. Increase awareness and develop knowledge products on opportunities for forest rehabilitation and plantation development;	20,000.00	14,000.00	14,000.00	14,000.00	14,000.00	UNDP	EU	74200 - Audio Visual & Print Prod Costs	76,000.00
		890.50	500.00	500.00	500.00	500.00	UNDP	EU	74500 - Miscellaneous	2,890.50
		20,000.00	20,000.00	-	31,390.00	-	UNDP	EU	75700 - Training,Workshops & Conferences	71,390.00
Sub-Total for Output 3	306,339.50	264,500.00	139,491.00	280,890.00	139,091.00				1,130,311.50	
Project Management		26,505.00	26,505.00	26,505.00	26,505.00	26,505.00	UNDP	EU	64300 - Direct Project Costs Staff	132,525.00
		-	-	40,000.00	-	40,000.00	UNDP	EU	71200 - International Consultant (mid-term and final Evaluation)	80,000.00
	Project administration and management Mid-term and Final Evaluation	-	-	20,000.00	-	20,000.00	UNDP	EU	71300 - Local Consultants (Mid-term and Final Evaluation)	40,000.00
		130,220.00	130,220.00	130,220.00	130,220.00	130,220.00	UNDP	EU	71400 - Contractual Services - Individuals	651,100.00
		10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	UNDP	EU	71600 - Travel	50,000.00
		80,000.00	15,000.00	15,000.00	15,000.00	15,000.00	UNDP	EU	72200 - Equipment and Furniture	140,000.00

		5,000.00	15,999.00	15,000.00	15,000.00	15,000.00	UNDP	EU	74200 - Audio Visual & Print Prod Costs	65,999.00
		4,998.30	10,000.00	12,999.00	12,999.00	12,919.00	UNDP	EU	72500 - Supplies	53,915.30
		5,000.00	5,000.00	10,000.00	10,000.00	10,000.00	UNDP	EU	74500 - Miscellaneous	40,000.00
		5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	UNDP	EU	75700 - PSC Meetings (twice a year)	25,000.00
	Sub-Total for Project Management	266,723.30	217,724.00	284,724.00	224,724.00	284,644.00				1,278,539.30
	TOTAL PROGRAMME	1,213,111.80	1,310,473.00	1,001,694.00	1,007,625.00	825,956.00				5,358,859.80
	UNDP General Management Support (7%)	84,917.83	91,733.11	70,118.58	70,533.75	57,816.92				375,120.19
	GRAND TOTAL	1,298,030	1,402,206	1,071,813	1,078,159	883,773				5,733,980.0

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

6.1. Roles and responsibilities of the project's governance mechanism

The project will be implemented following the Direction Implementation Modality (DIM) and will be financed by the European Union.

It should be stated that there are profound expectations in this project among the stakeholders in the country as with other EU and GEF investments in the country. The EU provides in PNG the most significant investments in the support of climate change, sustainable agriculture and forestry at present including government expenditure.

This project will be implemented by the UNDP Country Office in close collaboration with the Government of PNG, ensuring transparency, accountability, efficiency and effectiveness. This means:

- a) When working with partners and contractors, the UNDP Country Office (as the entity implementing and managing the on a day-to-day basis) will identify and recruit project personnel Project Management Unit as well as arrange procurement of goods and services for implementation of project activities;
- b) UNDP will provide training on mutual expectations regarding processes, efficiencies, reporting and accountability with tips and strategies for how efficiencies and effectiveness can be optimised³⁴.
- c) The Project Steering Committee (PSC) will be inclusive, transparent and accountable. As such, it will be comprised of voting members but be open to non-voting observers;
- d) Project Assurance will be carried out, as is usual in UNDP, by the Programme Support Unit and the head of the Environment, Climate Change and Disaster Risk Management Portfolio within the UNDP-CO. Furthermore, the Project Assurance role and the success of the project will be included into his/her Terms of Reference and Key Performance Indicators (KPIs) to ensure adequate oversight of the project (and the MTR should seek documentary evidence that has been done if there are any issues with the transparent, accountable, efficient and effective implementation of the project);
- e) In order to facilitate project oversight, and monitoring and evaluation, the project's M&E budget as well as procurement and recruitment of staff and consultants are adequately provisioned;
- f) If, at the project's midterm review, the project's ratings are anything less than "satisfactory", the midterm review consultant(s) should work to understand where the barriers lie. If they lie within the governance and management arrangements, changes to these arrangements should be considered – especially if they are deemed to be UNDP's responsibility, and recommend adaptive measures and course corrections.

The project will include a dispute resolution mechanism and a confidential whistle-blower mechanism; the dispute mechanism will be chaired by the UNDP Resident Representative³⁵.

Beyond these measures (all of which are designed to improve project oversight and hence management), there are a number of factors beyond the control of the project. As a consequence, these factors present risks to the success of the project.

The project will include four month of inception period to recruit project staff, establishment of the Project Management Unit at Enga Provincial Government, recruitment of consultants and experts.

Roles and responsibilities of the project's governance mechanism. The project will be nationally implemented with full support from the Country Office, UNDP will apply its rules and regulations for implementing project activities.

³⁴ This should be a two-way relationship, with UNDP making commitments to ensure outstanding communication with partners and to ensure that there are no unjustifiable bureaucratic delays to processes.

³⁵ By making the UNDP RR as the Chair of the dispute mechanism, it will ensure that s/he is always aware of the issues facing the project and in order to minimize the demand on this person's busy schedule, the project team will have to work to minimize the number of disputes – thus, ensuring effective implementation of the project.

Implementing Partner³⁶:

The Implementing Partner for this project is the UNDP Country Office in PNG. The Implementing Partner is responsible and accountable for managing and evaluation of project interventions, achieving project outcomes and for the effective use of the EU financial resource.

The Implementing Partner will also appoint a National Project Director. This will be a high-ranking official – the General Director for REDD+ and Mitigation Division; s/he will Chair the PSC and be responsible for ensuring that it meets at least twice a year. S/he will provide necessary support from the government to the project and be in continual close communication and liaison with the National Project Manager. The project will be implemented with UNDP Support Services.

The Executing Partner for this project is the Climate Change and Development Authority (CCDA). The key objective of the Executive Partner is to ensure effective implementation of the project activities through robust partnership with Responsible Parties.

The CCDA and UNDP Country Office will be in regular contact with the Enga Provincial Government to provide quality assurance and monitor implementation of project activities on the ground. Any issues or delays by the project will be immediately communicated by the Implementing Partner and UNDP.

Responsible parties:

The Responsible Parties for this project are: The Department of Lands and Physical Planning, Department of Agriculture and Livestock and the Conservation and Environment Protection Authority. They will be engaged through their branches or representatives within the Enga Provincial Administration.

Project stakeholders and target groups:

Project stakeholders will be fully engaged through the project organizational and governance structure. Key government agencies will be engaged on the Project Steering Committee that will ensure they are kept up to date with project development activities and are able to input into key elements for project decision-making.

Representatives from Private Sector will also be invited to attend the Project Steering Committee (PSC) as observers to ensure they have clear awareness of project decision-making. They will also be able to input into the design and development of project activities through engagement within the coffee platforms, which will provide forums for multi-stakeholder coordination as well as planning for those sectors, which will be integrated into the project implementation through the Project Management Unit.

Main target group of the project include: Enga Provincial Government, four districts, agricultural commodity producers and farmers, women groups including socially marginalized people and private sector as well as local communities through its support to build the subnational capacities on integrated landscape management practices. At the national level, the project will target key central government agencies such as CCDA, CEPA, DPLLGA, DoF, DAL.

At the international level, the project will also aim at raising awareness of the external policies and actions of the European Union in its role as a global player, and provide accountability and transparency on the use of EU funds to taxpayers and the citizens of partner countries. Thus, EU opinion-formers, decision-makers and the general public in the EU is the secondary target group for the project.

The project will also target the general public to keep them posted on the development of this project and the positives results of the EU-UNDP partnership by sharing success stories on sustainable landscape management to strengthen resource mobilisation for upscaling this initiative in other provinces of PNG.

6.2. Project Management Structure

6.2.1. Project Steering Committee

The Project Steering Committee (PSC) will be established and comprised of representatives from the UNDP Country Office, EU Delegation, CCDA, PNGFA, DAL, DNPM and Civil Society Organisation.

³⁶ The Implementing Partner is the entity to which the UNDP Administrator has entrusted the implementation of UNDP assistance specified in this signed project document along with the assumption of full responsibility and accountability for the effective use of UNDP resources and the delivery of outputs, as set forth in this document

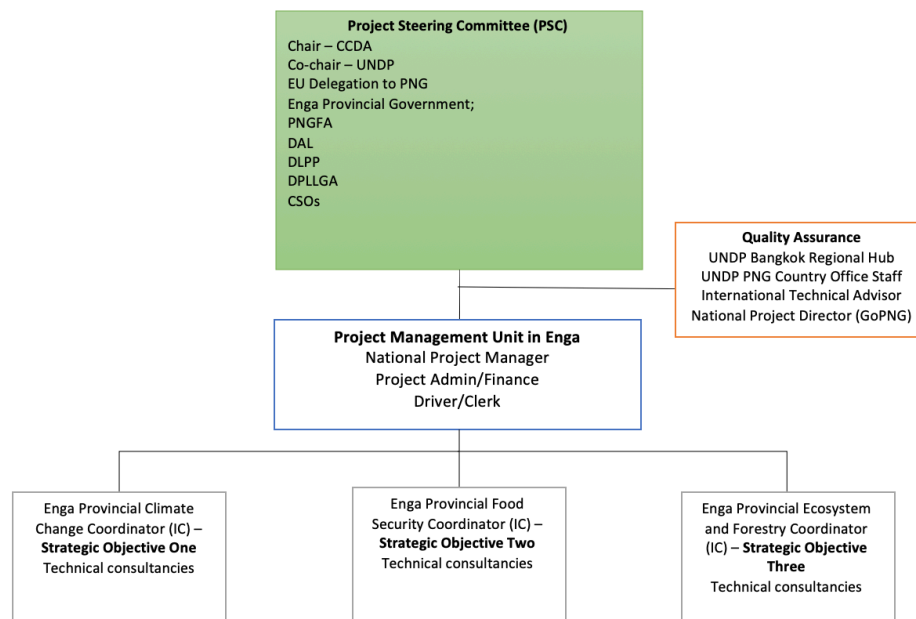
Representatives from the civil society organizations, community – based organisations and other relevant government agencies will be included as members of an Advisory Council to PSC, as observers.

The PSC is co-chaired by the Managing Director of CCDA and a representative of the UNDP PNG Country Office. The PSC meetings are conducted at least two times annually and are responsible for:

- review and approval of the Project’s Annual Work Plan and Budget;
- provision of advice as requested for the project when guidance is required by the National Project Director, ensuring coordination among agencies and key sectors;
- provision of guidance to implementation to ensure consistency with national policies and strategies;
- provision of oversight to the work of the implementing units and organizations, monitoring progress;
- review financial management and annual financial reports;
- monitoring the effectiveness of project implementation and structures; and
- provision of guidance to major evaluations, review evaluation reports to monitor implementation.

The collaborating partners for demonstration sites’ activities will include Provincial, District and Local Level Governments, NGOs, industry partners, private sector and consultants where specific skills are needed that fall outside the capabilities of other partners.

Figure 1. Project organizational structure.



6.2.2. Quality Assurance

UNDP Country Office in PNG is accountable to the EU for the implementation of this project. This includes oversight of project execution to ensure that the project is being carried out in accordance with agreed standards and provisions. UNDP is responsible for delivering EU project cycle management services comprising project approval and start-up, project supervision and oversight, and project completion and evaluation. UNDP is also responsible for the Project Assurance role of the Project Steering Committee.

Since UNDP PNG Country Office will bear full responsibility on the project quality assurance, the following UNDP core staff will be engaged to support project activities on the ground:

- **Programme Specialist (P3-FTA - 5%):** The Programme Specialist will provide an overall assurance activities to the project and ensure its compliance with the EU rules and regulations, prepare financial

reports for submission to the EU, ensure its eligibility, and serve as focal point for project audits, EU verification, and corporate reporting on project achievements, ensuring constant evaluation and readjustment of the project budget related issues, provide verification process on project quarter and annual report and the reports as per illustrated in the agreement signed with EU. 5% of the cost of this post will be charged to the project budget.

- **Procurement Analyst (P2-FTA - 3%):** The Procurement Analyst based in UNDP Country Office in Port Moresby will be responsible for the effective delivery of procurement services in order to obtain the best value for money. The Procurement Analyst will oversee procurement services for the project and provides solutions to a wide spectrum of complex issues related to procurement. The Procurement Analyst promotes a collaborative, client-focused, quality and results-oriented approach to the project. The Procurement Analyst works in close collaboration with the Management Support and Business Development, Operations, Programme and the project teams to successfully deliver procurement services. The Procurement Analyst will be charged 3% to the project budget.
- **Procurement Associate (G7-FTA - 4%):** The Procurement Associate will work closely with the CO Procurement Analyst to ensure high quality and accuracy of work. The Procurement Associate promotes a client, quality and results-oriented approach in the Unit. The Procurement Associate will work in close collaboration with the Operations, Programme and projects staff in the CO to ensure consistent service delivery. The key functions of the PA will include: 1) Implementation of operational strategies; 2) Support to procurement processes; 3) Implementation of sourcing strategy; and 4) Support to knowledge building and knowledge sharing. 4% of this cost will be charged to the project budget.
- **Finance Analyst (SB3 - 5%):** Finance Analyst will ensure that all financial interactions conform to UNDP rules, regulations and procedures. 5% of the cost of this post will be charged to the project budget.
- **Monitoring and Evaluation analyst (NOB-FTA - 5%):** The M&E will support the Programme Specialist in ensuring that the project has met its objectives, support the project in identifying means to collect data, validate the data collected by the project, promote the quality assurance process, follow up with the projects on the implementation of evaluation and audit findings. 5% of the cost of this post will be charged to the project budget.

6.2.3. Project Management Unit (based in Enga)

A designated Project Management Unit (PMU) will be established within the Enga Provincial Government. The PMU will be responsible for facilitating the dialogue with all project stakeholders (government agencies, civil society and private sector), developing adequate work plans, terms of references, and carefully designed administrative arrangements that will be reviewed and approved by the PSC. The PMU will be comprised by the following staff members:

- **National Project Manager (SC5 - 100%)** - Under overall guidance and supervision of the UNDP's Head of Portfolio on environment, energy, climate change and disaster risk reduction, a National Project Manager will bear full responsibility for overall management, monitoring, and coordination of project implementation according to UNDP rules. Specifically, his/her responsibilities include: (i) contracting of and contract administration for qualified local and international experts who meet the formal requirements of the UNDP; (ii) management and responsibility of all financial administration to realize the targets envisioned; (iii) organizing the meetings of the PSC; (vii) review and approval of work and financial plans of implementing partners; (viii) monitor and support the activities of the implementing partners. He/she will also be responsible for engaging effectively with national level stakeholders and sub-national partners from the government, private sector as well as civil society (CBOs). The National Project Manager will devote 100% of his/her time to this project and will be fully funded by the project budget.
- **Administrative/Financial Assistant (SC4 - 100%)** – he/she will focus on financial management and procurement to ensure effective and efficient implementation of project activities. He/she will devote around 100% of his/her time to this project. This position will be fully funded by the project budget.
- **A Driver/Clerk (SC2 – 100%)** will provide reliable and secure driving services and supporting the procurement and administrative services for the PMU. The special Letter of Agreement will be signed together with this project document outlining details of the UNDP's services to be provided to the project. He/she will devote 100% of his/her time to support this project and fully funded by the project budget.

6.2.4. Project Management Unit Running Costs based within the Enga Provincial Government

In implementing this project, there are several categories of costs that are envisaged for the functioning of the PMU, including:

- **Office Expenses:** Office running costs to deliver project activities, including but not limited to expenses related to the operations of the Enga office including but limited to staff security, communication and internet, stationary and other office supplies, and office equipment maintenance.
- **Materials Expenses:** Costs to deliver activities related to community mobilization, public awareness and outreach including printing program materials and brochures about the project.
- **Transportation and Vehicle-Related Expenses:** This includes vehicle hire, including but not limited to fuel costs to ensure safe, reliable transportation for project staff.

6.3. Project Implementation arrangements

To successfully implement project activities a number of International and National Consultants as well as consulting firms will be hired. They include but not limited to:

- International Technical Specialist (P-3) - He/she will have under his/her responsibility the day to day management of the Project as well as ensuring the achievement of results under required quality standards and within the specific time and cost limits. The Technical Specialist will have demonstrated technical experience related to the scope of the Project, in addition to excellent management skills. He/she will provide all the technical guidance for the PMU and other respected partners for the delivery of key results as part of his/her functions. Furthermore, he/she will provide leadership for the project working closely with institutions represented in the PSC and other key actors. The Technical Specialist will significantly contribute to implementation of all three Strategic Objectives and his/her expenses will proportionately be distributed under each strategic objectives. All costs related to this post are spread across project activities as they directly contributes to implementation of the strategic objectives.
- International Communication Expert (IC Holder) – he/she will provide high-quality communication guidance to the project in the production of mass-media, project briefs, stakeholders’ engagement as well as liaising with international media to share project experience and strengthen knowledge management. He/she will be responsible for effective delivery of the Annex VI – Communications and Visibility Plan. The International Expert will devote 150 days of his/her time during the project lifetime.
- National Communications Officer (IC Holder) – he/she will lead and provide guidance on implementation, and update, as required, a communication, consultation and participation strategy for the project in accordance with the the Annex VI – Communications and Visibility Plan. He/she will also be responsible for undertaking all knowledge management activities within the scope of the project. The National Communication Officer will be engaged for 400 days during the project lifetime.
- Provincial Climate Change Coordinator (IC Holder) – He/she will be responsible for delivering Strategic Objective One on climate change mitigation and adaptation. The provincial coordinator will be based within the Enga Provincial Administration and provide support to the government and effectively engage all stakeholders in the implementation of project activities. He/she will be directly reporting to the National Project Manager under overall supervision of the Chief Technical Advisor. He/she will be contracted for a period of 1,218 days (56 months of project lifetime X 21.75 actual calendar working days). The expenses for this position is in the Annex III Budget line 1.11.
- Provincial Food Security Coordinator (IC Holder) – He/she will be responsible for delivering Strategic Objective Two on food security and nutrition. The provincial coordinator will be based within the Enga Provincial Administration and provide support to the government and effectively engage all stakeholders in the implementation of project activities. He/she will be directly reporting to the National Project Manager under overall supervision of the Chief Technical Advisor. He/she will be contracted for a period of 1,218 days (56 months of project lifetime X 21.75 actual calendar working days). The expenses for this position is in the Annex III Budget line 2.6.

- Provincial Ecosystem and Forestry Coordinator (IC Holder) – He/she will be responsible for delivering Strategic Objective Three on forestry, conservation and land use. The provincial coordinator will be based within the Enga Provincial Administration and provide support to the government and effectively engage all stakeholders in the implementation of project activities. He/she will be directly reporting to the National Project Manager under overall supervision of the Chief Technical Advisor. He/she will be contracted for a period of 1,218 days (56 months of project lifetime X 21.75 actual calendar working days). The expenses for this position is in the Annex III Budget line 3.5
- Short-term International, National Experts and consultancy firms – they will be engaged to undertake short-term assignments to support project activities. The duration of their engagement will be identified during the project implementation and fit within the allocated project budget.

IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Papua New Guinea and UNDP, signed on 7 April 1981. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by the UNDP Country Office in PNG (UNDP, the “Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

The designations employed and the presentation of material on this map do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations or UNDP concerning the legal status of any country, territory, city or area or its authorities, or concerning the delimitation of its frontiers or boundaries.

X. RISK MANAGEMENT

UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]³⁷ [UNDP funds received pursuant to the Project Document]³⁸ are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aa_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).

UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

³⁷ To be used where UNDP is the Implementing Partner

³⁸ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.

All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:

- a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - ii. assume all risks and liabilities related to such responsible party’s, subcontractor’s and sub-recipient’s security, and the full implementation of the security plan.
- b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party’s, subcontractor’s and sub-recipient’s obligations under this Project Document.
- c. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.
- d. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
- e. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
- f. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants’, subcontractors’ and sub-recipients’) premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- g. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

XI. ANNEXES

Annex 1. Project Quality Assurance Report

Annex 2. Social and Environmental Screening

Project Information

Project Information	
Project Title	Strengthening Integrated Sustainable Landscape Management in Enga Province Papua New Guinea
Project Number	00123941
Location (Global/Region/Country)	Enga Province of Papua New Guinea

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the Project mainstreams the human-rights based approach

The strengthening of a Human Rights based approach to land use and resource management is central to the very objective of the project which is focused to ensure integrated approaches to land use management that are sustainable and thus in design must respect and support the human rights of those both on the land and affected by its use. To ensure that the project targets appropriate beneficiaries, it will facilitate dialogue with target communities, identify areas where their rights are threatened, and respect existing legislation related to socio-cultural rights, as well as ensuring adherence to Free, Prior and Informed Consent (FPIC) guidelines.

Within the specific approaches of the project, the principles of human rights are also fully integrated including through:

Supporting meaningful stakeholder participation and inclusion, in the implementation of the project activities, including local indigenous communities, marginalized/vulnerable groups, women, migrants, disabled persons and children. A Stakeholder Engagement Plan will be developed for this purpose and Indigenous Peoples' Plans will be developed in consultation with indigenous communities. The project focuses on:

- Strengthening engagement and empowering indigenous/land-owning communities to engage with government systems for land use planning to enhance the recognition of their rights and wishes within formal planning systems.
- The development of a National Sustainable Land use planning framework and systems, ensuring that identified use of land is not changed without free, prior and informed consent of indigenous groups.
- Land use zoning, based on a bottom-up process in all land-owning communities, which are responsible for identifying areas for specific activities to take place.
- Consultations occur at both national and subnational level through regular meetings consisting of the relevant sector agencies (government institutions), private sector, and civil society, as well as local level, district and provincial governments and customary landowners and local communities.

- Development of small-scale woodlots ensures that local communities are taken into consideration and involved in the process of forest rehabilitation and promoting sustainable forest management and livelihoods.
- The Agricultural Commodities Platform establishes a multi-stakeholder forum which involves all key stakeholders including local communities/landowners (LOs).
- Full and effective stakeholder engagement is promoted through development of public/private community partnerships for plantation development such as via tailored farmer support programmes.
- All activities such as strengthening financial literacy trainings are supported through capacity building/training directly to LOs and local communities to ensure development is sustainable.
- Awareness-raising activities and training are provided in the local language or *Tok Pisin*.
- Sustainable Livelihood options for local communities within CCA's is ensured through capacity-building of small enterprises.
- Communities are fully engaged and empowered to effectively manage their land through CCA following full consultation and engagement on their design and designation.

Recognition and respect for customary land tenure in the project activities through the following activities:

- Communities are empowered to choose to designate customary land areas for conservation under community conservation areas through an FPIC process.
- Customary landowners and local communities are engaged and will be central decision-makers in the development of spatial plans at the ward, district, and provincial levels, and integrated into broader district, provincial and national land use development plans.
- Support is provided in the development of any benefit sharing agreements with communities within CCA management to ensure the local communities and LO's are not disadvantaged in the process of implementing this project.

Promotes accountability and the rule of law:

- The project is built upon the principle of community governance and promotes social oversight of land use. Stakeholder consultation is required throughout, and a transparent project-level grievance redress process is freely available.
- Supporting the strengthening of the land use and development planning framework and its monitoring and enforcement (Outcome 1).
- Empowerment of communities to effectively manage land within CCA (Outcome 3).
- Empowerment of provincial and district government officials to better engage in land use decision making and monitoring and enforcement of environmental regulations (Outcome 3).
- Increasing awareness of communities to effectively participate in agricultural development processes including understandings of their rights and legal requirements for development activities (Outcome 2).
- Enhanced coordination across private sector, government and civil society on agricultural development activities to better guide legislative development and enhance enforcement.

Respect for national and international human rights laws and conventions:

- The project will work in line with international and national legislation with PNG having ratified the CCPR - International Covenant on Civil and Political Rights (2008) the CEDAW - Convention on the Elimination of All Forms of Discrimination against Women (1995) the CERD - International Convention on the Elimination of All Forms of Racial Discrimination (1982), the CESC - International Covenant on Economic, Social and Cultural Rights (2008), CRC -

Convention on the Rights of the Child (1993). Where international or national legislation is not present the project will follow international best practice

Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment

- The project promotes non-discrimination and equality through the proactive involvement of women in all project activities.
- Stakeholder engagement plans and tools to be developed will be based on stakeholder and gender analysis that is premised on province-specific social and cultural constructs, norms and practices in engaging with different stakeholder groups. This will include how discussions are conducted, decisions made, accountabilities established, and grievances addressed. Plans and tools will be socially inclusive and gender responsive.
- The recognition and integration of local communities and LO's as part of spatial planning and land use development activities have the potential to support gender equity in land use decision-making and improve options for women to be involved in activities that encourage income generation at the subnational level, through increased smallholder productivity as part of sustainable commercial plantations, woodlot development and forest rehabilitation, conservation commodities and sustainable livelihoods (small enterprises) in community conservation areas, which provide a degree of financial security and empowerment for women.
- The project will specifically work with women within coffee value chains to support their roles, providing opportunities for women to strengthen and diversify their roles within farm practices and value chains as well as to gain greater income.
- Collection of gender disaggregated data as part of the project's monitoring systems provides an opportunity to monitor the project engagement across groups and to tailor interventions to promote gender equity and women's' empowerment.
- Management or coordination committees established under this project will ensure women are fairly represented and participate in decision-making processes.

Briefly describe in the space below how the Project mainstreams environmental sustainability

Environmental monitoring is at the centre of the project design and will be mainstreamed through all components and outcomes including:

Component 1 – development of approaches to mainstream climate change into the development planning process in Enga as part of national approaches to integrating climate change and sustainable land use planning into the development planning process through the currently draft Sustainable Land Use Policy as well as the Climate Change (Management) Act (2015). Capacity and governance within existing government arrangements will be reviewed and strengthened where gaps exist, to ensure coordination between environmental management frameworks at national and sub-national levels.

Component 2 - focuses on improving the environmental sustainability of key commodity supply chains and will work with partners to both strengthen the quality and application of domestic policy and regulation and the uptake of international certification systems for environmental sustainability in agricultural production.

Component 3 – focuses on rehabilitation of degraded forest areas as well as conservation of key environmental areas including HCV areas within production landscapes.

Environmental and social indicators will be part in the monitoring process.

Part B. Identifying and Managing Social and Environmental Risks

<p>QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i></p>	<p>QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p>			<p>QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</p>
<p>Risk Description</p>	<p>Impact and Probability (1-5)</p>	<p>Significance (Low, Moderate, High)</p>	<p>Comments</p>	<p>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</p>
<p>Risk 1 : Indigenous peoples are present in the Project area and the Project is located on lands and territories claimed by indigenous peoples.</p> <p>There is a risk that an absence of culturally- appropriate consultations will lead to project activities being instigated without securing Free, Prior, Informed Consent (FPIC) of local indigenous communities.</p> <p>SES Standard 6 q. 1-7, 9.</p>	<p>I = 4 P = 3</p>	<p>High</p>	<p>Although exact project locations are not yet defined, Indigenous People are present throughout the project areas. Standard 6 is therefore of relevance to all social and environmental risks in this SESP.</p> <p>The project sites in which activities will be carried out are located in provinces and on land and natural resources which belong to customary/traditional landowners. This means that there is a risk that project activities will affect the land use structures, and that certain land zoning places prohibitions over the use of land, especially for traditional activities such as hunting, gardening, and any other traditional forms of land use.</p>	<p>FPIC is a legal requirement in PNG. The ESIA will assess the likely impacts on Indigenous People on a per-landscape basis, as exact project locations are specified. Consultations will be carried out with the objective of achieving initial consent from the specific rights-holders, in line with Standard 6 requirements. Site-specific Indigenous Peoples’ Plans will be developed, with full participation of indigenous communities. A comprehensive Stakeholder Engagement Plan has been prepared, (see Annex 8). Initial FPIC</p>

				<p>consultations have taken place and will be ongoing throughout project implementation, following the measures summarized in the ESMF and in the Indigenous Peoples' Plans that will be prepared as part of the subsequent ESMP. FPIC will be required for all activities which may affect indigenous people.</p>
<p>Risk 2: Economic displacement Improved enforcement of landscape protections and development of zoning could result in changes to current access to resources, potentially leading to economic displacement. Principle 1, q3; Standard 5, q2.</p>	<p>I =3 P =2</p>	<p>Moderate</p>	<p>The project has the potential to affect land use zoning and/or community-based rights/customary rights to access to land, territories and/or resources. Although this has potential to benefit some, it could also have adverse impacts particularly on marginalized or unempowered people restricting their access to land for farming or forest areas for collection of resources, leading to economic displacement.</p>	<p>As the project is High risk with potential downstream and upstream impacts, an ESIA is required for field-level activities and a SESA is required for the upstream activities, such as policy advice, planning support, training and capacity-building. An ESMF has been prepared during the PPG, and Indigenous Peoples' Plans will be prepared following project inception, in conjunction with community groups.</p> <p>The ESIA, SESA, and stakeholder consultations will inform the development of the required ESMP. The risk will be managed through the ESMP and stakeholder consultation arrangements, ensuring that livelihoods are not adversely impacted by the project and FPIC is obtained for any activities that may impact indigenous peoples. The impact assessments will identify any economic displacement, and strategies will be included to avoid, minimize or manage any such impacts. Where necessary, a Livelihood Action Plan will be produced to ensure that any such</p>

				<p>impacts are appropriately managed.</p> <p>This SESP will be revised based on further assessments and on information/details gathered during project implementation. Revisions to the SESP will inform the ESMP and IPPs over the course of the project.</p>
<p>Risk 3: Loss of access to natural resources</p> <p>Improved enforcement of landscape protections and new approaches to land management could result in changes to current access to resources.</p> <p>Principle 1, q.2, Standard 1, q.1., Standard 6, q.3.</p>	<p>I = 3 P = 2</p>	<p>Moderate</p>	<p>Ecosystem services include collection of traditional attire for cultural purposes (bilas for traditional ceremonies etc.), and restrictions on forest use may result in the exclusion of these groups from potential sources of income and the enjoyment of their economic and social rights.</p>	<p>The project emphasizes sustainable intensification, which precludes expansion into HCV/HCS, and will ensure that important traditional activities and resources are protected, in accordance with Standards 4 and 6. The ESMP will ensure that access to natural resources is preserved.</p>
<p>Risk 4: “Elite Capture” could result in a failure of vulnerable groups to benefit from the project.</p> <p>The Project could have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups.</p> <p>Principle 1, q4.</p>	<p>I = 4 P = 4</p>	<p>High</p>	<p>Misuse/abuse of the national sustainable land use planning (NSLUP) by political powers working with dominant groups (principal LO’s, chiefs, headmen etc) to suit their personal interests, may isolate vulnerable/marginalized groups and prevent them benefiting from potential economic opportunities.</p> <p>Land Owners (LOs), often chiefs (headmen), may dominate the process of land use development, at the local level, due to customary practices which may exclude marginalized/vulnerable groups from the decision-making processes.</p> <p>Sustainable coffee development is controlled by smallholders who are often LOs/block owners.</p>	<p>The ESIA, which will assess potential downstream impacts in this SESP (and any others identified) will be specifically targeted towards poor and vulnerable groups, conducted through thorough stakeholder consultation. M+E arrangements will be developed using appropriate poverty indicators. FPIC is required for all activities which will impact communities (all of which are indigenous). The project will also consult with local NGOs to further ensure that it takes all relevant viewpoints into account.</p>

			Marginalized/vulnerable groups, and farmers who do not own their land could potentially be excluded from discussions on its management, improvements and potential benefits.	
<p>Risk 5: That rights-holders do not have the capacity to claim their rights.</p> <p>Principle 1, q6.</p>	<p>I=3 P=3</p>	<p>Moderate</p>	<p>Due to illiteracy many LOs/local communities lack the capacity to claim their rights in the event of breaches by PS/National Govt./Provincial Govt of environmental permitting processes or regulations, laws or systems within Community Conservation Areas, especially on customary land.</p> <p>Environmental permitting processes only apply to land owning communities, which excludes marginalized/ vulnerable groups from also attaining this knowledge. This includes migrants from other areas, in particular widows who married into the community (including their children, particularly girls) who lost their rights to land when the husband/father died.</p>	<p>The project is based on proactively encouraging and assisting full participation of all sectors of society, in particular poor and vulnerable groups. The ESIA will identify vulnerable groups, and develop specific measures to mitigate this risk.</p>
<p>Risk 6: Low participation rates among smallholders.</p> <p>Principle 1, q4.</p>	<p>I=3 P=3</p>	<p>Moderate</p>	<p>Insufficient numbers of farmers/smallholders taking up incentive schemes, due to poor access, lack of information, perceived insufficient compensation, bureaucratic delay, and a historic legacy from disappointing experiences with previous land use schemes (e.g. “lease, lease-back”).</p> <p>High levels of illiteracy among the poor means that many may not be able to understand and participate in awareness raising/trainings on either land use/spatial planning, environmental management or sustainable forest management. This places them at a disadvantage and prevents them from</p>	<p>The ESIA and associated stakeholder consultation conducted as part of the ESIA, will establish any reservations about taking part, and the reasons for reluctance to do so among all types of commodity farmers, regardless of their tenure arrangements, including the informal sector. FPIC is required throughout. The results of the ESIA will inform further iterative project design, including the development of KPIs specific to vulnerable/marginalized groups.</p>

			contributing to and benefitting from these initiatives.	
<p>Risk 7: Social Tensions. Existing community and inter-community conflicts may be exacerbated by project activities. Project activities seen as favouring one community over an adjacent one, might give rise to new conflicts.</p> <p>Principle 1, q8.</p>	<p>I = 4 P = 2</p>	<p>Moderate</p>	<p>Conflict which did not previously exist might be ignited between adjacent landowning groups if activities on demarcation of land boundaries/spatial planning/zoning are introduced.</p> <p>Conflicts could result between LOs/local communities on decisions over which land to allocate for wood lots, areas designated for forest rehabilitation as part of improved environmental management activities.</p> <p>A degree of distrust of arrangements with large-scale commodity producers exists as a legacy of past agreements whereby communities have lost a degree of control over land use.</p>	<p>Comprehensive stakeholder engagement will be conducted, and FPIC will be secured for all project activities. The project will fully take into account community views which will inform project outputs for each landscape.</p>
<p>Risk 8: Gender Inequality. Project activities and approaches might not fully incorporate or reflect views of women and girls, or ensure equitable opportunities for their involvement and benefit.</p> <p>Principle 2, q2, q4</p>	<p>I=3 P=3</p>	<p>Moderate</p>	<p>A lack of specific inclusion of women within community activities that have the potential to help generate income, such as spatial planning at the subnational level, or coffee farming and sustainable oil palm development, environmental conservation commodities, ultimately impacts women and girls disproportionately to the rest of the community.</p> <p>Lack of a proactive approach towards a participatory and gender inclusive stakeholder engagement process may result in the limited incorporation of a gender perspective.</p> <p>The absence of a mechanism for sector agencies to monitor ILGs – numbers registered, details of clan composition, boundaries, objectives and gender participation - means that women may continue to be poorly represented at the local community level, potentially limiting women's</p>	<p>This risk is assessed in the gender analysis and managed through the Gender Action Plan, which will be integrated into overall project management systems. Stakeholder consultation arrangements and required FPIC consultations will specifically and proactively include women, and the project will use the services of a gender specialist, who will work closely with the National Council of Women, and will conduct participatory explorations of how best to improve project benefits for women.</p>

			<p>participation in decision-making.</p> <p>Lack of sex desegregated data in collection of information management systems to develop spatial planning (data systems), may result in men's and women's differentiated needs, uses, skills, and knowledge on forests and natural resources not being identified and included. This can adversely affect the successful planning and implementation of project activities and have a disproportionate impact on women, who perform the core labour in activities such as planting/farming of commercial crops, collection of fuelwood, gardening and (in some cases³⁹) land ownership.</p> <p>Women may be denied additional monetary benefits from increased commodity yields.</p>	
<p>Risk 9: Labour Standards. Field- and policy-level activities related to the value chains of key commodities could inadvertently support child labour and other violations of international labour standards.</p> <p>Standard 3, q8.</p>	<p>I=3 P=2</p>	<p>Moderate</p>	<p>The project will promote the establishment of farmer support and integrated value chain traceability systems for coffee, including support to capacity development and sustainability certification for smallholder producers. Due diligence safeguard procedures have been conducted for prospective private sector partners. The project therefore has clear potential to produce a net benefit in improving labour standards compliance through promotion of third party certification standards. However, there remains a risk that international labour standards will not be fully adhered to, and may be difficult to monitor and enforce at the field level. This has the potential for reputational damage to UNDP.</p> <p>Development of small-scale woodlots, forest rehabilitation and environmental conservation</p>	<p>The ESIA will include a review of labour standards in the target districts where interventions related to smallholders will take place, and identify safeguards including monitoring arrangements integrated into the ESMP.</p>

³⁹ Matrilineal societies in PNG.

			<p>activities, may involve payments by LOs/local communities of incentives or livelihood support. These forms of payment/support may fail to comply with national laws on unfair transactions⁴⁰ and/or ILO conventions on equal/fair remuneration, discrimination against women, and prohibitions against child workers (minimum age laws).</p> <p>Commodity production and support for smallholders' and landowners' SMEs may require work in eco lodges, canteens, as tourist guides, etc, which will require remuneration. Possible risks of non-compliance with national laws and international ILO conventions as it relates to fair remuneration, discrimination against women and prohibitions against child workers (minimum age) may arise.</p>	
<p>Risk 10: Cultural Heritage Potential for adverse impact on sites, structures, or objects with historical, cultural, artistic, traditional or religious values.</p> <p>Standard 4, q.1, Standard 6, q.9</p>	<p>I=3 P=1</p>	<p>Low</p>	<p>There are a large number of clans with attachments to specific landscapes in the project areas, which may contain burial grounds, religious or culturally important structures. Intensification of commodity production could lead to the abandonment of such sites with cultural significance. The probability is low, due to the wide availability of land for commodity production.</p>	
<p>Risk 11: Loss of intangible forms of culture, such as knowledge, innovations, practices.</p> <p>Standard 4, q1, Standard 6, q.9.</p>	<p>I=3 P=1</p>	<p>Low</p>	<p>Introduced forms of cash cropping such as commercial coffee production could become more attractive to the younger generation of LOs/local communities, eventually replacing the</p>	

⁴⁰ Within the Constitution of PNG all Papua New Guineans are guaranteed rights to employment (section 48) or to benefit from development on their land (NGDP Goal 2 – Equality and Participation).). *The Fairness of Transactions Act* would need to be considered in such circumstances and will only be recognized if ILGs are in place. Foreign/donor agencies/Government agencies who engage with and fund LO's or local communities would need to work through some form of legal mechanism which would either be in the form of ILGs/Associations or landowner companies etc, to safeguard against the likelihood of inequitable/unfair employment or business practices. ILGs are the most appropriate for LOs/local communities to set up under the *Land Groups Incorporations Act*. The minimum wage will also need to be considered in the event of both formal and casual employment as set out by the regulations on Minimum Wages governed by the Department of Labour and Industry.

			<p>traditional agricultural practices, resulting in loss of traditional knowledge.</p> <p>The probability of this is low, as although the project's focus is on commodity production, the project promotes diversified farming/livelihood systems, agroecology and nature-based solutions, and does not seek to displace traditional agricultural practices.</p>	
<p>Risk 12: Damage to Protected Areas and/or biodiversity. Poorly designed or executed project activities could damage critical or sensitive habitats, including through the introduction of invasive alien species during forest restoration activities.</p> <p>Standard 1: q1, 2, 3, 5, 6</p>	<p>I=3 P=3</p>	Moderate	<p>As part of the actions to improve degraded areas of land through forest rehabilitation there is a possibility that invasive species may be introduced which would threaten the native species (plants/wildlife).</p>	<p>Restoration will be carried out in accordance with management plans developed through participatory processes informed by the ESIA, and in accordance with the ESMP. No IASs will be used, and preference will be given to native species.</p>
<p>Risk 13: The project involves the application of pesticides that may have a negative effect on the environment, with potential for adverse local, regional, and/or transboundary impacts, as well as the potential to result in the generation of waste (both hazardous and non-hazardous).</p> <p>Standard 7, q.1</p>	<p>I = 3 P = 2</p>	Moderate	<p>Excessive use of fertilizers as part of coffee development could lead to contamination of rivers and water sources for drinking and impact on soil degradation and the overall degradation of the natural habitat in that specific area.</p>	<p>The project design will include appropriate safeguards, including training and monitoring, based on the ESIA and covered in the ESMP.</p>
<p>Risk 14: Workers in commodity supply chains (including smallholder producers) might be exposed to hazards in their use of chemical inputs (pesticides, fertilizers etc.) without adequate PPE, training and safeguards, or which might be subject to international bans.</p> <p>Standard 3: q7; Standard 7: q3, q4</p>	<p>I = 3 P = 4</p>	Moderate	<p>Farmers and workers are often ill-informed about the dangers of agricultural chemicals and correct safety procedures, and appropriate PPE is not always available or used.</p>	<p>The project is designed to equip the target smallholders with training on application of Good Agricultural Practices (GAP) on farm. Farmers will be trained to appropriately gear themselves against exposure of hazardous materials. Additionally, GAP will prescribe appropriate types and doses, and means of application of chemical inputs that are not</p>

				internationally banned or prohibited under law. The ESIA will include assessment of the risk that the project will lead to an increase of exposure to hazards, and appropriate safeguard procedures will be employed.
<p>Risk 15: Project activities and outcomes will be vulnerable to the potential impacts of climate change.</p> <p>Standard 2, q2; Standard 3, q5</p>	<p>I = 5 P = 5</p>	<p>High</p>	<p>Climate change is contributing to changes in the viability of different crops within landscapes as well changes in the nature and transmission of crop diseases. There is a risk that negative climatic impacts could offset project benefits or cause negative impacts if interventions are not effectively designed to be climate change compatible.</p> <p>Limited specificity and potential high impacts of climate change related events e.g. storm surges, river flooding etc may also present significant challenges to effective land use zoning and inclusion of risks within this process while also maintaining political and community commitments due to potential restrictions that inclusion of such risks may present. .</p>	<p>Further studies will be included in the SESA and ESIA, which will establish appropriate risk management strategies with the inclusion of climate change scenarios in LUM strategies, and the need for diversified farming and livelihood systems, agroecology and nature-based solutions.</p>
<p>Risk 16: A failure to establish the correct balance between improving per hectare commodity production with improved enforcement of land use regulations might in certain locations produce a counter-productive result.</p> <ul style="list-style-type: none"> • <p>Standard 1, q11.</p>	<p>I=4 P=2</p>	<p>Moderate</p>	<p>There is a possibility that increasing the per ha profit from commodity production might lead to an increased incentive to expand production into forest areas or areas of high biodiversity value including protected areas, particularly where enforcement of land use regulations is lax.</p>	<p>The issue will be further studied during the course of the SESA. SESA findings will feed into the development of the ESMF, and plans are designed to strengthen collaborative governance mechanisms in support of effective conservation and restoration. Sustainable intensification of commodity production is accompanied by improved governance/enforcement and market-based incentives, balancing the “carrot and stick” of project interventions, improving enforcement of land use restrictions</p>

				with a focus on HCV or HCS land, and improving resources and systems.
<p>Risk 17: Risk posed from COVID-19 pandemic or similar disease outbreak, having implications at international, national and sub-national levels resulting in a changing social and environmental landscape for project implementation and enhanced risk of negative impacts.</p>	<p>I=4 P=4 High</p>	High	<p>The project preparation phase has coincided with the outbreak of the COVID-19 pandemic. Within this context it is evident that the pandemic and measures to address it have had a significant impact on communities within the target landscapes. How these impacts will continue to manifest however remains unclear but could include.</p> <p>Significant health impacts across communities Social tensions linked to health impacts or measures to control them Disruption to supply chains and market access resulting in reductions in income or difficulties to maintain access to services All of these elements are likely to have varied and unequal impacts across communities in the landscape with those most vulnerable liable to be the most heavily impacted. Project interventions within the context of constrained travel or health fears may thus present the potential to further exacerbate inequalities and / or present additional risks to communities from transmission of disease into remote areas.</p>	<p>The environmental and social impact assessment (ESIA) will include an evaluation of the vulnerability of project stakeholders to such crises, and management measures will be integrated into the environmental and social management plan (ESMP).</p>

QUESTION 4: What is the overall Project risk categorization?		
Select one (see SESP for guidance)		Comments
Low Risk	<input type="checkbox"/>	
Moderate Risk	<input type="checkbox"/>	
High Risk	<input checked="" type="checkbox"/>	The overall risk-rating for the project is 'High', and the identified risks will be revised on an ongoing basis, based on further assessment and information during the project implementation. To meet the SES requirements the following has been prepared: (i) ESMF; (ii) Stakeholder analysis and comprehensive Stakeholder

		Engagement Plan; (iii) Gender analysis and Gender Action Plan. An Environmental and Social Impact Assessment (ESIA) will be commissioned during project implementation, to assess all risks, with a particular focus on adverse impacts on poor, marginalized and vulnerable groups. A SESA will be conducted for upstream risks. An Indigenous Peoples' Plan will be developed.
QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?		
Check all that apply		Comments
Principle 1: Human Rights	X	
Principle 2: Gender Equality and Women's Empowerment	X	
1. Biodiversity Conservation and Natural Resource Management	X	
2. Climate Change Mitigation and Adaptation	X	
3. Community Health, Safety and Working Conditions	X	
4. Cultural Heritage	<input type="checkbox"/>	
5. Displacement and Resettlement	X	
6. Indigenous Peoples	X	
7. Pollution Prevention and Resource Efficiency	X	

Final Sign Off

Signature	Date	Description
QA Assessor		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases, PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		
Principles 1: Human Rights		Answer (Yes/No)
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	Yes
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ⁴¹	Yes
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	Yes
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	Yes
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	Yes
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	Yes
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	Yes
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	Yes

⁴¹ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	Yes
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	Yes
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	Yes
1.4	Would Project activities pose risks to endangered species?	Yes
1.5	Would the Project pose a risk of introducing invasive alien species?	Yes
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	Yes
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	Yes
Standard 2: Climate Change Mitigation and Adaptation		

2.1	Will the proposed Project result in significant ⁴² greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	Yes
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	Yes
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	Yes
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labour standards (i.e. principles and standards of ILO fundamental conventions)?	Yes
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	Yes
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		

⁴² In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	Yes
5.3	Is there a risk that the Project would lead to forced evictions? ⁴³	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	Yes
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	Yes
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is “yes” the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	Yes
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	Yes
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	Yes
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	Yes
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	Yes
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	Yes
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	Yes
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	Yes

⁴³ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	Yes
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	Yes
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

Annex 3. UNDP Risk Register

Description	Type	Impact and Probability	Mitigation Measures	Risk Owners
Risk 1: Limited institutional capacity, mandate, and ownership.	Organizational, Political	Commodity production patterns are dependent upon several factors, including governmental policy directives. If governmental policies are inconsistent with the sustainable and resilient production promoted on the project, then the sustainability of the project could be impacted. If proposed policy reforms are not instituted within the project lifespan, some of the momentum gained could be lost when EU funding ceases.	UNDP has policies and procedures relating to Its Direct Implementation Modality (DIM) of project implementation that provide safeguards against inadequate implementation capacity and the risks of mismanagement. The project will address relevant capacity limitations by defining the mandates and systematically building capacity from workshops and trainings. Internally within	GoPNG, UNDP-CO,

		<p>Likelihood: 4 Impact: 3</p> <p>High</p>	the project Specific committees action will be taken to ensure clear understanding and ownership of target activities as well as support coordination between agencies.	
<p>Risk 2: Major natural and climate induced disasters including other environmental risks – may affect the implementation and results of project initiatives.</p>	Environmental	<p>PNG is susceptible to numerous climate change-related risks (for example, cyclones, storm surges, and king tides) as well as to non-climate-related natural disasters (including earthquakes and volcanoes). At a local level, the impacts of any one of these factors could be significant, both on the livelihoods of the people in the disaster area but also on the natural environment.</p> <p>Likelihood: 3 Impact: 3</p> <p>MODERATE</p>	<p>The project will put in place strategies to mainstream environmental and climate risks into the overall project interventions so that mitigation measures are well thought through during the planning process.</p> <p>By promoting sustainable land use as the core of this project, this will facilitate climate change mitigation by keeping carbon in forested areas, rather than releasing it by land degradation or deforestation.</p>	GoPNG, UNDP-CO,
<p>Risk 3: Lack of coordination leads to deviation from sustainable practices. As this project aims to facilitate sustainable coffee growth, for instance, there is a risk that without adequate and coordinated support, provincial government as well as smallholders working with new private sector entrants may transition to practices that are not compatible with sustainable land management.</p>	Operational	<p>The objective of the project is to maintain high-value forest for environment and development benefits. Decentralisation of certain authorities to sub-national governments has led to adoption of different strategic approaches and procedures across the provinces of PNG.</p> <p>Likelihood: 3 Impact: 3</p> <p>MODERATE</p>	<p>This project has a strong emphasis on coordination and providing technical support and platform to facilitate easy cooperation and adopt a ‘shared vision’ of the future agricultural development. Coordination will be improved by increasing resourcing to help the flow of information (for example, by providing computers as well as communications, media and information management) and by establishing a strong implementation team that includes a central project management team, staff within the agricultural platforms and representatives at provincial level who will strengthen communication and coordination of actors.</p>	GoPNG, UNDP-CO
<p>Risk 4: Women and youth experience backlash (e.g. violence, community exclusion) from men and community at large due to</p>	Security	<p>Women and youth experience backlash (e.g. violence, community exclusion) from men and community at large due to involvement in empowerment activities</p> <p>Likelihood: 3</p>	<p>- Empowerment activities to be implemented in an inclusive, well-paced manner and sensitive to community acceptance</p>	GoPNG

involvement in empowerment activities		Impact: 3 MODERATE	<ul style="list-style-type: none"> - Communicate to communities that empowerment is not a zero-sum but positive sum exercise - Gender Situational Analysis and Stakeholders Engagement Assessment is carried out and recommendations to consider gender in project activities and develop stakeholders' engagement plans have been developed. 	
Risk 5: Changes in key government staff risks knowledge management and sustainability of interventions and reduces skills and knowledge development on both sides	Political	Changes in key government staff risks knowledge management and sustainability of interventions and reduces skills and knowledge development on both sides Likelihood: 3 Impact: 3 MODERATE	Capacity building interventions to account for potential staff attrition;	GoPNG, UNDP CO
Risk 6: Land tenure system may hinder value chain development to meet market demands.	Environmental	Land tenure system may hinder value chain development to meet market demands. Likelihood: 3 Impact: 3 MODERATE	Provision and some level of ownership of land for local enterprises may be a limitation for local enterprises engaging in the project.	GoPNG
Risk 7: Donor Coordination is ineffective	Organisational	There are several donor initiatives are currently being implemented in Enga province and weak coordination can lead to overlaps and inefficient usage of donor resources. Likelihood: 3 Impact: 3 MODERATE	The project will strengthen coordination at the national and subnational levels. It will also coordinate with all donor agencies through the Development Partner Round Table (DPRT)	UNDP CO
Risk 8: Downstream activities that potentially pose environmental and social impacts or are vulnerable to environmental and social change	Environmental	Downstream activities that potentially pose environmental and social impacts or are vulnerable to environmental and social change Likelihood: 3 Impact: 3 MODERATE	The project will work with provincial authorities and communities to develop integrated landscape approaches that are locally appropriate and allow for a diversity of activities while also helping to ensure landowners see the value of integrated approach to land management.	GoPNG
Risk 9: Impacts of COVID19	Strategic	Impacts of COVID19 are significant and disruptive to	The exact impacts of COVID19 on the	GoPNG and UNDP CO

<p>are significant and disruptive to project operation as well as key agricultural supply chains around which elements of project design are based.</p>		<p>project operation as well as key agricultural supply chains around which elements of project design are based. Likelihood: 3 Impact: 3 MODERATE</p>	<p>operational environment for the project are currently unknown and as such difficult to develop effective mitigation measures for. The project is designed however to allow for adaptive management that responds to new challenges. Through a strong central management framework, the project will have the capacity to respond to the emerging needs of key target beneficiaries should this be required. Therefore, the project will organise virtual meetings and series of workshops/webinars to address the entire risk.</p>	
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Note, additional risks relating social and environmental elements are identified in **Annex 4** UNDP Social and Environmental Screening Procedure

Annex 4. Capacity Assessment: Results of capacity assessments of Implementing Partner (including HACT Micro Assessment). See separate attachment.

Annex 5. Terms of References

Annex 5.1. Terms of Reference of the Project Steering Committee (PSC)

1. Objectives:

- provide guidance and oversight to the Enga Landscape project in PNG in its effort to support effective and efficient development of measures to apply sustainable landscape management practices;
- ensure that all relevant parties have the same baseline information, the same understanding and are aware of the commitments made to the implementation of the project;

2. Membership

Organisation	Representative	Alternate
Climate Change and Development Authority	Managing Director – focal point – Chair	His and her designate
UN Development Programme (UNDP)	Country Director – Co-Chair	His and her designate
Enga Provincial Administration	Provincial Administrator	Deputy Provincial Administrator
PNG Forest Authority	Managing Director	Director - Forest Policy and Planning, National Forest Service, PNG Forest Authority
Department of Agriculture	Secretary	Deputy Secretary
Department of National Planning and Monitoring	Secretary	Deputy Secretary or First Assistant
New Britain Palm Oil Limited (NBPOL)	Head of Sustainability	To be identified
Civil Society Organisation	To be identified	

3. Operations

The PSC will provide overall guidance for effective implementation of the Enga Landscape project through approval or revision of annual workplans (AWP) and budgets, as well through overall monitoring and evaluation of progress made.

Meetings will be held at least twice a year at which AWP and budgets will be discussed. Meeting dates for subsequent meetings will be decided at each PSC meeting with confirmation of dates being provided at least two weeks in advance of meetings. All meeting documents will be circulated at least one week in advance of the meeting to facilitate translation and review.

PSC meetings will be made based on the quorum (50%+1).

PSC meetings will be minuted by the PSC minutes taker comprised from CCDA team. They will be circulated for comments to all PSC members and will be available in English within two weeks of the meeting.

Meeting minutes will be signed by both Co-chairs.

4. Decision-making

The Project Executive Board will make decision by consensus.

5. Responsibilities

The Project Executive Board members are responsible for:

- review and approval of the Project's Annual Work Plan and Budget;
- provision of advice as requested for the project when guidance is required by the National Project Director, ensuring coordination among agencies and key sectors;
- provision of guidance to implementation to ensure consistency with national policies and strategies;
- provision of oversight to the work of the implementing units and organizations, monitoring progress;

- review financial management and annual financial reports;
- monitoring the effectiveness of project implementation and structures; and
- provision of guidance to major evaluations, review evaluation reports to monitor implementation.

The collaborating partners for demonstration sites' activities will include Provincial, District and Local Level Governments, NGOs, industry partners, private sector and consultants where specific skills are needed that fall outside the capabilities of other partners.

6. Reporting

The PSC should also coordinate with the Technical Working Committees and Advisory groups.

7. Duration and Timing

Project Steering Committee Board Members will prepare themselves to perform their functions in the Project Steering Committee by spending up to 3 working days preparing for and following up on from each meeting.

8. Funding

Financial support will be provided by the project to local representatives if meetings occur at locations distant from their home base.

Annex 5.1. Terms of Reference of the International Technical Specialist

Agency	UNDP
Title	Technical Specialist
Job ID	??
Practive Area – Job Family	Environment and Climate Change
Vacancy End Date	?
Time left	?
Duty Station	Port Moresby, Papua New Guinea
Education & Work Experience	I-Master’s Level Degree – 5 year(s) experience
Languages	Required: English
Grade	P3
Vacancy Type	FTA International
Posting Type	External
Bureau	RBAP
Contract Duration	1 year with possibility of extension

Background

UNDP Office in Papua New Guinea in partnership with the Climate Change and Development Authority (CCDA) has signed Contribution Agreement with the European Union to implement the project “Strengthening Integrated Sustainable Landscape Management in Enga Province Papua New Guinea”.

The project will assist in strengthening sustainable and inclusive economic development of the Enga Province of Papua New Guinea by Three Strategic Objectives:

- i) improving climate change mitigation and adaption;
- ii) strengthening food and nutrition strategy and
- iii) improving biodiversity and land/forest conservation.

It will be achieved through the development and delivery of an innovative approach to rural development that brings together government systems, private sector and community action to present a model for climate compatible green growth.

Integrated sustainable land use and development planning within provincial and district development planning will provide a framework and supporting environment for effective climate compatible development including both mitigation and adaptation actions.

This framework will be used as a base to help catalyse community action on sustainable projects and the development of community conservation areas as well as private sector investment in the development and production of high quality ‘conservation commodities’ that have improved international market access and prices and support the delivery of multiple objectives at the community level.

This integrated approach is fully in line with a number of government and private sector initiatives with the current project acting as a catalyst to bring these elements together as well as helping to bridge the investment gap presents in fully operationalizing these integrated approaches.

Through these actions the project will provide significant support to achieving both PNG’s Medium-Term Development Goals, including targets for increasing agricultural productivity, increasing areas under conservation and reducing levels of forest loss. It will also support action under the SDGs in particular action on SDG15 Life on Land, SDG 13, Climate Action and Goal 2, Zero Hunger.

The Technical Specialist will be under the direct supervision of the UNDP PNG Deputy Resident Representative. She/he will work in close collaboration with the UNDP Portfolio on Energy, Environment and Climate Change in Papua New Guinea.

She/he will coordinate all aspects of project implementation, with a view to ensuring that project activities remain coherent with and complementary to other activities in the area, including by coordinating with the UN intervention in the Highlands. The Technical Specialist will ensure adequate communication and where relevant joint implementation, between participating agencies to ensure coherence and synergies between outputs, with a view towards reaching the results and the overall outcome.

The Technical Specialist will regularly visit activities on both sides of the border with a view to ensuring that project

components are well-coordinated, so that direct and indirect beneficiaries benefit from all relevant components of the project.

She/he will also be in-charge of planning and leading joint missions for members of the Technical Committees, in the lead up to the midterm and annual progress reporting. The Technical Specialist will lead drafting of progress reports, supported by the Project Management Unit in Enga province and focal points of the implementing agencies who are responsible for ensuring good quality of data shared with UNDP Programme Support Unit, and ensure that communication about the project is conducted. The Technical Specialist supports the Project Steering Committee.

Duties and Responsibilities

Summary of key functions:

- Support the day-to-day management of the Enga Landscape Project through provision of technical advice, including coordination across agencies and with other programmes.
- Provide advice to Government counterparts and facilitate knowledge building activities among stakeholders

1. Support the day-to-day management of Enga Landscape Project through provision of technical advice, including coordination across agencies and with other programmes:

- Provide close and regular technical backstopping to National Programme Manager and PMU, and other implementing entities;
- Review of relevant policies and development of policy frameworks as well as the institutional arrangements for Integrated Sustainable Development;
- Organisation of and substantive contributions to a high level policy dialogue on development of a Enga Landscape Project;
- Support the National Programme Manager and PMU in coordinating and supervising activities of national and international experts /consultants to secure timely production of planned outputs and the review of these outputs;
- Lead and facilitate consultation and validation workshops with key clients including UN agencies and other development partners, international partners and donors to identify key priorities and complementarities between the project and other existing initiatives in support of the same area
- Draft presentations, briefing notes and concept notes
- Mobilize personnel, goods and services to initiate activities, including drafting and reviewing Terms of References (ToRs), Request for Proposals (RFPs) and work
- Oversee the work of national and international consultants that support project
- Ensure that AWP activities suggested are in line with the overall direction set by the Project Document and lead to achievements of project targets and results.
- Ensure implementation of activities as per AWP and agreed deadlines as well as according to detailed implementation, procurement and HR plans.
- Ensure that UNDP's results-management systems are kept updated for project results- information including ATLAS project management module.
- Monitor budget implementation to ensure accuracy and reliability of project expenditure.
- Supervise and manage project personnel and consultants. Establish performance objectives and standards and ensure timely and appropriate feedback, guidance and support to ensure optimum performance.
- Manage and monitor project risks. In collaboration with the technical project staff, implementing partners, identify new risks and update risk frameworks for consideration of the Steering Committee and decision on possible actions if required. Update the status of these risks by maintaining the project risks log.
- National Project Manager to coordinate and liaise with stakeholders – including line ministries, development partners, civil society, indigenous peoples and the private sector;
- Ensure coordination with other landscape initiatives;
- Ensure communication between different government agencies, national and international initiatives and stakeholders.

2. Provide advice to Government counterparts and facilitate knowledge building focusing on achievement of the following results:

- a. Provide support and technical advice to the development of policy options and strategy for the design and implementation of the Enga Landscape Project to the GOPNG and other development actors including support on the development of:
 - i. Benefit distribution mechanisms

- ii. A national registry
- iii. Conflict resolution mechanisms
- iv. Other elements of integrated sustainable development as required
- b. Share knowledge on integrated sustainable landscape management by documenting lessons learnt and best practices from the Enga Landscape Project and contributing to the development of knowledge based tools (including policies, strategies, guidelines, etc.);
- c. Provide timely quality information and technical advice to the GOPNG, UN Country Team, implementing partners, line ministries and other partners to ensure effective development and delivery of the Enga Landscape Project;
- d. Coordinate institutional capacity assessments of relevant national, provincial and local entities along the agricultural supply chain; and
- e. Assist in the identification of technical expertise and lead on the preparation of TORs, identification and evaluation of experts, and reviewing reports produced;

Competencies

Corporate Competencies:

- Promoting Ethics and Integrity / Creating Organizational Precedents
- Building support and political acumen
- Building staff competence, Creating an environment of creativity and innovation
- Building and promoting effective teams
- Creating and promoting enabling environment for open communication
- Creating an emotionally intelligent organization
- Leveraging conflict in the interests of UNDP & setting standards
- Sharing knowledge across the organization and building a culture of knowledge sharing and learning
- Fair and transparent decision making; calculated risk-taking

Functional Competency:

Advocacy / Advancing Policy Oriented Agenda: analysis and creation of messages and strategies

- Creates effective advocacy strategies
- Contributes to the elaboration of advocacy strategies by identifying and prioritizing audiences and communication means
- Performs analysis of political situations and scenarios, and contributes to the formulation of institutional responses
- Uses the opportunity to bring forward and disseminate materials for advocacy work

Building Strategic Partnerships: Identifying and building partnerships

- Effectively networks with partners seizing opportunities to build strategic alliances relevant to the UN's mandate and strategic agenda related to REDD+
- Sensitizes UN Partners, donors and other international organizations to FCPF's strategic agenda, identifying areas for joint efforts
- Develops positive ties with civil society to build/strengthen FCPF's mandate
- Identifies needs and interventions for capacity building of counterparts, clients and potential partners
- Displays initiative, sets challenging outputs for him/herself and willingly accepts new work assignments
- Takes responsibility for achieving agreed outputs within set deadlines and strives until successful outputs are achieved

Innovation and Marketing new Approaches: Developing new approaches

- Seeks a broad range of perspectives in developing project proposals
- Generates for regional and innovative ideas and effective solutions to problems
- Looks at experience critically, drawing lessons, and building them into the design of new approaches
- Identifies new approaches and promotes their use in other situations
- Documents successes and uses them to project a positive image
- Creates an environment that fosters innovation and innovative thinking
- Makes the case for innovative ideas from the team with own supervisor

Promoting Organizational learning and Knowledge Sharing: Developing tools and mechanisms

- Makes the case for innovative ideas documenting successes and building them into the design of new approaches

- Identifies new approaches and strategies that promote the use of tools and mechanisms
- Develops and/or participates in the development of tools and mechanisms, including identifying new approaches to promote individual and organizational learning and knowledge sharing using formal and informal methodologies

Job Knowledge and Technical Expertise: In-depth knowledge of the Subject-matter

- Understands more advanced aspects of primary area of specialization as well as the fundamental concepts of related disciplines
- Serves as internal consultant in the area of expertise and shares knowledge with staff
- Continues to seek new and improved methods and systems for accomplishing the work of the unit
- Keeps abreast of new developments in area of professional discipline and job knowledge and seeks to develop him/herself professionally
- Demonstrates comprehensive knowledge of information technology and applies it in work assignments
- Demonstrates comprehensive understanding and knowledge of the current guidelines and project management tools and utilizes these regularly in work assignments

Client Orientation: Contributing to positive outcomes for the client

- Anticipates client needs
- Works towards creating an enabling environment for a smooth relationship between the clients and service provider
- Demonstrates understanding of client's perspective
- Keeps the client informed of problems or delays in the provision of services
- Uses discretion and flexibility in interpreting rules in order to meet client needs and achieve organizational goals more effectively
- Solicits feedback on service provision and quality

Required Skills and Experience

- Master degree in Environmental Science, Natural Resource Management, Environmental Economics, or similar.
- At least 5 years of working experience on conservation, resource management, forest economic policy and community development livelihoods with experience in PNG preferable.
- Strong facilitation and coordination skill
- Experience of working in multinational teams to implement programmes involving different funding and implementing agencies
- Experience of implementing programmes across the UN agencies and across Government are definite advantages
- Knowledge of Sustainable Integrated Approaches
- Knowledge on the UNFCCC negotiations, decisions and guidelines for national systems in the context of REDD+, as well as national and international best practices within REDD+ and other natural resource management initiatives.
- Proficiency in both spoken and written English; some competency in spoken Tok Pidgin is preferable.

Annex 5.2. Terms of Reference of the National Project Manager

Agency	UNDP
Title	National Project Manager
Job ID	??
Practive Area – Job Family	Environment and Climate Change
Vacancy End Date	?
Time left	?
Duty Station	Enga Province, Papua New Guinea
Education & Work Experience	I-Master’s Level Degree – 5 year(s) experience
Languages	Required: English Desired: Tok Pisin
Grade	SC-5
Vacancy Type	Service Contract
Posting Type	External
Bureau	RBAP
Contract Duration	1 year with possibility of extension

Background

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- iv) improving climate change mitigation and adaption;
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This framework will be used as a base to help catalyse community action on sustainable projects and the development of community conservation areas as well as private sector investment in the development and production of high quality ‘conservation commodities’ that have improved international market access and prices and support the delivery of multiple objectives at the community level.

This integrated approach is fully in line with a number of government and private sector initiatives with the current project acting as a catalyst to bring these elements together as well as helping to bridge the investment gap presents in fully operationalizing these integrated approaches.

Through these actions the project will provide significant support to achieving both PNG’s Medium-Term Development Goals, including targets for increasing agricultural productivity, increasing areas under conservation and reducing levels of forest loss. It will also support action under the SDGs in particular action on SDG15 Life on Land, SDG 13, Climate Action and Goal 2, Zero Hunger.

The National Project Manager (NPM) will be under the direct supervision of the Technical Specialist and will closely work with the UNDP Portfolio on Energy, Environment and Climate Change in Papua New Guinea.

She/he will be based within the Project Management Unit (PMU) in Enga Provincial Government to oversee the project activities. She/he will also be closely working with the provincial coordinators and consultants to ensure effective implementation of project activities on the ground.

Duties and Responsibilities

The National Project Manager will be accountable to Technical Specialist for the overall management of the Enga

Landscape Project for:

- the quality, timeliness and effectiveness of the services provided
- the quality, timeliness and effectiveness of the activities carried out, and
- the quality, timeliness and effectiveness of the use of funds.

1. Quality, timeliness and effectiveness of the services provided

- Working directly with the NPD/D-NPD, and supervising the Project Management Unit in the implementation of the Enga Landscape Project;
- Being the focal point for communications to the participating partners, national and regional organizations, and others concerning the implementation of the project.
- Providing a coordination and management structure for the implementation of the project, functioning in accordance with the rules and procedures of UNDP.
- Based on agreed regular reporting and review schedule, (minimally annually, but recommended quarterly), submitting a report to the Technical Working Committee (TWC) and the project steering board, incorporating reports received from contractors.
- Agreeing in advance with the project executive board on the exact progress reporting format and periodicity.

2. Quality, timeliness and effectiveness of the activities carried out

- Maintaining constructive relations with key project stakeholders, including Government institutions, donors and NGO partners, informing them and consulting with them as appropriate regarding strategic project decisions, and, in discussion with the international and national technical advisors, promoting the balanced participation of different Government entities in project activities and benefits;
- Providing support to UNDP in the preparation of annual reports, incorporating inputs provided by project contractors in relation to each of the project's components;
- Supporting contractors in the preparation of Annual Work Plans and Budgets (AWPBs) and review of the AWPBs prior to their presentation to the PSC for approval, in order to ensure their feasibility, relevance, correspondence with project resource availability and the harmonization of the activities proposed under each component; and
- Working together with international and national technical advisors review and updating of project risk log and corresponding mitigations strategies.

3. Quality, timeliness and effectiveness of the use of funds

- Reviewing quarterly work plans, expenditure reports and disbursement requests prepared by contractors, and recommendation to UNDP regarding their approval or, where necessary, modification prior to approval; and
- Overseeing the work of the finance and procurement officer.

Supervision, Teamwork and Administrative Support

The National Programme Manager will be supervised by the International Technical Specialist. Administrative support will be supplied by the Country Office Team, and where needed by UNDP (e.g. regarding contractual issues). The individual will also work closely with stakeholders from other relevant ministries/agencies, provincial and district representatives, and bilateral and multilateral development partners.

Impact of Results

The results will create the following impacts:

- Improved management of the Enga Landscape Project
- Strengthened coordination between the Enga Landscape Project and other initiatives supporting integrated sustainable landscape management activities;
- Effective dissemination of lessons from the Enga Landscape Project within PNG and to the international community

Competencies

Corporate Competencies:

- Demonstrates commitment to UNDP's mission, vision and values;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability; and
- Ability to maintain effective rapport with different kinds of people.

Functional Competencies:

Knowledge Management and Learning

- Shares knowledge and experience; and
- Actively works towards continuing personal learning, acts on learning plan and applies newly acquired skills.

Development and Operational Effectiveness

- Strong analytical skills and the ability to master new material quickly;
- Ability to manage priorities in order to meet tight deadlines; and
- Good communications, interpersonal and report writing skills.
- Creativity and innovation abilities

Leadership and Self-Management

- Focuses on result for the client and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Remains calm, in control and good humored even under pressure;
- Ability to manage the work of teams, subordinates and consultants;
- Proven ability to work flexibly and independently as part of an interdisciplinary and/or multi-cultural team; and delivery quality results against tight deadlines; and
- Demonstrated capacity for leadership and management.

Required Skills and Experience

- Diploma (Master's degree preferable) in Forestry, Natural Resource Management, or other relevant discipline
- At least 5 years' experience with the management of complex projects and programmes (UN experience a distinct advantage).
- Experience working with Government counterparts as well as representatives from development agencies.
- High computer literate with experience of website design and maintenance and working with graphic design packages is an advantage.
- Fluency in spoken and written Tok Pidgin and English.

Annex 5.3. Terms of Reference of the Project Administrative/Finance Associate

Agency	UNDP
Title	Project Administrative/Finance Associate (PAFA)
Job ID	??
Practive Area – Job Family	Environment and Climate Change
Vacancy End Date	?
Time left	?
Duty Station	Enga Province, Papua New Guinea
Education & Work Experience	I-Bachelor Level Degree – 5 year(s) experience
Languages	Required: English Desired: Tok Pisin
Grade	SC-4
Vacancy Type	Service Contract
Posting Type	External
Bureau	RBAP
Contract Duration	1 year with possibility of extension

Background

UNDP Office in Papua New Guinea in partnership with the Climate Change and Development Authority (CCDA) has signed Contribution Agreement with the European Union to implement the project “Strengthening Integrated Sustainable Landscape Management in Enga Province Papua New Guinea”.

The project will assist in strengthening sustainable and inclusive economic development of the Enga Province of Papua New Guinea by Three Strategic Objectives:

- vii) improving climate change mitigation and adaption;
- viii) strengthening food and nutrition strategy and
- ix) improving biodiversity and land/forest conservation.

It will be achieved through the development and delivery of an innovative approach to rural development that brings together government systems, private sector and community action to present a model for climate compatible green growth.

Integrated sustainable land use and development planning within provincial and district development planning will provide a framework and supporting environment for effective climate compatible development including both mitigation and adaptation actions.

This framework will be used as a base to help catalyse community action on sustainable projects and the development of community conservation areas as well as private sector investment in the development and production of high quality ‘conservation commodities’ that have improved international market access and prices and support the delivery of multiple objectives at the community level.

This integrated approach is fully in line with a number of government and private sector initiatives with the current project acting as a catalyst to bring these elements together as well as helping to bridge the investment gap presents in fully operationalizing these integrated approaches.

Through these actions the project will provide significant support to achieving both PNG’s Medium-Term Development Goals, including targets for increasing agricultural productivity, increasing areas under conservation and reducing levels of forest loss. It will also support action under the SDGs in particular action on SDG15 Life on Land, SDG 13, Climate Action and Goal 2, Zero Hunger.

The Project Administrative/Finance Associate (PAFA) will be under the direct supervision of the National Project Manager and the International Technical Specialist and will closely work with the UNDP Portfolio on Energy, Environment and Climate Change in Papua New Guinea.

She/he will be based within the Project Management Unit (PMU) in Enga Provincial Government to support project activities on the ground. She/he will also be closely working with the provincial coordinators and consultants to ensure effective implementation of project activities on the ground.

Duties and Responsibilities

The overall objective of the assignment is to ensure efficient and effective implementation of the Enga Landscape Project through the development of effective systems and the building of staff capacity. Specifically the Officer's role will focus in on financial management and procurement using funds provided by government and development partners for administration by the PMU:

1. Provide support to project planning and coordination
2. To develop, implement and improve Accounting and Reporting Procedures
3. To ensure strong financial and operational control
4. To conduct Bank reconciliation
5. To develop Procurement processes and Inventory Register
6. To support programme administration

1. Provide support to Programme Planning and Coordination

- Work with the Head and Deputy Head of the PMU and finance staff in the preparation of work plans, allocation of budgets and request for budgets from contributing agencies;
- Prepare documentation to ensure the flow of funds for project implementation occurs on a timely basis – this will require development of specific financial documentation and provision of support to exiting government staff in developing similar documentation;
- Participate in work planning and progress reporting meetings;
- Coordinate financial management between participating agencies as well as coordination with other relevant development partner or government funds.

2. To develop, implement and improve Accounting and Reporting Procedures

- Review and update Standard Operating Procedures for procurement, inventory and financial management
- Ensure the establishment of an effective inventory system for all equipment purchased by the PMU
- Provide oversight of financial management and procurement process processes to ensure they are conducted in accordance with partner guidelines
- Ensure that petty cash transactions are effectively maintained. This includes writing of receipts, preparation of payment request form, receipt and disbursement of cash and clearance of advances;
- Prepare project financial reports and submit to relevant officials for clearance;
- Enter financial transactions into the computerised accounting system;
- Reconcile all balance sheet accounts and keep a file of all completed reconciliation.

3. To ensure strong financial and operational control

- Check and ensure all expenditures of project are in accordance with relevant procedures. This includes ensuring that receipts are obtained for all payments and that correct procurement procedures are followed;
- Check budget lines to ensure that all transactions are correctly booked to the correct budget lines;
- Ensure documentation relating to payments are duly approved;
- Ensure Petty Cash is reviewed and updated and records are kept up-to-date;
- To continuously improve system & procedures to enhance internal controls and satisfy audit requirements.

4. To conduct Bank reconciliation

- Bank accounts should be reconciled and reported on a monthly basis

5. To develop Procurement processes and Inventory Register

- Establish a procurement system and ensure all procurement is conducted according to relevant guidelines;
- Establish and maintain a proper inventory of project assets register, including numbering, recording, and reporting;
- Maintain the inventory file to support purchases of all equipment/assets.
- Ensure programme staff are able to maintain inventory of equipment and are updating and managing information on a timely basis

6. To support programme administration and coordination

- To provide oversight to the calculation and preparation of staff time records;
- Provide assistance to organization of events, including workshops, seminars, and meetings
- Identify potential opportunities for linkages and synergies between existing programmes.

Impact of Results

The results will create the following impacts:

- Improved financial management and procurement for the Enga Landscape Project
 - A clear manual for procurement and financial management
 - Improved understanding of development partner regulations and requirements
- Good audit reports

Competencies

Corporate Competencies:

- Demonstrates commitment to GOPNG's mission, vision and values;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability; and
- Ability to maintain effective rapport with different kinds of people.

Functional Competencies:

Knowledge Management and Learning

- Shares knowledge and experience; and
- Actively works towards continuing personal learning, acts on learning plan and applies newly acquired skills.

Development and Operational Effectiveness

- Strong analytical skills and the ability to master new material quickly;
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Leadership and Self-Management

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- Remains calm, in control and good humored even under pressure;
- Ability to manage the work of teams, subordinates and consultants;
- Proven ability to work flexibly and independently as part of an interdisciplinary and/or multi-cultural team; and delivery quality results against tight deadlines; and
- Demonstrated capacity for leadership and management.

Required Skills and Experience

- Diploma (Bachelor's degree preferable) in Finance, Economics, Accounting, Administration or a related field.
- At least 5 years of experience in positions relating to providing administrative support and/or with financial and procurement systems, portfolio and administration preferably for foreign funded environmental projects.
- Excellent knowledge of the administrative, finance and procurement procedures of the Government, and development agencies.
- Experience working with Government agencies to build their capacity and support them in the development of nationally implemented programmes.
- Experience working in a multinational multi-skilled team and to coordinating activities with other partners to achieve the best long-term results for the programme and the Ministries and Agencies with whom they are working.
- Experience in the usage of computers and office software packages for data analysis and technical reports; ability and willingness to work in remote areas.
- Fluency in spoken and written Tok Pidgin and English.

Annex 5.4. Terms of Reference of the Provincial Coordinators