



United Nations Development Programme

Project Document

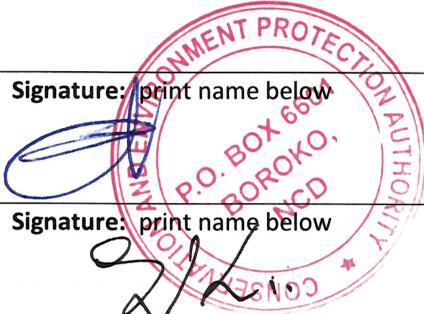
Project title: Establishing systems for sustainable integrated land-use planning across New-Britain Island in Papua New Guinea				
Country(ies): Papua New Guinea	Implementing Partner (GEF Executing Entity): The Conservation and Environmental Protection Authority (CEPA)	Execution Modality: Assisted National Implementation Modality (NIM)		
Contributing Outcome (UNDAF/CPD, RPD, GPD):				
UNDAF PNG 2018-2022: Outcomes 2 & 3				
<i>Sub-Outcome 2.1: By 2022, Papua New Guinea has a strong legislative framework, credible enforcement mechanisms and governance structures at all levels enabling equitable and diversified economic growth</i>				
<i>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</i>				
UNDP PNG Country Programme Document 2018-2022:				
Output 2.1: National systems strengthened to support growth of sustainable and inclusive entrepreneurship;				
Output 3.1: Legislation, policy and strategic plans for climate proofing, conservation, sustainable use of natural resources and disaster risk management in place.				
UNDP Strategic Plan 2018-2021: Signature Solution 4: Promote nature-based solutions for a sustainable planet; Output 1.4.1 Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains.				
UNDP Social and Environmental Screening Category: High Risk	UNDP Gender Marker: 2			
Atlas Award ID: 00130711	Atlas Project/Output ID: 00123940			
UNDP-GEF PIMS ID number: 6394	GEF Project ID number: 10239			
LPAC meeting date: 21 March 2022				
Latest possible date to submit to GEF: December 2020				
Latest possible CEO endorsement date: Sep 2021				
Planned start date: June 2022	Duration / Planned end date: June 2028			
Expected date of Mid-Term Review: September 2024	Expected date of Terminal evaluation: March 2028			
Brief project description: The project in the Independent State of Papua New Guinea (PNG) will focus activities on the landscape of New Britain Island. At 3,330,890 ha, the island ranges from dense lowland plains to a central mountainous spine with peaks of over 2,000 m. With high levels of forest cover the island represents an area of high value biodiversity				

but is also at threat from rapid forest loss due to agricultural conversion with over 450,000 ha under permits for forest clearance. This pressure is driven by PNG's socio-economic status, which includes a desire for economic development and income, rapid population growth and the high importance of agriculture in PNG's economy. These impacts are exacerbated within the agricultural sector due to knowledge gaps in sustainable production, prevalence of unsustainable practices, unresponsive supply chains and limited access to finance. In addressing these barriers, the project will help to deliver: 50,000 ha of land restored, 2,712,364 ha of landscapes under improved practices (excluding protected areas), 32.3 million metric tons CO₂e of direct post-project. The project will also deliver direct economic and/or non-economic benefits to 66,647 individuals (28,838 females and 37,809 males). These results will be achieved through the following four interrelated components:

- **Component 1:** Development of integrated landscape management systems
- **Component 2:** Promotion of sustainable food production practices and responsible value chains to reduce land stress and avert degradation and deforestation
- **Component 3:** Conservation and restoration of natural habitats
- **Component 4:** Knowledge management and impact monitoring

FINANCING PLAN	
GEF Trust Fund	USD 10,709,174
(1) Total budget administered by UNDP	USD 10,709,174
CO-FINANCIERS THAT WILL DELIVER PROJECT RESULTS INCLUDED IN THE PROJECT RESULTS FRAMEWORK (FUNDS NOT ADMINISTERED THROUGH UNDP ACCOUNTS)	
Conservation and Environmental Protection Authority	2,000,000
Department of Lands and Physical Planning	6,000,000
Department of Agriculture and Livestock	6,000,000
Climate Change and Development Authority	300,000
West New Britain Provincial Authority	4,410,014
UNDP/European Union	10,000,000
FAO/European Union	10,000,000
Forests for Certain (FORCERT)	3,100,000
Oil Palm Industry Cooperation	4,000,000
NBPOL	2,710,000
Hargy	906,500
Outspan	870,000
Agmark	270,000
(2) Total confirmed co-financing	USD 50,566,514
(3) Grand-Total Project Financing (1)+(2)	USD 61,275,688
SIGNATURES	
Signature: print name below 	Agreed by Government Development Coordination Authority ¹
	Date/Month/Year: <i>01/07/2022</i>

¹ Other evidence of government agreement may be accepted in lieu of a signature, unless the programme country government requires a

		<i>within 25 days of GEF CEO endorsement</i>
Signature: print name below 	Agreed by Implementing Partner ²	Date/Month/Year: <i>01/07/2022</i> <i>within 25 days of GEF CEO endorsement</i>
Signature: print name below 	Agreed by UNDP ³	Date/Month/Year: <i>within 25 days of GEF CEO endorsement</i>

E. VRKIC

1 July 2022.

signature.

² Not required when UNDP is the implementing partner (i.e. DIM implementation modality). If an Agency/IGO is the implementing partner, and Agency/IGO have signed separate SBEAA, the Agency/IGO and the Government and UNDP sign the project document. If Agency/IGO has not signed SBEAA, the Government and UNDP only sign project document, the signed project document is attached to the PCA (Project Cooperation Agreement), UNDP and Agency/IGO sign PCA. If CSO is the implementing partner, the government and UNDP only sign the project document, the project document is attached to the PCA, UNDP and CSO sign the PCA.

³ For NIM projects this is the Resident Representative. For DIM projects in a single country this is the Resident Representative. For global, regional DIM projects this is BPPS.

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Acronyms, Abbreviations and Glossary

BPPS	Bureau for Policy and Programme Support
CBD	Convention of Biological Diversity
CBIT	Capacity-building Initiative for Transparency
CEO	Chief Executive Officer
CEPA	Conservation and Environment Protection Agency
CO	Country Office
CO2e	Carbon Dioxide Equivalent
CTA	Chief Technical Advisor
DIM	Direct Implementation
EA	Evaluability Assessment
ERC	Evaluation Resource Centre
ESMF	Environmental and Social Management Framework
ESMP	Environmental and Social Management Plan
FACE	Funding Authorization and Certificate of Expenditure
FPIC	Free, Prior and Informed Consent
FSP	Full-sized Project
GCF	Green Climate Fund
GEF	Global Environment Facility
GEF SEC	Secretariat of the Global Environment Facility
GEF-6	Global Environment Facility sixth replenishment period
GEF-7	Global Environment Facility seventh replenishment period
GHG	Greenhouse Gas
GMS	General Management Support
GOE	General Operating Expense
HACT	Harmonized Approach to Cash Transfer
HCVF	High Conservation Value Forest
IEO	Independent Evaluation Office
IGO	Intergovernmental Organization
IP	Implementing Partner
ISS	Implementation Support Services
IUCN	International Union for Conservation of Nature
KM	Knowledge Management
LDCF	Least Developed Countries Fund
LOA	Letter of Agreement
M&E	Monitoring and Evaluation
METT	Management Effectiveness Tracking Tool (for Protected Areas)
MSP	Medium-sized project
MTR	Mid-term Review
MW	Megawatt
NAPA	National Action Plan for Adaptation
NDC	Nationally Determined Contribution
NTSO	National Technical and Safeguards Officer
NIM	National Implementation

NPIF	Nagoya Protocol Implementation Fund
NRM	Natural Resource Management
NWCD	Nature and Wildlife Conservation Division
OAI	Office of Audit and Investigations
OFP	Operational Focal Point
OLPLLG	Organic Law on Provincial and Local Governments
PA	Protected Area
PABA	Protected Areas and Biodiversity Advisor
PACDA	Protected Area Capacity Development Advisor
PB	Project Board
PCAT	Partner Capacity Assessment Tool
PFD	Partnership Framework for Development
PIF	Project Identification Form
PIR	Project Implementation Report
PM	Project Manager
POP	Persistent Organic Pollutants
PPG	Project Preparation Grant
PPOP	Programme and Operations Policies and Procedures
ProDoc	Project Document
RBM	Results-based Management
REDD	Reducing Emissions from Deforestation and Forest Degradation
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
RTA	Regional Technical Advisor
SAP	Strategic Action Programme
SBAA	Standard Basic Assistance Agreement
SBEAA	Standard Basic Executing Agency Agreement
SCCF	Special Climate Change Fund
SEA	Sexual Exploitation and Abuse
SEAM	Social and Environmental Accountability Mechanism (UNDP)
SECU	Social and Environmental Compliance Unit
SES	Social and Environmental Safeguards (UNDP)
	Social and Environmental Standards
SESP	Social and Environmental Screening Procedure
SH	Sexual Harassment
SIDS	Small Island Developing States
SME	Small and medium-sized enterprises
SRM	Stakeholder Response Mechanism
STAP	Scientific Advisory Panel
TAC	Technical Advisory Committee
TBWP	Total Budget and Annual Work Plan
TDA	Transboundary Diagnostic Analysis
TE	Terminal Evaluation
TRAC	Target for Resource Assignments from the Core
UNDP	United Nations Development Programme

USD	United States Dollars
WCS	Wildlife Conservation Society
WDPA	World Database on Protected Areas

2 DEVELOPMENT CHALLENGE

2.1. The Development Challenge

1. **A uniquely diverse country.** The Independent State of Papua New Guinea (PNG) (area of 45,286,000 ha) is one of the most culturally and environmentally diverse countries in the world. Its population of over 8.5 million⁴ speak over 850 languages, while its landscapes span from remote coral atolls to the highland region with peaks over 4,000 m and are home to an estimated 5% of the world's biodiversity in just 1% of its area.
2. Geographically the country includes the main landmass of New Guinea as well as a series of islands the largest of which is **New Britain Island**. At 3,330,890 ha it is the largest of the Bismarck Archipelago and ranges from dense lowland plains to a central mountainous spine with peaks of over 2,000 m. This area and its population of over 600,000 people is administered through two provinces East and West New Britain, six districts (4 in ENB, 2 in WBN) and 29 Local Level Governments (LLGs) (18 in ENB, 11 in WNB) with these LLGs made up of over 200 wards⁵, which represent the lowest level of government planning in PNG.
3. The island is also representative of PNG in its high levels of forest cover (approximately 80% - compared to a national average of 78%) and high biodiversity value with the island being home to the Nakani, Baining and Whiteman Ranges. The first of these is on World Heritage Tentative list and is, with the Baining range, identified as a conservation priority for PNG⁶⁷. The island also contains several areas of high value lowland forest, extensive mangrove areas and within its coastal regions contains areas identified as of global significance for coral reefs.
4. **Forests under pressure.** These high value ecosystems are, however under significant pressure both national and across New Britain, through conversion to both small-scale family agriculture and large-scale commercial agriculture. Within the commercial sector these pressures were illustrated through the rapid expansion of Special Agricultural Business Leases (SABLs) with some 5 million ha of land placed under these agreements in a little over 5 years. While many of these have been contested and the government has officially halted the issuing and development of SABLs, the issuing of Forest Clearance Authorities (FCAs), which allow for the clearing of forestland for agricultural development both within and outside SABL areas has continued with FCAs covering over 3mha of land. Many of these SABLs and FCAs have been linked to development of new oil palm plantations, which are responsible for significant deforestation across New Britain and with further clearances expected. While cocoa, rice and other crops have not been directly linked to such expansive clearance within single areas the prevalence of cocoa in many areas has resulted in multiple small-scale clearances. A lack of productivity within cocoa sector, largely linked to old planting stock, poor agricultural practices and the cocoa pod borer (the impacts of the latter exacerbated by the former points) is also resulting in interest in land use conversions in many areas with communities considering movement away from small scale cocoa production to agri-industrial plantations most notably of palm oil. .

⁴ This estimate is derived from the 2011 estimate of 7.06 million coupled with estimated population growth rates; with estimated 2017 population from World Bank of 8.25m (2018) *Data - Papua New Guinea*, <http://databank.worldbank.org/data/reports.aspx?source=2&country=PNG>, Accessed 26/1/2019.

⁵ The number of wards within an LLG ranges significantly from less than 10 to over 30.

⁶ PNG is recognised as having very high levels of biodiversity with New Britain Island being an area of particular importance although assessments are also hampered by a paucity of data. The target landscape includes the Nankai range which has been identified on the World Heritage tentative list due to its outstanding natural value, with the broader landscape also containing a diverse range of habitats with very high biodiversity values. Several areas within the landscape (the Nakai, Whiteman and Baining ranges) were identified in the recent national conservation assessment as being of specifically high conservation value within PNG (CEPA (2017) Land Sea Conservation Assessment). The high value of biodiversity in the areas was highlighted by 2009 survey of the Nakai range which discovered over 200 species new to science including a new genus of mammal (Cairns Institute (2018) *The Nakanai Ranges of East New Britain*. James Cook University) while an assessment of the Baining Mountains identified a number of new and undescribed species of frog, the existence of the honeyeater *Melidectes whitemanensis* and the increase in the number of ferns, orchids and butterflies known to occur in New Britain (<https://Pisin.iucn.org/regions/oceania/our-work/critical-ecosystem-partnership-fund-cepf/emi-projects>).

⁷ Recent biodiversity assessments of these areas identified a startling 200 species new to science, including a new genus of mammal, as well a significant number of rare and endangered species including 64 species of bird seven of which are endemic to New Britain. These unique and high value terrestrial ecosystems are also surrounded by areas of exceptional marine biodiversity and ecological value. The Kimbe Bay is recognized as a globally significant marine hotspot.

5. The new and rapid expansion of commercial agricultural is also paired with increasing rates of expansion of family agriculture that has historically been the primary driver of forest loss in PNG. These elements are combining to see rising levels of forest loss with average annual emissions from deforestation more than doubling from 4.4mtCO₂e to 9.3mtCO₂e between PNG's reference period (2001-13) to 2014-15 as reported in the country's Biennial Update Report⁸.

6. This increase in levels of deforestation have been driven by a number of underlying or root causes that link with PNG's economic and social situation namely:

- Desire for economic development and income
- Population growth
- High importance of agriculture in PNG's economy
- As well as key issues that are specific to the agriculture sector and are central in not only driving deforestation but also influencing its extent and the impact that any deforestation has on the landscape including:
 - Knowledge Gaps – relating to land use options and impacts, international markets and standards for agricultural produce and knowledge of good agricultural practices
 - Unsustainable practices – relating to both adoption / continuation of unsustainable practices within small-scale agriculture and new agricultural development utilizing unsustainable practices.
 - Unresponsive supply chains – current supply chains are unresponsive to sustainable practices providing limited benefits to producers for adoption of sustainable practices.
 - Access to finance – limited access to finance for agricultural development has left many communities seeking external investment as well as causing large scale developers to rely on revenue from deforestation as a means to finance development activities.

These elements are covered in more detail below:

Underlying / root causes linked to PNG's economic and Social Situation

7. Papua New Guinea is one of the remaining global forest frontiers, with over 78% forest cover and, over 75% of the population living in rural areas with livelihoods that are heavily dependent on forests and ecosystem services. The country is also one of the 17 most megadiverse countries globally, richly endowed with biological diversity in its forests and marine ecosystems. Together with Indonesia's part of the New Guinea island, it accounts for 5% of the world's biodiversity of animal and plant species, over 60% of which are endemic. It has been estimated that the number of plant species ranges between 15,000 to 20,000, representing 6% of the global flora, while the number of animal species is over 150,000 species. PNG's remaining tropical forests are, however, threatened by ongoing deforestation attributed to commodity expansion and timber logging the impacts of which and level of are also being exacerbated by climate change as well as other natural hazards, with the project landscapes having a high number of High rankings within the Climate Hazard Assessment (see Annex 21 with further information also provided in Sections on Drivers and Barriers below) with those challenges linked to climate change projected to increase over the coming 30 years. These challenges are accentuated by PNG's low levels of adaptive capacity with ranked 149 out of 181 countries in the Notre Dame Global Adaptation Initiative. Faced with these challenges the Government of PNG has committed to a low-carbon responsible and sustainable development pathway. To achieve this the country's governance over land use, as well as other areas, needs further strengthening to ensure that targets and reforms are achieved and that all stakeholders are able to engage with and benefit from this new pathway.

8. **Desire for economic development and income.** PNG's economy has grown rapidly since the beginning of the century with average growth rates of over 5.7% pa from 2003-2011)⁹, real GDP per capita rates at over 4%¹⁰. This growth has been driven largely strong commodity prices in the early part of the century as well as investment in Liquefied Natural Gas (LNG) developments with the minerals and energy sectors contributing some 36% of GDP¹¹

⁸ Climate Change and Development Authority, Ministry of Environment, Conservation and Climate Change, Papua New Guinea: Papua New Guinea First Biennial Update Report to the United Nations Framework on Climate Change
<https://unfccc.int/sites/default/files/resource/Papua%20New%20Guinea%20BUR1%20Final%20Version.pdf>

⁹ World Bank Group. (2017) Papua New Guinea Economic Update December 2017: Reinforcing Resilience. World Bank Group.

¹⁰ World bank country overview <https://Pisin.worldbank.org/en/country/png/overview>

¹¹ World Bank Country Profile

and 75% of exports. Declining commodity prices as well as completion of key LNG infrastructure have, however resulted in a significant slowing of growth to just over 2% in more recent years. The impact of this growth has been highly concentrated within a small cadre of educated and urbanised Papua New Guineans as well as land owning groups directly linked with these development projects. As such growth in many areas has driven an increasing level of inequality across PNG society between those engaged in high value economic sectors and the 87% of PNG's population that live in rural areas or are not fully engaged within the formal economy. These challenges are also exacerbated by **PNG's high levels of population increase** (3% per annum) and age demographic (35% under 14 and 20% 15-25) which puts significant pressure on government to maintain and expand service provision as well as for the economy to provide sufficient employment for new entrants. Without these elements the rapidly increasing number of people remain almost totally reliant on the land for provision of their livelihoods driving ongoing expansion of subsistence and small-scale commercial farming. Further extenuating economic challenges, the impact of COVID-19 on the Papua New Guinean economy are significant and will have a lasting impact. The World Bank estimates that GDP growth will drop by 4.2% in 2020 due to wider financing gaps in the external and fiscal accounts, and higher unemployment and poverty. As a country with high poverty and low resilience, PNG will be experience impacts from the COVID-19 pandemic across sectors, and as a result, overexploitation of the natural environment and reliance on ecosystem services will increase. A COVID-19 opportunity analysis has also been conducted (provided in the annexes), indicating that a "green recovery" post-COVID-19 containment is a promising opportunity. Particularly while domestic competition is low and market access is limited, there is the opportunity to establish sustainable practices and supply chains as the norm. A preliminary assessment of the ongoing risks to PNG due to the COVID-19 pandemic are provided in Annex 19.

9. The importance of agriculture. Agriculture is the mainstay of the PNG economy both formal and informal. The agriculture, forestry and fisheries sectors have traditionally accounted for over 30% of PNG's GDP, and have only seen a relative decline in importance within national statistics due to the expansion of other sectors - particularly linked to LNG development – and remain core to the livelihoods of over 90% of PNG's population. With regard to agriculture palm oil, cocoa and coffee represent the largest commercial crops and account for approximately 9% of total exports and represent significant contributions to global supplies of these commodities.

Agriculture Specific Root Causes

10. Knowledge Gaps – There is currently limited knowledge on potential land use options amongst communities with many having limited access to information or independent guidance on options for land use development. This situation leaves communities vulnerable to accepting propositions that have significant and detrimental impacts on their lands and may not be viable agricultural projects. Similarly, there is limited knowledge on international markets for key commodities amongst land owning communities, producers and well as decision makers within government. This position reduces the potential for adoption of high certification standards and access to premium markets with the majority of cocoa production currently going to bulk markets and new palm oil developments not able to access EU or US markets. This limited knowledge also links with adoption of good agricultural practices with many producers producing well below optimum levels and vulnerable to pest and disease infestation in terms of cash crops while significant improvements are also possible with regard to production of subsistence produce including the citing of farms and actions to help reduce soil loss and degradation. Subsistence production also faces significant knowledge gaps in effectively responding to a changing climate, with levels and intensity of rainfall changing along with seasonal temperatures there is a gap in farmer knowledge in how to adapt to these changes, from changes in farmer practices to utilisation of alternative planting stock.

11. Unresponsive supply chains – These knowledge gaps are also exacerbated by unresponsive supply chains, which do effectively respond to behaviour change at producer levels. Within the cocoa sector action by producers to adopt improve standards does not results in improved prices unless part of a pre-agreed scheme due to limited demand and supply chain linkages with international buyers seeking premium products and relatively low levels of disaggregation of beans within central fermentaries. Equally while premiums are available for certified production there is limited understanding of the scale and nature of these premiums amongst farmers. Within the palm oil sector while RSPO certification has ensured market access for existing producers to premium markets in Europe,

access to other markets and limited information on future trends or price differentiation presents limited incentive for land owning communities or policy makers to prioritise certified production especially when it creates significant barriers to expansion within high forest landscapes such as PNG.

12. **Access to finance** – Access to finance is limited across the agricultural supply chain. Small-scale producers have limited access as a result of low levels of engagement with the formal finance sector or collateral on which to access additional finance. At the medium to large scale finance is also restricted due to challenges in lending within the PNG environment and low levels of understanding of and engagement with PNG production systems. This is a potential area of collaboration with the GCF Global Platform and the International Finance Corporation after stakeholder consultation.

13. **Unsustainable practices** – These elements combine to result in high levels of unsustainable practices with targeting of high value timber areas for large agricultural developments as a means to pre-finance developments prevalent as adoption of unsustainable agricultural practices including planting along river buffer areas, removal of shade trees, and planting on sloped areas as well as poor use of inputs such as fertilizer.

14. The above drivers and barriers are also being accentuated by climate change as well as other natural hazards with the Think Hazard assessment (see Annex 21) identifying a number of high-risk areas. These will likely interact with the above noted drivers in the following ways:

- Forcing changes in cropping patterns, techniques and locations – as climate patterns change communities are being forced to change their cropping patterns and techniques with increased uses of chemicals and fertilisers to address changing, with significant knowledge gaps existing on how to address these challenges. Increased levels of salt water inundation, coastal flooding or river flooding due to increased intensity of rainfall is also causing communities to shift areas of cultivation into previously forested areas with limited coordination on planning making the availability of good agricultural land for communities more limited.
- Increased demand for commercial crops - failure of traditional crops linked to changes in climate conditions is also resulting in an increased demand for a shift to commercial agriculture that for many is perceived as lower risk, higher reward and less vulnerable to climate shocks. This situation however has in many cases created a spiral of impacts as PNG's abundant forest resources are often referred to as the country's 'safety net' with rural communities relying on close access to these to be able to source food and building materials when existing crops and infrastructure is damaged. As such when these areas are replaced by mono-crop plantations with limited planning or consideration of community needs for access to agricultural and forest land it results in enhanced levels of vulnerability.
- Reducing government capacity to adopt sustainable policies – the need to continually respond to high impact events or a changing environment presents significant challenges for a government with limited resources and technical capacity. As such key agencies are often required to focus on a stream of immediate challenges as opposed to being able to adopt long term strategic planning approaches that would also help to strengthen policy coherence and institutional capacity.
- Reducing private sector willingness to invest – increases in climate variability and the threat of natural hazards presents a challenging environment for investment either through longer term and large scale commercial ventures or through provision of finance to smallholders.

15. Addressing these challenges is at the centre of the project design with each component having key elements of climate change mitigation as well as adaptation integrated within its design. These approaches will be continually reviewed during project implementation with the project also working to help strengthen the availability of information on climate and other natural hazards and the integration of this into decision-making, thus helping to strengthen PNG's overall response to CC.

Action to Address Drivers:

16. **A long-term commitment to sustainability facing significant barriers.** Action to support long term sustainability of development activities has a central position in much of PNG's legislative framework. The

importance of environmental management is enshrined in the fourth goal of the PNG Constitution, which sets out for; *Papua New Guinea's natural resources and environment to be conserved and used for the collective benefit of us all and be replenished for the benefit of future generations.*

17. This broad goal has been integrated into many of PNG's key long-term strategies including Vision 2050 and the Development Strategic Plan. More immediately the country's MDTP 3 2018-22 target increases in the land area under conservation: from 5% to 17.9%, and to reduce annual rates of primary forest loss: from 9% to 5%¹². CEPA has a central mandate to address these issues through both its role in conservation outlined in the CEPA Act 2015, the PNG Protected Area Policy and the Environment Act 2000, which guides what environmental conditions are required for any development activities. These roles also link closely with those of other government departments and agencies who have key rolls within national and subnational planning processes as well as action target sectors. These include the:

- Department of Lands and Physical Planning (DLPP)*, which plays the central role in allocating land for different activities and supporting how land use planning is done.
- PNG Forest Authority* – which is mandated to develop provincial and national forest plans that allocate forest resources (concessions) as well as the management and monitoring of those concessions through the National Forest Service.
- Department of National Planning and Monitoring* – The department is centrally mandated to coordinate development planning across sectors and subnational governments as well as donor support.
- Department of Provincial and Local Government Affairs* – responsible for supporting the link between national and subnational governments.
- Department of Agriculture and Livestock* – has a mandate to provide policy advice and technical and administrative support for the optimal performance of the agriculture sector.
- Oil Palm Industry Corporation (OPIC)* – responsible for providing extension services to the smallholders, out-growers and settlers within the precincts of nuclear estates of oil palm growing provinces. OPIC's key role is to provide efficient delivery programmes and develop market infrastructure for its smallholders and out-growers
- Cocoa Board* - envisioned to foster a sustainable cocoa industry that enhance rural livelihoods and contribute to the wellbeing of our rural population under National Pillar No 2: Wealth creation. We aspire to foster innovative farming practices (best practices) that maximize farmer's profitability and income and be able to develop/maintain sustainable value chain and remain internationally competitive.

18. Historically sustainable agricultural sectors. The actions of government are also linked with historically high levels of sustainability within private sector production systems in particular palm oil and cocoa.

19. **A significant and historically sustainably certified palm oil industry** makes the most significant contribution to exports with 1,530,335 Mt of oil produced in 2019¹³. These levels of production make **PNG the world's 3rd largest palm oil exporter**¹⁴, with all exports until recently coming from RSPO certified areas with PNG having the **3rd largest Round table on Sustainable Palm Oil (RSPO) certified area globally** at over 186,000 ha¹⁵. This production has been concentrated around a small number of estates with associated smallholder growers and controlled by two companies, Hargy Oil Palms Ltd (a subsidiary of SIPEF) and New Britain Palm Oil Ltd (a subsidiary of Sime Darby Plantation Berhad) who export to European markets. These firms are estimated to provide direct income to 200,000 people but with both firms committed to RSPO certification have seen limited geographical expansion over the past 30 years due to the high costs of finding new areas for production.

¹² GoPNG (2018) Medium Term Development Plan Three 2018-2022

¹³ See Oil Palm Annex

¹⁴ By value

¹⁵ See Oil Palm Annex

20. Papua New Guinea exported 565,000 Mt of palm oil in 2019, of which about 28% of that was produced by smallholders and about 72% was produced on plantations¹⁶. The New Britain provinces alone export about 50% of the total production – 1,591,603 Mt/year of fresh fruit bunches (estimated to 352,604 Mt of palm oil) – 96.15% of which is RSPO certified (data from 2019) with almost all certified production coming from West New Britain¹⁷. The industry is largely dominated by the private sector, particularly New Britain Palm Oil Limited (NBPOL), which is involved with 70% of PNG's total oil palm production either directly through plantations or by smallholder buying schemes¹⁸. Most of this palm oil was exported to Indonesia, India, China, EU and Malaysia. These value chains are based predominantly on integrated systems where nucleus estates work closely with small-holders who are held under their international certifications and required to sell directly into the respective firms either NBPOL or Hargy who hold the milling and export capacity as well as strong links with target markets including further processing plants in Europe. These firms while separately branded also form part of larger international firms Sime Darbe (NBPOL) and SIPEF (Hargy) and access both conventional and concessional (through development banks) international finance.

21. As the demand for palm oil increases, particularly in China (where the demand for certified palm oil is low, but the overall demand for palm oil is high), there is a risk of a rapid increase in clearing of forest for non-certified plantation oil palm. This trend has already started with significant clearances happening in East New Britain as well as across the two Sepik Provinces. These activities are predominantly driven by firms based in Malaysia and Korea, the financing for which is unclear but is noted to rely heavily on revenue from forest clearing to allow for development. These projects are also focused on initial plantation development with subsequent buying from small-holders proposed but with no clear indication of how these groups would be engaged or any standards linked to integration within these supply systems. Further information on the nature of the oil palm sector is provided in Annex 12e.

22. Further rapid expansion of palm oil will have significant impacts on PNG's environment and economy as not only would expansion result in significant deforestation, land and ecosystem degradation, but it also reduces the availability of land for growing food. Unlike many crops, oil palm can often not be grown with other food crops and it cannot be consumed instead of processed and sold, and thus, in many areas oil palm farming reduces adaptive capacity in hunger seasons, while also forcing farmers to move subsistence cultivation to more marginal lands.

23. A **smallholder centred cocoa system** in PNG is a contrast to the significant role of estates in palm oil. Cocoa is smaller in value than palm oil but **contributes ~3.78% of total GDP in PNG**¹⁹. With 90% of this production being classified as smallholder subsistence production it forms a central part of the livelihoods of rural communities engaging some 16% of PNG rural population rising to over 30% in coastal areas²⁰. This high prevalence makes it a crucial element of the rural economy and has been identified as having a 1.15 multiplier effect across the economy²¹. With predominantly low input systems, production levels per ha are low at 300kg per ha per annum (compared to potential yields of over 1,000kg) with mixed levels of quality also resulting in exports being predominantly destined for low value bulk markets with just 1% of PNG cocoa going to specialty markets and a similarly small level entered within certification standards²². These production systems were also ill equipped to address the onset of cocoa pod borer (CPB), which saw rapid reductions in production across the sector. These reductions are now gradually being reversed with the provision of improved planting stock and by implementation of basic pest management protocols. Capacity to support the roll out of training on these protocols and the provision of improved planting stock however remains limited.

¹⁶ Ibid

¹⁷ Ibid

¹⁸ Ibid

¹⁹ Lescuyer et al., 2018. Value Chain Analysis of the cocoa industry in Papua New Guinea. CIRAD-CIFOR Report, Final version of 22th November 2018 (in Cocoa Annex)

²⁰ Lescuyer et al., 2018. Value Chain Analysis of the cocoa industry in Papua New Guinea. CIRAD-CIFOR Report, Final version of 22th November 2018

²¹ Ibid

²² AECOM (2017) PNG Specialty Cocoa Market Study available at <http://phama.com.au/wp-content/uploads/2018/02/TR107-PNG-specialty-cocoa-market-study.pdf>

24. At least 150 thousand Papua New Guinean families rely on cocoa farming for their livelihood, and the economic contribution is estimated at 300 million PNG Kina (ca. USD 88 million), equating to roughly 20% of rural Papua New Guineans²³. This is even more marked in coastal and lowland areas and cocoa is the largest single source of income in East New Britain. Its supply chain is also highly distinct from that of palm oil with almost all production occurring through smallholder production systems, characterized by low inputs, low outputs, and usually low technical efficiency (outputs are well below the maximum achievable output for cocoa growing in the region). Nationally, these smallholders produce roughly 16 million kg of dry bean equivalents per year, while business-oriented output (usually from the private sector) is about 3.5 million dry bean equivalents per year²⁴. The majority of these smallholders are not bound by specific purchase agreements but rather sell into different supply chains depending on price, transportation and personal connections, with a combination of wet and dry beans also being produced at the local level before being sold to aggregators who export the beans largely to the Asian bulk markets.

25. Restrictions on export licenses as well as distances to export and processing facilities present significant challenges to many farmers as well as those groups seeking to access higher value markets and move away from the main export companies. Small-holder finance is highly limited due the low levels of banking, limited collateral or clear purchasing contracts. Increased interest in the PNG market from a number of international firms (such as Olam) is starting to see a change in system with closer linkages along the value chain and enhanced tracking of production as well as availability of finance but significant opportunities remain for the sector to increase its productivity and market value while maintaining sustainable production.

26. Cocoa can be interplanted with food crops and is usually grown as a cash crop to support farmers who are at least partially subsistence based. With the implementation of PPAP/ PACD and other cocoa assistance programs, the cocoa model is gradually transitioning to a business-orientation, in which subsistence may lose importance, as cash income becomes the priority. Further information on the cocoa sector can be found in Annex 12.b.

27. **New Britain is the centre for palm oil and cocoa production** in PNG with vast majority of the country's RSPO production situated on the north coast of the island in WNB Province, while the island is responsible for approximately 20% of cocoa production (18% ENB²⁵, 2% WNB) – although this figure was closer to 40% prior to the impact of CPB which hit ENB production systems particularly hard. Oil palm production is centred around nuclear estates with surrounding village oil palm (VOP) areas, as well as six-hectare blocks that were allocated through Land Settlement Schemes (LSS) in the late 1960, early 70s – with the migrant populations extremely limited in their levels of land availability. Cocoa production is vastly more scattered across rural areas with many communities reliant of freight subsidies from the government to address the costs of transporting their beans to buyers within the urban centres. In the period 2000 – 2010, 27% of rural villagers in PNG had an income from cocoa trade, where cocoa income represented 10% of total income for rural households²⁶. Oil palm tends to contribute a larger share of income; a 2ha plot can earn about 5,500 PGK per year²⁷.

2.2. Baseline analysis and baseline projects

28. **Existing Projects and programmes initiating change and creating opportunities to catalyse transformational change.** A number of key projects and initiatives have and are continuing to work to deliver change and address barriers. Key areas of action include (further information on these is included within Annexes 12a, b, c, d and e):

29. *Strengthened land use and integrated planning* – at the national scale action through the DLPP on the development of the National Sustainable Land Use Planning (NSLUP) Policy marks the most significant effort to create a coherent approach to land use planning and management. This policy builds on significant work undertaken at subnational level as well as the broader national policy goals to present a framework for sustainable land use

²³ Ibid

²⁴ Lescuyer et al., 2018. Value Chain Analysis of the cocoa industry in Papua New Guinea. CIRAD-CIFOR Report, Final version of 22th November 2018 (in Cocoa Annex)

²⁵ ENB production levels were previously close to 40% of national

²⁶ CIRAD Report: Value Chain Analysis of the cocoa industry in Papua New Guinea

²⁷ ITS Global: [The Economic Benefits of Palm Oil in Papua New Guinea](#)

planning that allows for zoning of land linked to its importance of environment and development as well as highlighting the importance of cross sector links within the development planning process. The policy, however, is currently under review due to limited consultation in its development and the need for further technical inputs. While expected to pass in 2020 the need for additional review highlights the current capacity gaps within DLPP to fully drive forward such a cross cutting policy reform and without further support the transition from approval to implementation is liable to be slow and ineffective.

30. These policy developments do however have the potential to link with significant work done at the provincial and local level with regard to integrated land use planning. Within New Britain work supported through GEF-4 as well as the Coral Triangle Initiative worked to develop a Ridge to Reef assessment for land use planning across the island as well as the development of a land use planning support tool (Environmental Land Value Information System (ELVIS)) that looks at both physical constraints to development across the island as well as the community based value of key areas. A lack of follow up funding, limited training of key personnel on its use or provision of software and hardware for its operationalization combined with limited integration into development planning processes however has meant that the tool has not been fully utilised or developed since the end of the project. At the LLG and Ward level NGO's have also supported action on localised land use planning and zoning. These initiatives have linked to community level agreements on land use management but have not been fully integrated with government planning systems and as such are limited in their sustainability / long term impacts and are vulnerable to reversal. This situation is even true for many conservation areas that have been initiated which while recognised by CEPA do not appear in provincial or district plans and are not included within land use information systems held by the DLPP. This disconnect between different processes and gaps in capacity and coordination both horizontally between different government departments and vertically between national and subnational government create significant barriers to the sustainability of land use planning activities as well as enhancing the risk of reversals or conflict linked to the issuing of leases or permits for other land uses.

31. Through the creation of a supportive policy framework and the experience of local level planning however, the baseline environment has created the opportunity for the current programme to support transformational change within the land use planning sector through bringing together of policy direction and local action and provision of technical support and capacity building for its implementation.

32. *Support to strengthening agricultural value chains* – a number of initiatives has set out to strengthen the palm oil and cocoa sectors. Within the palm oil sector work through the FCPF programme looking at REDD+, identified the need to support action on development of a more coherent palm oil policy and sector. The project has worked to support the establishment of the National Palm Oil Platform (PNG POP) and has also supported work to develop HCV risk maps – mainly targeting New Britain Island - to help inform policy discussion on the potential expansion of palm oil and to enhance access of information to smallholders on what areas of their land can be utilised for expansion within certification schemes. The POP however remains at an early stage of development and requires further support to gain traction within the political decision-making processes in PNG and to strengthen engagement of new actors that have entered the sector.

33. Within the cocoa sector significant support has been mobilised through the Productive Partnership in Agriculture Programme (PPAP) under the World Bank, which has sought to support lead farmers in improving methods, adoption of improved planting stock as well as having access to small grants to develop key farm infrastructure. The programme has also supported the development of feeder roads and has worked to support policy processes in the sector as well. Work through the PHARMA project has also looked to increase the visibility of PNG cocoa globally and supported a number of bespoke deals between suppliers and buyers. The early progress of these projects has been recognised by updating and continuation of their programmes with the WB supporting the Partnership for Agricultural Commercialisation and Diversification Project (PACD) and Australian Government supporting PHARMA+. While these projects have provided significant support within the cocoa sector they are limited in scale and reach with limited engagement within the process of policy coordination or creation of global market linkages. Neither project also looks to engage with the palm oil sector or address the integration of agricultural development into land use and development planning. As such while highly beneficial a significant gap exists with regard to helping to proactively address the impacts of agricultural expansion across PNG's forest landscapes.

34. ***Conservation and restoration*** – A number of initiatives has been launched to support further action on conservation and restoration. Through the GEF-4 and GEF5 projects, support has been provided to the development of a Protected Areas Policy and PA Bill. A number of communities have also been supported in identifying priority areas for community-based conservation and a PNG specific METT has also been developed to more effectively monitor the progress of these sites as well existing PAs. An infringement monitoring tool has also been developed and is being trialled in a number of conservation areas to support the reporting of infringements by rangers. These projects have also helped to strengthen linkages between CEPA and the provincial governments. An MoU between the two provincial governments and CEPA has been signed committing the organisations to further collaborate and budget allocation towards environmental management – the commitment to which was demonstrated through the establishment of environment and climate change divisions within the PA structures of both provinces.

35. **Catalysing change through building on past actions and supporting enhanced coordination and capacity.** The current project looks to address the above direct drivers of environmental degradation through targeting action on underlying drivers and barriers to change within the agriculture and land use planning sectors. This will be done by working with and building on existing and past projects and initiatives. Collaborations, information sharing and meetings with the regional FOLUR programs are built in to the current project. Additionally, there are two newly approved projects within the GEF work program in PNG for improving land degradation and biodiversity. Opportunities for synergies within these work programs of these projects and to mutually scale-up these collaborations will be identified. With the core objective of the current project *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, sustainable and resilient commodity/crop production and farming systems across Papua New Guinea*. the project is well aligned with PNG's central national policy framework as well as international commitments.

2.3. Long-term vision and barriers towards achieving it:

36. The long-term vision that the project will work to support the GoPNG, 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.

37. While economic and sector development policies target enhanced production within the agricultural sector, the project seeks to support increases in the quality, productivity and sustainability of systems as a means to achieve this. It will work to strengthen the knowledge of all those engaged in land use decision making and the systems that guide them, from the identification of where different land uses will be situated to how that land is used when under agricultural or other production systems. By working with all groups from land owning communities through local and provincial governments to national government, as well as domestic and international private sector the project intends to help 'join up' the land use decision making process from national policies and objectives to community decision making. It will support this through the development and provision of multi-stakeholder forums as well as information and tools to help stakeholders come together to make informed decisions on land use. Through this process, the project will help to increase the voice of communities and other vulnerable groups in decision making, strengthen the capacity of government officials to support decision making processes and help guide companies to support sustainable practices.

38. At landscape level, the vision of the project in the medium term is that stakeholders will be empowered to make effective decisions on landscape management and production systems. That these skills will see improvements in livelihoods and livelihood resilience of communities as well as productivity and market integration of existing agricultural areas. It also seeks to ensure that while some developments will continue these do not impact on key biodiversity and ecosystem functions and are designed, through processes of full and effective consultation and consent to fully support and sustain resilient livelihoods for communities with regard to considerations of gender, ethnicity and inter-generational equity.

2.4. Barriers towards achieving the long-term vision:

39. 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:

40. *Weak and fragmented planning processes for land use management* – while the 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.

41. 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 provide a prime example of this process.

42. *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 MTDP 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%²⁸, but also targets significant increases in agricultural production including a quadrupling of cocoa 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.

43. Further guidance on action within the cocoa 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.

44. *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.

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

46. In terms of supporting conservation and environmental protection activities, 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.

47. *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.

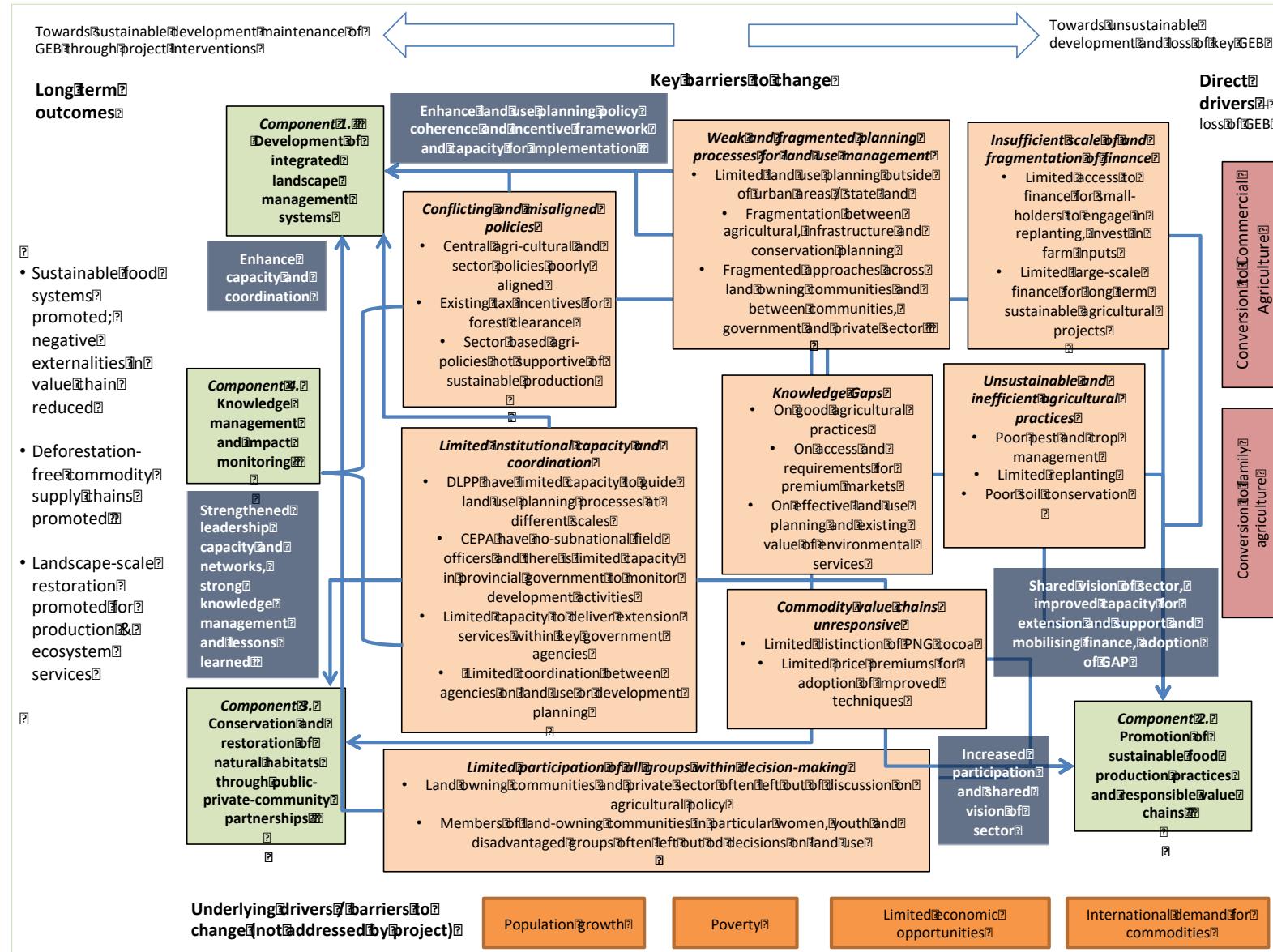
²⁸ GoPNG (2018) Medium Term Development Plan Three 2018-2022

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

48. At the policy and planning level where broad consultation is required to support policy development significant gaps exist in levels of participation within policy formulation. Approaches to land use planning and agricultural sector development have been developed with limited engagement across sectors, different levels of government or private sector and communities. Within the palm oil sector, the absence of any policy or coordination body has allowed rapid and un-controlled development activities, while within the cocoa sector structures established to facilitate consultation and coordination have had limited impact and a significant gap exists between representation and vision of government, private sector and community level producers within these bodies.

49. **Project Conceptual Model:** These elements and their links with key project components are illustrated in the project conceptual model (Figure 1) on the following page

Figure 1: Project Conceptual Model



2.5. National policy alignments

50. Domestically the project aligns closely with key national policies including targets under MTDP3 2018-2022 most specifically:

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 a productive workforce.
- 1.6 Create wealth by promoting SME growth and attracting direct investments.
- 1.7 Women's economic empowerment.

Key Result Area 3. Sustainable Social Development – in particular:

- 3.9. Improve Nutrition Standard

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;

51. It will also align with targets under the cocoa sector strategic plan for enhanced productivity and management and with the Protected Areas Policy to support a comprehensive approach to conservation.

52. At the international level the project aligns with PNG's stated targets under the Rio Conventions including its National Biodiversity Strategy Action Plan (NBSAP) with regard to the CBD 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

53. With regard to the UNFCCC, it aligns with the country's Nationally Determined Contribution (NDC) 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.

54. With regard to action under the UNCCD PNG has committed to achieve Land Degradation Neutrality and is committed for a target restoration of 7.73 million hectares to be reached by 2030.

2.6. Relevance to Sustainable Development Goals (SDGs)

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

2.7. Alignment with global FOLUR Impact Programme

56. The project also sits within and aligns with the global objectives of the FOLUR Global Programme, which sets out to establish sustainable, integrated landscapes and efficient food value/supply chains at scale. By working across the landscape of New Britain and targeting the largest areas of oil palm production and historically the highest cocoa production in PNG, through an approach that brings together landscape level planning, action on international agricultural supply chains from global markets to smallholder farmers while also supporting the development of tools and capacity to strengthen environmental management, conservation and restoration, the project will help to contribute to achieving the core FOLUR outcomes of:

- Sustainable food systems promoted; negative externalities in value chain reduced;
- Deforestation-free commodity supply chains promoted; and
- Landscape-scale restoration promoted for production & ecosystem services.

With further information on each of these outcomes noted below:

(1) Promoting sustainable food systems to meet growing global demand:

57. PNG the world's 3rd largest palm oil exporter²⁹, with all exports until recently coming from RSPO certified areas with PNG having the 3rd largest Round Table on Sustainable Palm Oil (RSPO) certified area globally at over 186,000 ha and a production model that is largely based on plantation oil palm (72%: 28% split share of plantations to smallholders). It also has a smallholder centred cocoa system and is the 8th largest exporter of cocoa globally. With 90% of this production being classified as smallholder subsistence production it forms a central part of the livelihoods of rural communities engaging some 16% of PNG rural population rising to over 30% in coastal areas. The project will help to strengthen these production systems and maintain and enhance supply chains that support increases in productivity and production from these systems while helping to maintain and strengthen sustainability. This will be achieved through an approach that:

- Provides farmers with the skills, knowledge and capacity to enhance levels of productivity and profitability of farming systems without impacting the sustainability of production systems or causing impacts outside their current footprints.
- Supporting the development of hybrid livelihood approaches that integrate domestic ad household production with commercial agricultural production systems to ensure strong levels of food security and resilience for a rapidly growing domestic population.

(2) Promoting deforestation-free agricultural commodity supply chains to slow loss of tropical forests:

58. PNG presents an opportunity to showcase opportunities for how agricultural commodity supply chains can be strengthened within high forest countries. Central to this will be the need to address incentive mechanisms that guide farmers, communities and private sector bodies. The project will help to work throughout the value chain to help create an enabling environment that promotes deforestation free production and purchase agreements.

59. At the national and local level the project will work within the key sectors to help identify how sustainable supply chains can be developed and supporting enabling environment created through participatory development of sector action plans and subsequent regulations, including financing incentives and disincentives for deforestation action. It will also work on the strengthening and development of land-use planning systems and regulations that help to inform and guide decision making around land-use that supports sustainability and presents disincentives for deforestation.

²⁹ By value

60. At the global level project will connect to global level commodity and food supply chain initiatives and networks, primarily through UNDPs Green Commodities Programme and Good Growth Partnership, as well as through other means offered by FOLUR global platform including establishment of a buyers group for oil palm and cocoa. These connections will facilitate the project linking to global buyers interested in sourcing from sustainable deforestation free commodity production systems. The project will ensure that the national commodity platforms for cocoa and palm oil supported within the project is connected to the global commodity initiatives (RSPO, WCF, etc.) and serves as a principal forum for convening the global and national supply chain stakeholders in the country.

(3) *Promoting restoration of degraded landscapes for sustainable production and to maintain ecosystem services:*

61. In line with this FOLUR IP objective, the landscape approach of the project will also focus on supporting restoration landscape areas that have undergone degradation. Restoration approaches will include both facilitating the natural regeneration of areas degraded by logging and rotational agriculture through allocation of set aside as well as proactive restoration of key target areas in particular those important for provisions of environmental services such as protection of waterways and prevention of degradation of agricultural lands through excess run off. In all approaches the project will build on appropriate national and local approaches and will focus around a community centred approach to land management.

2.8. Alignment with COVID response plan

62. 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 HIV and 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 people, 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, as well as significant additional threats to community health, security and economic development including an outbreak of African Swine Fever within the Highlands Region, army worm invasion in Western province and high intensity rainfall events that have resulted in flooding and landslides displacing over 60,000 people.

63. 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 activity³⁰. 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.

64. 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 investments that promise significant finance and economic activity – even if these 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

³⁰PWC. PNG Pulse Special Issue #2. <https://www.pwc.com/pg/en/publications/png-pulse-keeping-you-informed/png-pulse-april-2020---special-edition-2---publications---papua-.html>

these production systems. This is also likely to include an increase in levels of 'gardening' as increased levels of un/under-employment result in more people becoming reliant on home produce.

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 COVID19 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 consultations events may be cancelled or by-passed due to difficulties in effectively gathering and engaging with a broad range of stakeholders.

65. The government has responded to a number of these challenges and has developed a COVID-19 Multi-sector response plan³¹. This sets out a number of priority areas of action including: Water, Sanitation and Hygiene, Protection (Including Child Protection and Gender-based Violence), Nutrition, Education (including education on bushmeat consumption), 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, health and safe animal consumption practices. With the development of new extension materials covering a more wholistic approach to livelihood security and diversified livelihoods also playing a key role in supporting food security while support to improving agricultural performance and integration of land use and development planning will also be central to development of an effective response to socio-economic recovery.

66. The current global context created through COVID-19 can indeed be seen as both a short-term opportunity and a medium-term threat to the achievement of the current project objectives. Within the short term global economic uncertainty combined with restrictions on domestic movement pause many development opportunities creating an opportunity to build systems, awareness, capacity and approaches that promote sustainable development approaches that will guide future development. Without these in place however pressures to promote

³¹ Available at <https://reliefweb.int/sites/reliefweb.int/files/resources/200521%20DMT%20COVID-19%20HRP.pdf> - May version

economic development combined with the existing drivers and barriers within the agricultural and planning sectors are likely to result in increased pressure on PNG's forests from unsustainable agricultural development.

3 STRATEGY

3.1 Overview of Strategy

67. The 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, sustainable and resilient commodity/crop production and farming systems across Papua New Guinea.

In order to achieve this objective the project will utilize a number of key strategic approaches including:

SLM approach:

68. It is vital to address the problems described in the previous section from a perspective that combines sustainable landscape management (SLM) with a jurisdictional approach. SLM recognizes the landscape-wide nature of ecosystem flows and social and productive dynamics, while the jurisdictional approach recognizes the realities of the institutional frameworks within which planning is carried out and decisions are made.

69. The application of a landscape approach will maximize the environmental and social benefits and sustainability of the project, by increasing buy-in and by considering and responding to:

- Spatial variations in environmental values, vulnerability, and productive potential, in order to ensure that land uses optimize net benefits across the landscape as a whole.
- Spatial flows of environmental services across the landscape (in particular, the potential downstream impacts of production and management practices in watersheds).
- Landscape-wide biological relations, such as connectivity and the need for wildlife refugia.
- The potential indirect implications of land use dynamics (for example the risk of the expansion of cash crops/commodities into agricultural areas displacing food crop production pressures into forest areas).

Strengthening land and forest governance:

70. Improving the management of the target crops/commodities has the potential to generate environmental benefits on farm (see Global Environmental Benefits description below) and also to reduce the rates of conversion of forest to agriculture, if productive intensification reduces the area of land that needs to be used to satisfy demand for the crop and to meet economic development targets. The project however recognizes that if promoted on its own, without adequate safeguards, productive intensification has the potential to stimulate *increased* levels of productive activity – thereby leading overall to increases in area coverage and forest conversion – by making the crop/commodity in question more economically attractive³². In order to address this risk, the integrated approach of the project will ensure that actions to support improvements in productivity are accompanied, and where possible preceded, by investments in strengthening land use planning, governance and market-based leverage as well as policy coherent to limit expansion into forest areas or other vulnerable ecosystems. A complete risk assessment will be undertaken during the assessment phase of the project, however, a preliminary general risk analysis, COVID-19 risk analysis and climate risk analysis are provided as in Annex 20 of this document.

Strengthening local livelihoods:

71. Although the project will principally target the commodities of oil palm and cocoa, it will also consider how their production relates to the overall livelihood and food security strategies of the people living in the areas where they are produced. This approach will draw on the concepts of 'hybrid livelihoods' introduce by Anderson as a

³² The **Jevons paradox**, when technological progress or government policy increases the efficiency with which a resource is used, but the rate of consumption of that resource rises due to increasing demand.

summary of how landowning communities in PNG have and need to maintain a diversified livelihoods strategy to ensure resilience to external and internal shocks³³. Emphasis will be placed on agroecological diversified farming systems approach that integrates and balances the production of cash crops and food crops, non-agricultural economic activity, and off-farm income generation, with the aim of maximizing livelihood resilience, intra-family equity and social and environmental sustainability.

Transformative value chains and business practices:

72. The project will work extensively with both small-holders and those firms which purchase, aggregate and export target commodities from PNG as well as those companies importing produce from PNG. By supporting links along these value chains as well as working with government officials on the enabling policy environment the project will help to deliver transformative change through the value chain and crucially to the incentive structures for land owning communities within PNG. Central to this will be strengthening the relationships along the value chain and helping to drive long-term investments in PNG, which help to both provide strong income security to farmers as well as enhanced commitments to invest in sustainable supply from buyers. This approach is fully in line with the concepts of a Green Recovery from the impacts of COVID19 which have greatly impacted PNG's agriculture sector through reduced access to markets and declines in global demand for both palm oil and cocoa. The project will help to support a full transformation in the way investment and production is undertaken in PNG by:

- Strengthening relationships (through participatory assessment, consultation and planning processes, as well as commodity platforms and buyer groups)
- Improving the enabling environment for sustainable investment and production by strengthening the policies and regulations related to production
- Building tools and systems to enhance agricultural production and information on that production (through extension systems and improved traceability)
- Instilling the principles and approaches of sustainable development/sustainable livelihoods-oriented economic growth within the future COVID-19 recovery programme in PNG

73. Work will also be carried out to help facilitate stronger investment from downstream buyers within production landscapes to help develop sustainable value chains. Within this area the project will also work with other partners to assess and facilitate options for bundled investments that bring together a combination of interests such as those on carbon and biodiversity offsetting with sustainable production. In this way it will look at options for 'landscape' portfolio's that are able to attract investor interest while helping to support local level production systems that feed into global supply chains. While many of these approaches have been identified and considered the key convening power of the project and capacity to facilitate linkages between private sector groups, government and development partners will be key to establishing approaches that are viable.

Inclusiveness and participation:

74. Delivering change in approaches to land use management and agricultural production require comprehensive approaches to stakeholder engagement that ensure full inclusion and participation of all. Within the PNG context this is even more significant given the importance of customary land holders within land use decision making alongside government as well the influence of private sector in a highly underdeveloped and often opaque market. Throughout planning, development and implementation the concepts of inclusivity and participation will be central to ensure that all parties are engaged in the process of change and the speed and nature of that change is relevant to their context. Participatory land use planning processes that build on local knowledge as well as scenario assessments will be central to this process along with commitments to lead from the bottom up in line with PNG's national planning strategies. These will be combined with participatory forums, in particular the palm oil and cocoa commodity platforms that will provide a multi-stakeholder space for review and discussion of new approaches and to support action to address policy inconsistencies while also helping to build capacity across stakeholders to ensure that are able to fully participate in decision making.

Participatory action learning:

³³ Anderson (2015) 'Papua New Guinean Ways': hybrid livelihoods and human development, Waigani Seminar 2015, Port Moresby. Available at https://www.researchgate.net/publication/281181428%27Papua_New_Guinean_Ways%27_hybrid_livelihoods_and_human_development

75. At farming system level, the project will work with farmers in a participatory “action learning” approach (using the model of farmer field schools) to help develop and revise training approaches that are compatible with the local context. This approach will also focus on equipping farm families’ to monitor and respond to evolving circumstances in an ongoing, adaptive manner: for example, by recognizing the volatility and vulnerability of global cash crops and ensuring the maintenance of a diverse and flexible production system and by continually experimenting with strategies for adapting crop management to the effects of climate change.

76. The project will also facilitate peer-to-peer learning exchanges to successful areas across PNG to help farmers share knowledge and gain insight not only into specific production or certification systems but how these processes are managed and engagement between communities, companies and government occurs.

77. The integrated learning process will also be facilitated through integration of land use and development planning processes from bottom to top levels of government with opportunities for learning on how planning is done from a technical and community perspective and how this influences production systems will also be critical to enhancing sustainable approaches to landscape management.

Systems leadership:

78. Achieving progress on the sustainable development agenda requires a departure from traditional top-down, hierarchical, and linear approaches to implementing change. Instead it requires innovative and adaptive approaches that engage broad networks of diverse stakeholders to advance progress toward a shared vision for systemic change.

79. This approach is often called Systems Leadership. Researchers at Harvard recently defined Systems Leadership³⁴ as a set of skills and capacities that any individual or organization can use to catalyse, enable and support the process of systems-level change, comprised of three interconnected elements:

- **The Individual:** The skills of collaborative leadership to enable learning, trust-building and empowered action among stakeholders who share a common goal.
- **The Community:** The tactics of coalition building and advocacy to develop alignment and mobilize action among stakeholders in the system, both within and between organizations.
- **The System:** An understanding of the complex systems shaping the challenge to be addressed.

80. The current GEF FOLUR Impact Programme strategically seeks system transformation, and it is thus essential that all of these three factors are enabled in the programme. Development approaches previously have often ignored the individual leadership capacity and not invested appropriate in the community building around a shared vision for systemic change. This approach is particularly relevant in the PNG context where many official government and private sector institutional structures remain weak and individual leadership has a strong role in driving decision-making and change within both customary and government channels. The approach is also well suited to the multi-level decision making processes present in land use planning within PNG where national plans and targets must be guided by bottom up planning process that occur from the ward level up through districts and provinces to the national level and are themselves steered by decision making by customary landowning communities. As such the opportunities for impact from a diverse range of actors within such a decision making landscape is significant and exceeds many traditional top down approaches to change.

81. As such the current project will work to enable a cadre of leaders who will be supported to develop their skills while also forming key stakeholders within the project, with their influence, drive and diversity of ideas and approaches acting as a core driver to address systemic challenges and barriers to project success.

Theory of Change:

82. The project’s theory of change is fully in line with that of the global FOLUR programme and centers on the need for integrated and supportive actions across approaches to:

³⁴ Dreier et al (2019) **Systems Leadership for Sustainable Development: Strategies for Achieving Systemic Change.** Corporate Responsibility Initiative at the Harvard Kennedy School available at <https://www.hks.harvard.edu/sites/default/files/centers/mrcbg/files/Systems%20Leadership.pdf>

- Integrated Landscape Management Systems (Component 1 of the current project),
- Promotion of sustainable food production practices & responsible commodity VCs (Component 2 of the current project),
- Conservation & restoration of natural habitats (Component 3 of the current project) and
- Global Coordination and Collaboration (Component 4 of the current project)

83. In order for incremental GEF resources to act as a catalyst for transformational change by providing government officials, decision makers, agricultural producers, buyers and exporters with not only the awareness of what action can be taken to reduce deforestation but to also the tools to undertake them and crucially a supportive policy and economic enabling environment that will incentivize change.

84. The project will deliver this through actions under the relevant components:

Component 1: Development of integrated landscape management systems

85. Actions under this component focus on establishing national and subnational policy, regulatory and operational systems that will help create a framework within government that provides positive incentives and guidance for sustainable land use planning while also addressing incoherent policy approaches to land use governance. This land use planning will result in improved land management that results in deforestation aversion and ecosystem preservation and restoration. By supporting work to clarify legislation and create a regulatory framework for the NSLUP (Output 1) while also building the tools for its implementation (Output 2) and the capacity of stakeholders to do this (Output 2 and 3) as well as fully integrating, through a participatory process SLM into jurisdictional plans within the target landscape (Output 3) the project will help to address key drivers of unsustainable agricultural expansion that damages ecosystems as well as barriers including weak participatory land use planning and landscape management processes, and conflicting and disconnected policies as well as insufficient institutional capacity on landscape management. While also helping to deliver:

Landscapes & production systems with:

- improved sustainable land management practices
- clarified inst. mandates & compatible incentives
- reduced conversion and degradation of forests & natural habitats

Component 2: Promotion of sustainable food production practices and responsible value chains to reduce land stress and avert degradation and deforestation

86. Actions under this component focus on supporting the establishment of a supportive policy environment within the target sectors as well as building the capacity of producers and buyers to effectively engage in sustainable supply chains. Central to this approach is the use of commodity platforms for cocoa and palm oil (Outcome 2 of the current project) that will bring together key private sector actors with government and civil society representatives to provide a multi-stakeholder environment in which discussion can occur and a shared vision for the sectors be achieved that will then lead to policy and regulatory reforms that improve environmental sustainability in target areas. The commodity platforms will have inputs from as well as guide the implementation of the other Outcomes including Outcome 3 whose actions target an inclusive process to improving the nature and quality of extension services including the development and roll out of training and capacity building materials to farmers on improved techniques (including CPB management) and land management which encourages in improved efficiencies to reduce further deforestation and land degradation and improve the sustainability of farming practices .Outcome 4 which focuses on undertaking capacity building support on small-business management skills, enhanced traceability systems, as well as establishment of a global-buyers group that will combine to help link more small-scale producers into global sustainable value chains as well as increasing the uptake of certification systems. By undertaking these actions in close collaboration with the private sector and government the project will also help to establish systems that are sustainable and fully market ready as well as developing networks that have the capacity to deliver change beyond the project lifetime. These approaches will help to address key drivers of *Knowledge Gaps, Unsustainable practices, Unresponsive supply chains and Access to finance*. As well as barriers, *Conflicting and misaligned policies, Limited institutional capacity and coordination, and Limited participation of all groups within decision-making*. While also helping to deliver:

Commodity & food production systems with:

- An increase in producers investing in sustainable, responsible practices
- Clarified institutional mandates, policies & incentives
- Enhance engagement of global markets with PNG.

And

Commodity value chains with:

- Responsible sourcing of commodities that avert deforestation and land degradation
- More investment in sustainable practices

Component 3: Conservation and restoration of natural habitats

87. Actions within this component focus on strengthening the governance and institutional capacity for conservation and restoration of natural habitats within production landscapes. Actions work to provide strengthened systems and tools for as well as providing capacity building to support enhanced monitoring and enforcement of environmental infringements (Outcome 5, Outputs 1 and 2) as well take action on restoration (Outcome 5, Output 3). These actions will help to strengthen tools for land restoration as well as monitoring and enforcement of environmental and sustainability regulations. Actions will also be undertaken, through Outcome 6 to build the capacity of stakeholders to enhance action on conservation, rehabilitation and restoration, ensuring that these areas are effectively managed through the development of participatory land use management plans. These elements will address key drivers including *Knowledge Gaps, Unsustainable practices* as well as barriers of; *Weak and fragmented planning processes for land use management, Limited institutional capacity and coordination* and *Limited participation of all groups within decision-making*. While also helping to deliver:

Landscapes & production systems with:

- Increased restoration for agricultural & environmental services

And

Commodity & food production systems with:

- Environmental standards and legislation enforced

Component 4: Knowledge management and impact monitoring

88. Actions within this component focus on ensuring that an effective impact evaluation, M&E and knowledge management structure is in place as well as providing support to key stakeholders to effectively participate in and contribute to the global FOLUR community as well as the regional FOLUR exchanges, in particular with Malaysia and Indonesia. These actions will ensure that information is synthesized to guide future scaling up of actions, strategies, policies for achieving deforestation-free & sustainability commitments are consolidated and shared, and that innovative knowledge-sharing and communication products are developed to improve efficiency, effectiveness and sustainability of these programs. Furthermore, PNG FOLUR will also benefit from various policy guidance notes, training materials, capacity building and related technical supports from the global FOLUR, regional FOLUR program and other domestic FOLUR work programs. The Project will be supported by the use of systems leadership training that will work to provide tailored capacity building to a central cadre of stakeholders (especially including youths and women) that have the capacity to deliver change and by being empowered through adoption of a systems leadership approach will help to catalyze change through key project pathways. These elements will help to address key drivers of Knowledge Gaps, and Unresponsive supply chains as well as barriers of: Limited institutional capacity and coordination and Limited participation of all groups within decision-making. While also helping to deliver: uptake of lessons, tools, innovations

89. These elements will all work synergistically to help deliver transformational change towards the project's longer-term impacts as well delivering global environmental benefits. Central to all of these approaches will be the concepts of multi-stakeholder engagement and the implementation of actions through participatory processes. This approach is illustrated within the Conceptual Model (Figure 1) above as well as the Theory of Change Diagram (Figure 2 below).

3.2 The projected baseline scenario

90. **Baseline Scenario:** PNG is a country entering a rapid period of transition. Global demand for commodities combined with national pressure for economic growth has created strong *indirect drivers* for land use and landscape level change across the country with a focus on increased agricultural production. While efforts have been made to ensure PNG effectively safeguards its natural resources for future generations and harness this demand for agricultural production to deliver long-term sustainable growth that supports livelihoods and avoids widespread environmental damage a number of significant *barriers* exist to effectively achieving this vision.

91. The country's weak and highly fragmented planning process, limited human and technical capacity and low levels of participation within decision making mean that land use decision making is often poorly informed and does not engage key stakeholders. This situation is exacerbated by a range of outdated, misaligned or even absent policies that create perverse incentives for land clearing and limited implications for poor practice. This situation has allowed for the *proximate drivers* of forest loss and environmental degradation in the form of rapid and unsustainable commercial agricultural expansion to occur - with over 5mha of agricultural leases issued within just five years and permits allocated for the clearing of over 3m ha of forest for these developments – as well as the clearing of forests from increasingly marginal lands by rapidly expanding rural population seeking to maintain their food security. While the PNG government and partners have initiated actions to address these challenges commercial value chains have been slow to respond and remain limited in their support of sustainable approaches and where progress has occurred it has been limited by low and fragmented levels of finance which has prevented the scale up of successes. Within communities and commercial supply chains low levels of farmer knowledge and capacity have also limited productivity and allowed for the development of unsustainable practices further driving a spiral of expansion and land degradation.

92. New Britain Island represents the avant-garde of efforts to address rapid and poorly planned agricultural expansion. Despite containing areas of high biological value and a rapidly growing population that will need access to land to ensure long term food security the island has seen the rapid development of two new oil palm plantations clearing an estimated 40,000 ha of forest with multiple additional smaller scale developments linked to cocoa and other agricultural products resulting in the island losing over 215,000 ha of forest (outside areas designated as protected/conservation area) in the 10 years to 2018 of its 2008 forest cover. This level of loss is likely to continue with over 400,000ha of FCAs approved across the island.

93. Without further intervention this baseline scenario is set to continue with rapidly expanding but poorly planned commercial agricultural developments, causing extensive environmental social and economic damage that is significant on scales from local to global. This will likely be attenuated due to pressures posed from the COVID-19 pandemic (i.e. the global economic downturn driving downward pressure on the palm oil and cocoa markets) and a need for rapid investment and returns during the pandemic recovery period. These will also be linked to increasing levels of forest clearance by land owning communities who will not only require additional land to meet the growing population's needs but will increasingly be forced onto more marginal areas, due to the use of prime lands for commercial purposes, with such practices further eroding the very ecosystem services the communities rely on. In this way the environmental and rural development landscape in PNG will start to enter a spiral of decay resulting in the loss of globally significant biodiversity, environmental services and subsequently reducing the viability of both commercial and family agricultural practices.

Figure 2: Project Theory of Change

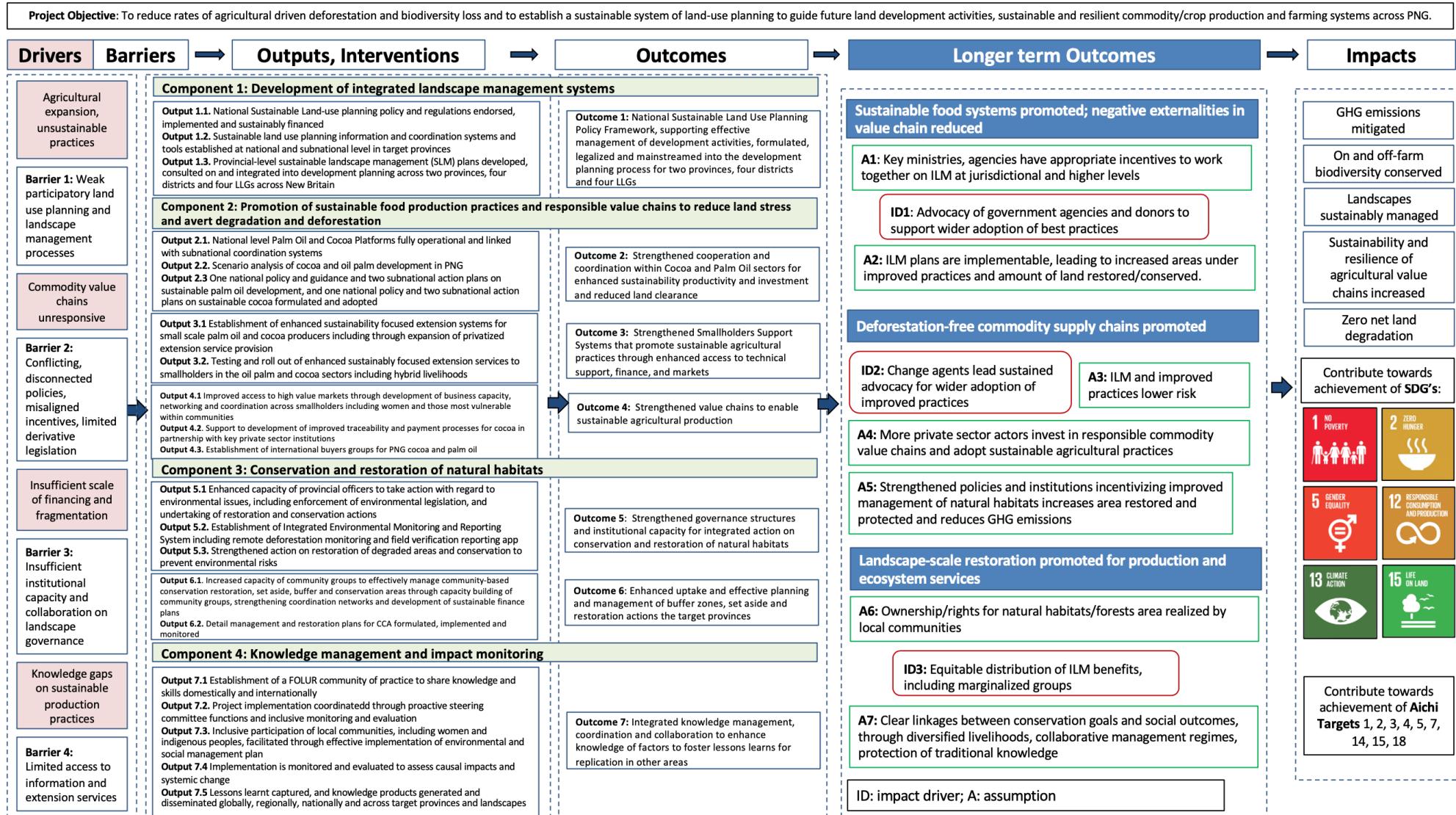


Table 1: Project Theory of Change

Drivers	Barriers	Outputs	Outcomes	Assumptions, Impact Drivers	Longer term outcomes	Impacts
Component 1: Development of integrated landscape management systems						
Agricultural expansion, unsustainable practices	Barrier 1: Weak participatory land use planning processes and landscape management. Barrier 2: Conflicting and disconnected policies, misaligned incentives, limited derivative legislation Barrier 3: Insufficient institutional capacity and collaboration on landscape governance Barrier 4: Limited participation of all groups within decision making	Output 1.1. National Sustainable Land-use planning policy and regulations endorsed, implemented and sustainably financed. Output 1.2. Sustainable land use planning information and coordination systems and tools established at national and subnational level in target provinces Output 1.3. Provincial-level sustainable landscape management (SLM) plans developed, consulted on and integrated into development planning across two provinces, four districts and four LLGs across New Britain	Outcome 1. National Sustainable Land Use Planning Policy Framework, supporting effective management of development activities, formulated, legalized and mainstreamed into the development planning process for two provinces, four districts and four LLGs	A1: Key ministries, agencies will have sufficient incentives to work together on SLM at jurisdictional and higher levels. A2: SLM plans can be implemented, leading to increased areas under improved practices and amount of land restored/conserved. ID2: Change agents lead sustained advocacy for wider adoption of improved practices. ID1: Advocacy of government agencies and donors to support wider adoption of best practices	Deforestation-free commodity supply chains promoted – through improved land use planning and zoning preventing unsustainable high deforestation development projects; Landscape-scale restoration promoted for production and ecosystem services – through improved recognition of ecosystem services in planning processes and enhanced representation of landowning communities within land use and development planning processes	Over 2.71 million ha of land under improved practices through adoption of SLM plans, of which least 21,494 ha designated for complete conservation or protection to avoid the loss of HCVF; A total of 50,000 ha of agricultural and forest lands restored; Over 32 million metric tons CO2e mitigated (direct post-project, 20 years estimate); At least 270 government officers and relevant stakeholders (81 females, 189 males) directly benefiting through training on land use planning systems and practices.
Component 2. Promotion of sustainable food production practices and responsible value chains to reduce land stress and avert degradation						

Commodity value chains unresponsive	<p>Barrier 2: Conflicting and disconnected policies, misaligned incentives, limited derivative legislation</p> <p>Barrier 3: Insufficient institutional capacity and collaboration on landscape governance.</p> <p>Barrier 4: Limited participation of all groups within decision making</p>	<p>Output 2.1. National level Palm Oil and Cocoa Platforms fully operational and linked with subnational coordination systems.</p> <p>Output 2.2. Scenario analysis of cocoa and oil palm development in PNG.</p> <p>Output 2.3. One national policy and guidance and two subnational action plans on sustainable palm oil development, and one national policy and two subnational action plans on sustainable cocoa formulated and adopted</p>	<p>Outcome 2. Strengthened cooperation and coordination within Cocoa and Palm Oil sectors for enhanced sustainability productivity and investment and reduced land clearance</p>	<p>A1: Key ministries, agencies have appropriate incentives to work together on SLM at jurisdictional and higher levels.</p> <p>A3: SLM and improved standards lowers risk and more private sector actors increase investment in responsible commodity VCs and adopt sustainable (climate smart) ag practices.</p> <p>A4: Improved policies & institutions incentivizing improved management of natural habitats increases the area of land restored and protected & reduces GHG emissions.</p> <p>ID2: Change agents lead sustained advocacy for wider adoption of improved practices.</p> <p>ID1: Advocacy of government agencies and donors to support wider adoption of best practices.</p>	<p>Sustainable food systems promoted; negative externalities in value chain reduced – through establishment of shared vision of palm oil and cocoa sectors and development of policy and legislative coherence.</p> <p>Deforestation-free commodity supply chains promoted through adoption of clear policy guidance on reducing deforestation within production systems</p>	<p>At least 100 extension officers (33 females, 67 males) strengthened to apply sustainable production practices.</p> <p>12,305 farmers (3,692 females, 8,613 males), and 41,417 family members (19,912 females, 21,505 males) benefiting from enhanced training and improved livelihoods linked to sustainable agricultural practices.</p> <p>At least 60 individuals (30 males, 30 females) strengthened to utilize traceability system.</p>
Knowledge gaps in sustainable practices	<p>Barrier 3: Limited institutional capacity and coordination.</p>	<p>Output 3.1. Establishment of enhanced sustainability focused extension systems for small scale palm oil and cocoa producers including through expansion of privatized extension service provision</p>	<p>Outcome 3 Strengthened Smallholders Support Systems through improvement of access to technical support, finance, and markets.</p>	<p>A2: SLM plans can be implemented, leading to increased areas under improved practices and amount of land restored/conserved;</p> <p>A3: SLM and improved standards lowers risk and</p>	<p>Sustainable food systems promoted and negative externalities in value chain reduced – through enhanced adoption of GAP due to improved access to</p>	

		Output 3.2. Testing and roll out of enhanced sustainably focused extension services to smallholders in the oil palm and cocoa sectors including hybrid livelihoods		more private sector actors increase investment in responsible commodity VCs and adopt sustainable (climate smart) ag practices; ID2: Change agents lead sustained advocacy for wider adoption of improved practices.	and quality of sustainably financed extension services.	
Insufficient scale of financing	Barrier 2: Conflicting and misaligned policies; Barrier 3: Limited institutional capacity and coordination	Output 4.1. Improved access to high value markets through development of business capacity, networking and coordination across smallholders including women and those most vulnerable within communities; Output 4.2. Support to development of improved traceability and payment processes for cocoa in partnership with key private sector institutions; Output 4.3. Establishment of international buyers groups for PNG cocoa and palm oil	Outcome 4 Strengthened value chains to enable sustainable agricultural production.	A3: SLM and improved standards lowers risk and more private sector actors increase investment in responsible commodity VCs and adopt sustainable (climate smart) ag practices; ID2: Change agents lead sustained advocacy for wider adoption of improved practices.	Sustainable food systems promoted; negative externalities in value chain reduced – through improve access to finance and sustainable supply chains; Deforestation-free commodity supply chains promoted – through improved integration of producers with sustainable deforestation free supply chains.	
Component 3. Conservation and restoration of natural habitats						
Unsustainable agricultural practices	Barrier 3: Limited institutional capacity and coordination	Output 5.1. Enhanced capacity of provincial officers to take action with regard to environmental issues, including enforcement of environmental legislation, and undertaking of	Outcome 5. Strengthened governance structures and institutional capacity for integrated action on conservation and restoration of natural habitats.	A1: Key ministries, agencies will have sufficient incentives to work together on SLM at jurisdictional and higher levels; A2: SLM plans can be	Deforestation-free commodity supply chains promoted – through improved monitoring and enforcement of environmental infringements.	50,000 ha of agricultural and forest lands under restoration; 200,000 ha of HCV/HCS set

		<p>restoration and conservation actions</p> <p>Output 5.2. Establishment of Integrated Environmental Monitoring and Reporting System including remote deforestation monitoring and field verification reporting app;</p> <p>Output 5.3. Strengthened action on restoration of degraded areas to prevent environmental risks</p>		<p>implemented, leading to increased areas under improved practices and amount of land restored/conserved;</p> <p>A4: Improved policies & institutions incentivizing improved management of natural habitats increases the area of land restored and protected & reduces GHG emissions;</p> <p>ID1: Advocacy of government agencies and donors to support wider adoption of best practices</p>		<p>aside for predominantly for biodiversity conservation and limited cultivation through the adoption and implementation of SLM plans;</p> <p>At least 12,200 individuals (5,000 females, 7,200 males benefited from restoration of 10,000 ha of degraded agricultural lands.</p>
Unsustainable agricultural practices	Barrier 3: Limited institutional capacity and coordination.	<p>Output 6.1. Increased capacity of community groups to effectively manage community-based conservation restoration, set aside, buffer and conservation areas through capacity building of community groups, strengthening coordination networks and development of sustainable finance plans;</p> <p>Output 6.2. Detailed management and restoration plans for set aside and buffer areas formulated, implemented and monitored</p>	<p>Outcome 6. Enhanced uptake and effective planning and management of buffer zones set aside and restoration actions the target provinces.</p>	<p>A4: Improved policies & institutions incentivizing improved management of natural habitats increases the area of land restored and protected & reduces GHG emissions;</p> <p>A5: Ownership/rights for natural habitats/forests are realized by local communities.</p>	<p>Landscape-scale restoration promoted for production & ecosystem services – through enhanced local level land use planning and designation of areas for conservation and restoration.</p>	<p>At least 250 government officers (75 females, 175 males) strengthened in environmental enforcement.</p> <p>At least 45 individuals (15 females, 30 males) benefited from the training on sustainable finance and management.</p>

Component 4. Knowledge management and impact monitoring

Knowledge gaps in sustainable practices	<p>Barrier 3: Limited institutional capacity and coordination;</p> <p>Barrier 4: Limited participation of all groups within decision making</p>	<p>Output 7.1. Establishment of a FOLUR community of practice to share knowledge and skills domestically and internationally;</p> <p>Output 7.2. Project implementation coordinated through proactive steering committee functions and inclusive monitoring and evaluation;</p> <p>Output 7.3. Inclusive participation of local communities, including women and indigenous peoples, facilitated through effective implementation of environmental and social management plan;</p> <p>Output 7.4. Implementation is monitored and evaluated to assess causal impacts and systemic change;</p> <p>Output 7.5. Lessons learnt captured, and knowledge products generated and disseminated globally, regionally, nationally and across target provinces and landscapes.</p>	<p>Outcome 7: Integrated knowledge management, coordination and collaboration to enhance knowledge of factors to foster lessons learns for replication in other areas.</p>	<p>ID1: Advocacy of government agencies and donors to support wider adoption of best practices</p> <p>ID2: Change agents lead sustained advocacy for wider adoption of improved practices</p>	<p>Sustainable food systems promoted; negative externalities in value chain reduced;</p> <p>Deforestation-free commodity supply chains promoted</p> <p>Landscape-scale restoration promoted for production & ecosystem services;</p> <p>- Through enhanced knowledge and skills across key stakeholders as well as strengthened networks and partnerships within PNG and between PNG and partner producer and buyer countries.</p>	
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3.3 Alignment with GEF focal area and Impact Programme strategies

Programme contributions:

94. The project's design and theory of change is directly aligned with that of the global FOLUR Impact programme. Across its four components, it brings together a combination of targeted technical assistance to support in key areas where knowledge and capacity is limited, policy and advocacy support to facilitate the development and revision of key policy and regulatory documents within the target sectors, and strategic knowledge management and communication to ensure that the lessons learnt through the process of transformation both within PNG and other FOLUR countries can be effectively managed and shared to promote further change.

95. By focusing at the landscape scale, the project is also able to deliver significant global environmental benefits, while also operating at a scale that will support interagency coordination and collaboration to address key cross cutting issues within the agricultural supply chains and indeed the links between land use and development planning in PNG. Under component 1 the commitment of multiple government agencies at the national as well as subnational level to work together on the mainstreaming of sustainable land use planning into the development planning process shows a strong level of cross sector commitment to the project objectives and importance of promoting sustainable food systems.

96. Through component 2 the projects work on cocoa and oil palm will work to strengthen the links between small scale community level producers within PNG with global supply chains. By supporting the concepts of 'hybrid livelihoods' that represent a PNG approach to land management where multiple livelihoods are supported through the same area of land while also integrating key environmental services the project is working to demonstrate a key model for deforestation free supply chains within high forest cover countries. This approach will be further strengthened through engagement with the global programme and the work of the Green Commodities Programme (GCP), with the project linking with these processes as part of the development of buyer groups for the two commodities to enhance engagement between domestic and international actors. Critical within this will be discussion on the application of sustainability standards and how these are effectively implemented and supported through the supply chain especially in high forest countries such as PNG. By establishing and strengthening coordination platforms and dialogues on sustainable production the project also learns from and brings international best practice from Africa and South America in addressing complex supply chain challenges and helps to align PNG with initiatives such as the Marrakech Declaration on Sustainable Palm Oil, or international action on sustainable cocoa such as the International Cocoa Initiative, or Olam's Cocoa Compass.

97. Through component 3, the project will further strengthen models for community led conservation and restoration activities that empower communities to lead and sustain effective sustainable land management practices and to build these into production landscapes. The effective development of these approaches provides an indication of how communities can effectively integrate conservation and the management of environmental services with agricultural development and restoration across community lands.

98. Through component 4 knowledge and learning across the project are bought together and can be effectively integrated into the work of the global platform providing a mechanism to share key lessons and knowledge and effectively engage with key global supply chains. This process will be further strengthened by the adoption of a system leadership approach and training programme where key stakeholders are empowered to enact change within their specific areas of expertise and support others to take further action – elements that will act as a key catalyst for overall change across the projects thematic areas.

99. Interventions under the four components will combine to deliver Global Environmental Benefits: The Project will contribute to a number of the GEF-7's Global Environment Benefits (GEBs) under Biodiversity, Land Degradation and Climate Change Mitigation focal areas. Under Biodiversity, the project will focus on targeting at least 2.71 million ha for improved management to benefit biodiversity through adoption of the sustainable landscape management (SLM) in the two Project's target provinces. These areas are predominantly the remaining high conservation (HCV) and high carbon stock (HCS) areas located outside the existing conservation or protected areas. Restoration interventions will target at least 50,000 ha of degraded forest and agricultural lands to be restored. Meanwhile, for the Climate Change Mitigation, through the SLM adoption and restoration, the project will contribute to over 32.3 million mtCO₂-eq sequestered or emissions avoided in the sector of agriculture, forestry and other land use within the period of 20 years. **Annex 14** on GHG and other core indicator calculations will provide the details of the GEB contribution.

Table 2. Project Contributions Towards FOLUR Programme Results.

FOLUR Impact Programme		PNG Country Project	
Programme Objective:		Project Objective:	
GEF Core indicators		GEF Core indicators	
Indicator 3: Area of land restored (Hectares)	2,387,402 ha	Indicator 3: Area of land restored (Hectares)	50,000 ha of land restored (10K ha of degraded agricultural lands; 40K degraded forest lands)
Indicator 4: Area of landscapes under improved practices (excluding protected areas) (Hectares)	42,954,864 ha	Indicator 4: Area of landscapes under improved practices (excluding protected areas) (Hectares)	2,712,364 ha (2.69 million ha under improved practices; 21,494 ha HCVF loss avoided)
Indicator 6: Greenhouse Gas Emissions Mitigated (metric tons of CO2e)	304,701,753 tCO2e (direct)	Indicator 6: Greenhouse Gas Emissions Mitigated (metric tons of CO2e)	32.3 million metric tons of direct lifetime post-project; indirect lifetime contribution will be estimated at MTR
Indicator 11: Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment	7,277,223 (3,609,733 female)	Indicator 11: Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment	66,647 (28,838 females and 37,809 males).
Programme Component 1: Development of integrated landscape management systems	Project component 1: Development of integrated landscape management systems		
<u>Outcomes:</u> <ul style="list-style-type: none"> Participatory planning and mapping for improved land use & management at landscape level promoted National land use plans and policies on land use planning and management influenced Governance systems strengthened and capacity built across landscape and land use management institutions and at national level Policies and incentives promoted for innovation & scale up of sustainable practices at national scale. <u>Indicators:</u> <ul style="list-style-type: none"> Number of landscapes or jurisdictions with improved planning & management practices to foster sustainable food systems Number of countries with improved enabling conditions, institutional mandates, and incentives for SLM Number of landscapes or jurisdictions with environmental / sustainability standards in place, enforced Number of national multi-stakeholder dialogue mechanisms/platforms effectively operated for integrated landscape management 	<u>Outcomes:</u> <ul style="list-style-type: none"> 1) National Sustainable Land Use Planning Policy Framework, supporting effective management of development activities, formulated, legalized and mainstreamed into the development planning process for two provinces, four districts and four LLGs <u>Indicators:</u> <ul style="list-style-type: none"> Number of national plans and supportive legislative instrument passed by NEC Number of jurisdictions utilizing SLUP guidance for development of land use plans that designate area of landscape under improved practices and complete protection/conservation 		
Programme Component 2: Promotion of sustainable food production practices & responsible commodity value chains	Project component 2: Promotion of sustainable food production practices and responsible value chains to reduce land stress and avert degradation and deforestation		
<u>Outcomes:</u> <ul style="list-style-type: none"> Improved land use practices and restoration activities in major production landscapes adopted and scaled up Governance structures & tools improved to reorient stakeholder practices toward sustainable productive use and restoration 	<u>Outcomes:</u> <ul style="list-style-type: none"> 2) Strengthened cooperation and coordination within Cocoa and Palm Oil sectors for enhanced sustainability productivity and investment and reduced land clearance. 		

<ul style="list-style-type: none"> Policies & incentives improved for scale up of climate-smart, sustainable production practices and value chains at national level Partners, value chain actors, financiers and investors regularly convened, motivated and influenced to promote innovation, replication & scale up <p>Indicators:</p> <ul style="list-style-type: none"> Area of degraded land restored for production Area on which producers apply improved agricultural practices as measured by SDG 2.4.1 (area under sustainable agriculture) Production area with investment in sustainable, responsible practices in target commodity & food production systems increased Number of Companies / Value chain organizations committed to sustainable, responsible sourcing of commodities increased Number of national enabling environments promoting sustainable food production and deforestation free commodity supply chains Number of national multi-stakeholder dialogue mechanisms/platforms effectively operated for sustainable commodity supply chains and across commodities Landscape area with reduced conversion and degradation of forests & natural habitats Public and private investments leveraged in support of sustainable commodity value chains through PPP or adoption of sustainability standards and practices 	3) Strengthened Smallholders Support Systems that promote sustainable agricultural practices through enhanced access to technical support, finance, and markets 4) Strengthened value chains to enable sustainable agricultural production <p>Indicators:</p> <ul style="list-style-type: none"> Number of policies and action plans approved that fully integrate sustainable production. Percentage of the operational costs of multi-stakeholder platform structures sustainably financed through government and private sector. Percentage increase in income of smallholder farmers through adoption of good agricultural practices. Number of farmers adopting enhanced sustainable agricultural practices that improve land use practice and support restoration of degraded lands disaggregated by gender. Number of farmers covered by new purchase agreements linked to sustainable production practices and access to higher value global supply chains
Programme Component 3: Restoration of natural habitats	Project component 3: Conservation and restoration of natural habitats through public-private-community partnerships
<p>Outcomes:</p> <ul style="list-style-type: none"> Sustainable land use practices and restoration activities scaled up in target landscapes and beyond Governance strengthened and institutional capacity built for landscape restoration Policies and incentives improved at national level to contain expansion, increase productivity, promote & scale up restoration actions Partners, value chain actors, financiers and investors regularly convened, motivated and influenced to encourage responsible & sustainable production, sourcing & marketing <p>Indicators:</p> <ul style="list-style-type: none"> Area or number of jurisdictions with improved and participatory approaches for restoration adopted Area of landscapes with clarified boundaries and allowable land uses in protected and production systems Area of land where degradation is avoided in degraded landscapes / habitats Area of degraded land restored for conservation and environmental services 	<p>Outcomes:</p> <ul style="list-style-type: none"> 5) Strengthened governance structures and institutional capacity for integrated action on conservation and restoration of natural habitats 6) Enhanced uptake and effective planning and management of buffer zones, set aside and restoration actions the target provinces <p>Indicators:</p> <ul style="list-style-type: none"> Percentage increase in the number of environmental infringements reported and percentage of which follow up monitoring and enforcement action is taken. Percentage increase investment in environmental planting and small-scale woodlots that support restoration of degraded land in two target landscapes. Percentage of communities in target areas engaging in establishing area of enhanced set aside, buffer zone management and restoration activities.
Programme Component 4: Programme coordination, collaboration, and capacity building	Project Component 4: Knowledge management and M&E
<p>Outcomes:</p> <ul style="list-style-type: none"> Management, coordination & M&E effectively implemented Programme Capacity Strengthening effectively delivered Policy & Value Chain actors effectively and regularly engaged Strategic Knowledge Management & Communications effectively implemented Programme level mechanisms established to efficiently coordinate country projects with global multi-nationals and 	<p>Outcomes:</p> <ul style="list-style-type: none"> 7) Integrated knowledge management, coordination and collaboration to enhance knowledge of factors to foster lessons learnt for replication in other areas. <p>Indicators:</p>

<p>industry associations for efficient linkages to supply chains and production systems</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Integrated, efficient and effective child projects working toward common global FOLUR goals • Number of global, regional, national commodity platforms strengthened through adoption of sustainability standards, traceability mechanisms, or increased stakeholder representation • Strengthened policies of buyers (retail, consumer, traders) for deforestation free commodities and connections and benefits to FOLUR landscapes • Number of events & documents disseminated to share knowledge beyond FOLUR countries through S-S exchanges, conferences, and global events, including community of practice 	<ul style="list-style-type: none"> • Improvements in multi-stakeholder process ladder of change³⁵ • Documentation of sustainable production and sustainable landscape management associated knowledge, as indicated by the number of systems developed or strengthened including: (a) knowledge products, (b) communication pieces/stories (c) traditional knowledge registers, (d) research papers
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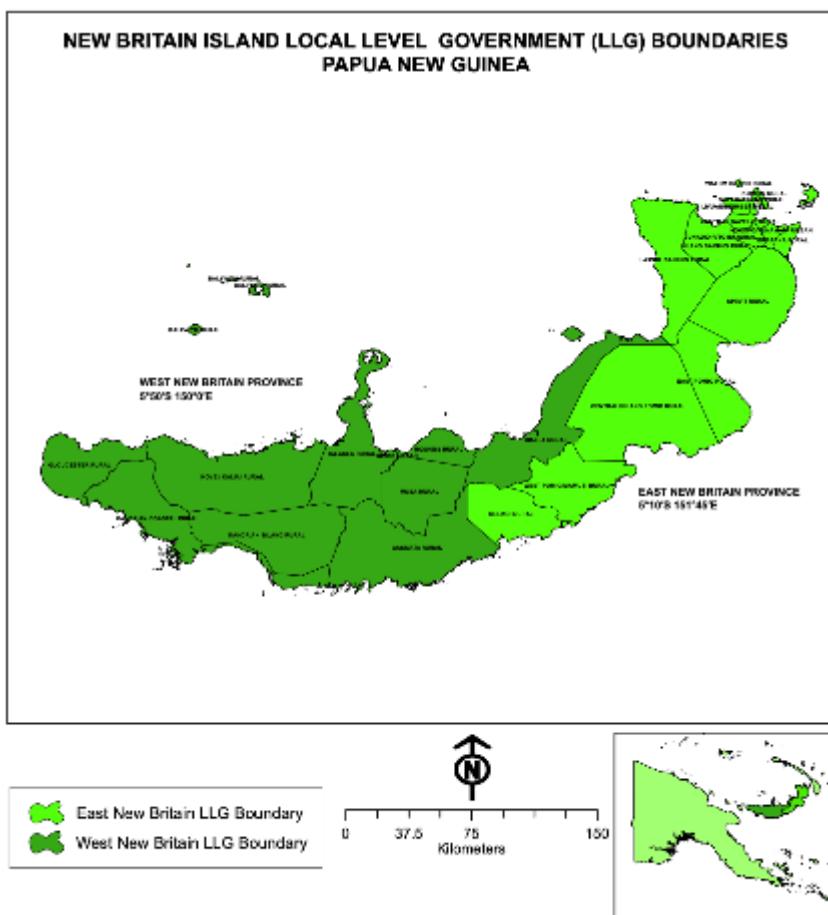
3.4 Project Jurisdictions:

100. The project has selected the landscape of New Britain Island, which is made up of the provinces of East and West New Britain; and will also focus activities within the Pomio, Gazelle Districts in ENB and Talasea and Kandrian Gloucester Districts in WNB. The island has a total area of approximately 3,330,890 ha, with ENB covering ~ 1,490,890 ha and WNB ~1,840,000 ha. The two provinces were selected as the target landscapes because they meet the following FOLUR's landscape criteria:

- “production landscapes” that remain critical for GEB’s but where forests are threatened by commercial commodities and
- “Frontier landscapes” where the opportunity exists to pre-empt expansion and get ahead of commercial-driven forest loss.
- Highly degraded landscape in need of restoration for the ecosystem services they provide to agriculture production.

³⁵ The ladder of change was developed as part of the initial oil palm platform and reviewed during the PPG phase of this project. It will be updated during the inception phase in partnership with key stakeholders. Current ladder of change diagram is in Annex 22.

Figure 3. Project Target Landscapes



101. To achieve this the project will work across national policy initiatives as well as delivering targeted action across the landscapes of New Britain Island. At 3,330,890 ha it is the largest of the Bismarck Archipelago and ranges from dense lowland plains to a central mountainous spine with peaks of over 2,000 m. This area and its population of over 600,000 people is administered through two provinces East and West New Britain, six districts (4 in ENB, 2 in WBN) and 29 Local Level Governments (LLGs) (18 in ENB, 11 in WNB) with these LLGs made up of over 200 wards³⁶, which represent the lowest level of government planning in PNG.

102. The island is also representative of PNG in its high levels of forest cover (approximately 80% - compared to a national average of 78%) and high biodiversity value with the island being home to the Nakani, Baining and Whiteman Ranges. The first of these is on World Heritage Tentative list and is, with the Baining range, identified as a conservation priority for PNG^{37,38}. The island also contains several areas of high value lowland forest, extensive mangrove areas and within its coastal regions contains areas identified as of global significance for coral reefs.

³⁶ The number of wards within an LLG ranges significantly from less than 10 to over 30.

³⁷ PNG is recognized has having very high levels of biodiversity with New Britain Island being an area of particular importance although assessments are also hampered by a paucity of data. The target landscape includes the Nankai range which has been identified on the World Heritage tentative list due to its outstanding natural value, with the broader landscape also containing a diverse range of habitats with very high biodiversity values. Several areas within the landscape (the Nakai, Whiteman and Baining ranges) were identified in the recent national conservation assessment as being of specifically high conservation value within PNG (CEPA (2017) Land Sea Conservation Assessment). The high value of biodiversity in the areas was highlighted by 2009 survey of the Nakai range which discovered over 200 species new to science including a new genus of mammal (Cairns Institute (2018) *The Nakanai Ranges of East New Britain*. James Cook University) while an assessment of the Baining Mountains identified a number of new and undescribed species of frog, the existence of the honeyeater *Melidectes whitemanensis* and the increase in the number of ferns, orchids and butterflies known to occur in New Britain (<https://www.iucn.org/regions/oceania/our-work/critical-ecosystem-partnership-fund-cepf/emi-projects>).

³⁸ Recent biodiversity assessments of these areas identified a startling 200 species new to science, including a new genus of mammal, as well as a significant number of rare and endangered species including 64 species of bird seven of which are endemic to New Britain. These unique and high value terrestrial

West New Britain:

103. WNB has total population of 263,338 (138,217 males and 125,121 females) with a growth rate of 3.1% and over 40% of the population 14 years and under and a crude population density of 13 persons per square kilometer ³⁹. Economically the province is has historically been dominated by logging, almost all of which is for round log export and oil palm production with the province the leading producer across the country and home to both NBPOL and HOPL with approximately 33% of production coming from small-holders. Both of these firms are RSPO certified and there has been limited expansion of planted areas within the past 30 years. The economy, and land use are however poised for transition with the rapidly expanding population and increase in young adults combined with the majority of timber concessions either recently expired or expiring there is pressure for increasing stimulation of economic activity either through the renewal of timer permits, development of new areas of oil palm or expansion of cocoa production areas which have been relatively limited in WNB but have been expanding within the Kandrain-Gloucester District the largest cocoa producing area in the province. This desire is highlighted by the 2017-2022 WNB strategic plan which targets an increase in cocoa estates and production (along with coffee) by 4 million cocoa dry beans and 1,500 cocoa processing plants, as well as construction of cocoa storage facilities for each LLG⁴⁰. A number of Forest Clearance Authorities (FCAs) have also been approved or are approaching approval many of which focus on development of new oil palm estates by new market entrants with one permit covering an area of close to 100,000ha.

East New Britain:

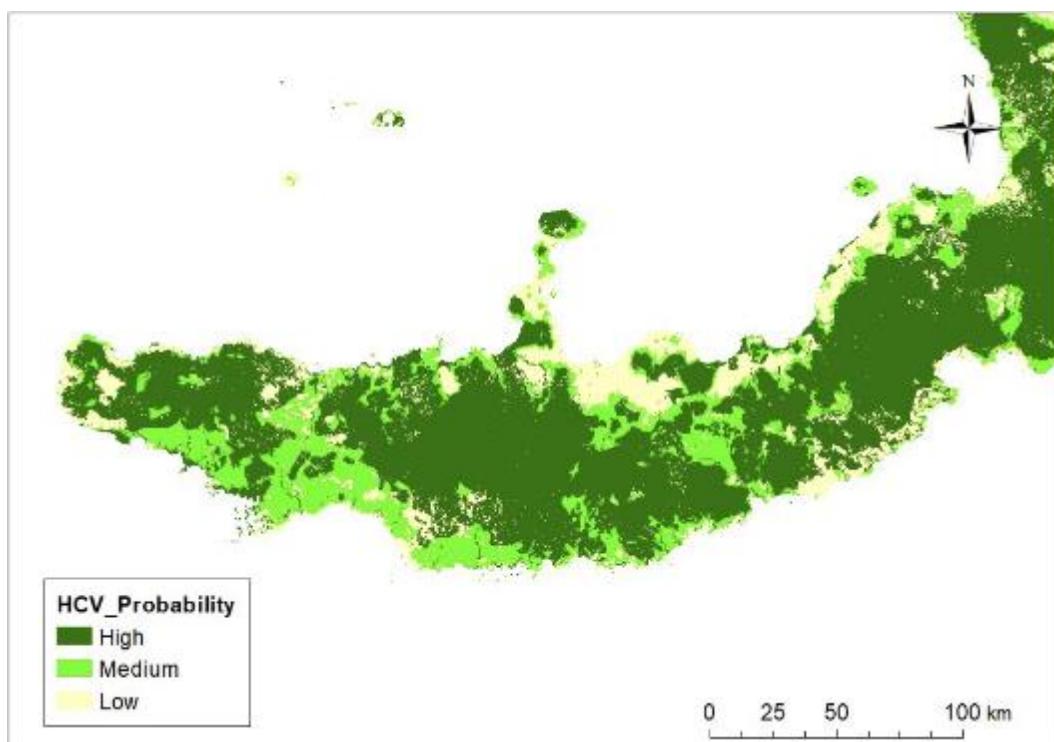
104. ENB has total population of 327,355 (167,921 males and 159,434 females) with 41% of total population under 14 years old and a growth rate of 3.1% per annum and a crude population density of 21.5 persons per km² ⁹. The economy is dominated by agricultural production with cocoa and copra being the top commodities. Prior to the impacts of cocoa pod borer the province was the largest producer of cocoa accounting for close to 50% of PNG's production but this fell to just 12% in 2012 with the impacts of the pest. Recovery of the sector is however underway but requires investment to support farmers in utilizing new planting stock and improving production techniques elements that are also key to helping prevent more large-scale landscape conversion to other crops such as oil palm. These pressures are already being felt with over 40,000 ha of land under clearance or the development of new palm oil plantations within Pomio District.

105. **HCV / HCS areas:** In terms of high conservation values and high carbon stock distribution, the island has high potential coverage of HCV-1 (forest areas containing globally, regionally or nationally significant concentrations of biodiversity values), HCV-2 (Forest areas containing globally, regionally or nationally significant large landscape level forests, contained within, or containing the management unit, where viable populations of most if not all naturally occurring species exist in natural patterns of distribution and abundance), and HCV-3 (Forest areas that are in or contain rare, threatened or endangered ecosystems). The map below shows the probability of HCV1-HCV3 presence in the two landscapes and was developed as part of initiatives to test approaches to HCV / HCS mapping within PNG and to improve the planning of agricultural developments across the two provinces, with the data available providing important baseline information for the current project.

ecosystems are also surrounded by areas of exceptional marine biodiversity and ecological value. The Kimbe Bay is recognized as a globally significant marine hotspot.

³⁹ NSO (2014) PNG National Census 2011

Figure 4. Probability of HCV1-3 Presence in New Britain Island⁴⁰



106. The two target landscapes also have high potential areas where improved management to benefit biodiversity can be promoted through adoption of sustainable landscape management plans. The map below shows areas identified of being of conservation priority based on a combined assessment of national conservation priorities and local level identification of priority areas. Delivering conservation actions within these areas would thus help to achieve national and international conservation objectives as well as meeting the interests and needs of local communities. Exact site locations will be determined during project inception upon complete assessment of risks and necessary safeguards.

107. Despite these potentially high levels of conservation value, the island is facing ongoing threat of deforestation due to commodity expansion, especially oil palm and cocoa. An analysis made by the PPG team on forest loss utilizing the data from the Hansen Dataset⁴¹ shows that between 2008 and 2018, the New Britain Island had lost a total of 215,189 ha of forest (124,682 ha in West New Britain and 90,507 ha in East New Britain) outside the areas nationally categorized as protected / conservation areas. If the BAU trend persists, then there may be additional 380,973 ha of forest cover loss in the next 20 years in the landscape. The figure could be worse if the deforestation rate increases over time. The map below shows the deforested areas within the landscapes during the period of 2008-2018.

⁴⁰ FCPF (2020) Streamlining environmental safeguards to avoid High Conservation Value (HCV) and High Carbon Stocks (HCS) clearing and promoting low GHG emissions expansion of smallholders in PNG

⁴¹ Source: https://earthenginepartners.appspot.com/science-2013-global-forest/download_v1.6.html

Figure 5. Areas of Conservation Value New Britain Island⁴²

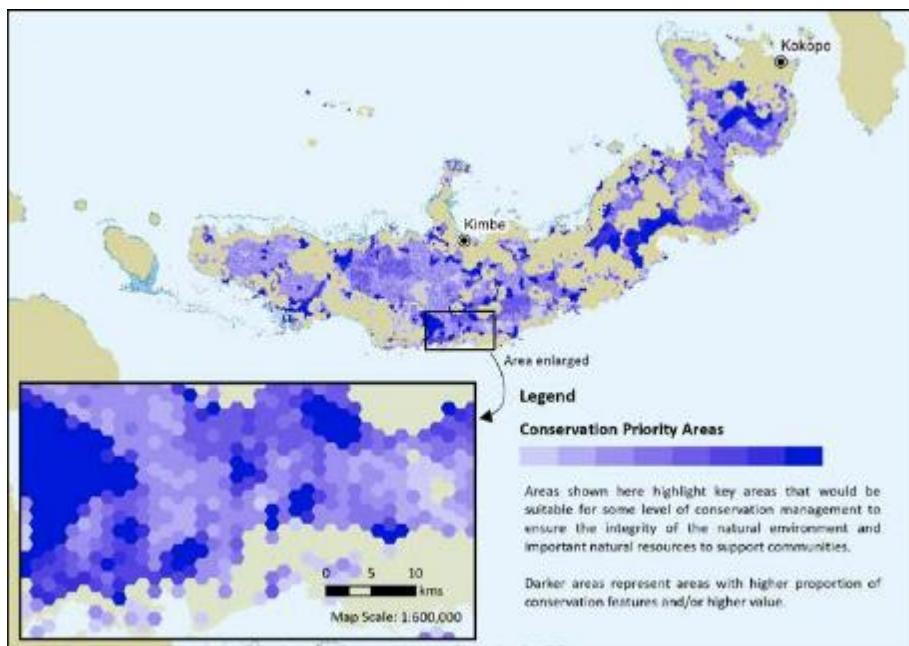
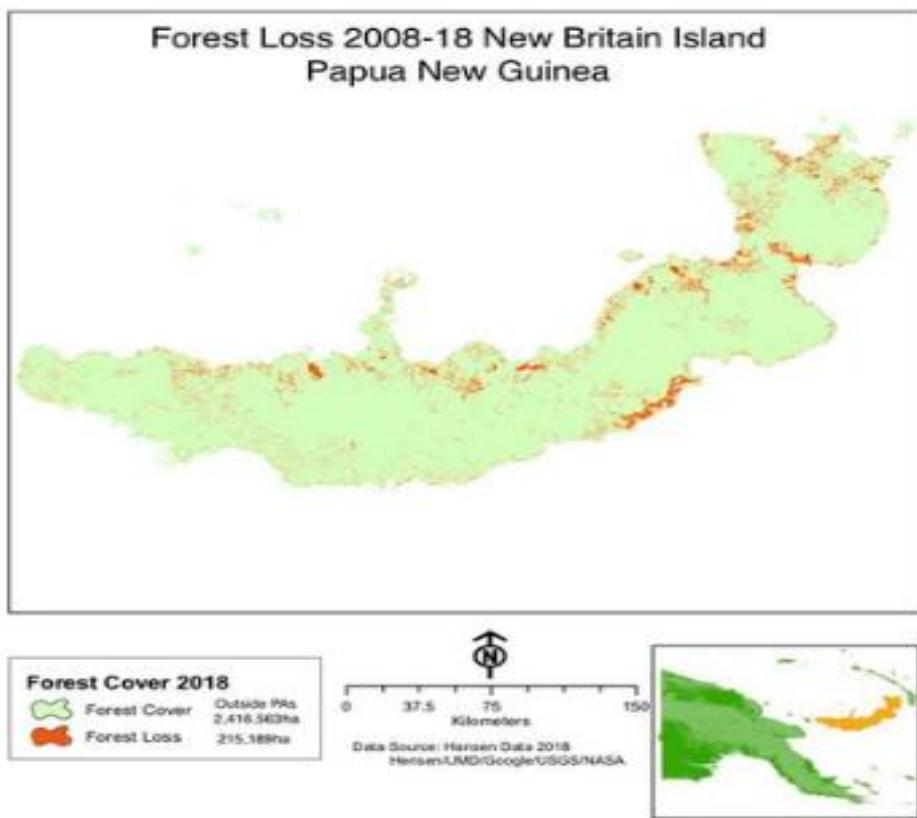


Figure 6. Forest Loss New Britain Island



⁴² CEPA (2017) Ridges to Reefs Assessment for New Britain, PNG. Available at: https://www.pg.undp.org/content/papua_new_guinea/en/home/library.html

5 RESULTS AND PARTNERSHIPS

5.1 Project description and expected results

108. Building up on the existing government initiatives and investments, the project will achieve its 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, through undertaking actions under the four components and seven outcome areas. These actions will deliver impacts towards achieving key global environmental benefits as well as delivering long and medium-term impacts.

Global Environmental Benefits

109. The project will generate global environmental benefits in the biodiversity, climate change mitigation and land degradation focal areas, which will focus on achieving:

110. Sustainable food systems promoted; negative externalities in value chain reduced

- *Yields sustainably boosted* - Improvements in yields of cocoa and oil palm production by at least 100% and 45%, respectively, across smallholders through adoption of improved agricultural practices with levels of production for smallholder cocoa and oil palm farmers. Yields of commercial crops will also be linked with improved intercropping and adoption of enhanced agricultural techniques to improve levels of subsistence and local market production increasing levels of income and food security.
- *Inefficiencies reduced* – Reduced levels of inefficiency linked to ineffective supply chains that results in cocoa and oil palm production not making it to processing facilities or being left on the tree. Through strengthening linkages between international buyers, national buyers, fermentarians, and producers combined with strengthening the adoption of good agricultural practices the project will reduce waste within the system due to beans not being processed as well as loss to disease by 50%.

111. Deforestation-free commodity supply chains promoted

- *Conversion of forest into agriculture avoided* – Project SLM interventions will improve the management of 2,712,364 ha of areas outside the existing protected and conservation areas through - improved management of 2,690,870 ha of landscapes to benefit biodiversity and avoided HCVF loss by 21,494 ha. This will result in long term reductions in the rates of forest conversion (50% reduction during project implementation and 25% post-project implementation across 200,000 ha of set-aside areas (areas designated for limited cultivation and complete protection); 5% reduction outside the set aside areas) due to improvements in land use planning processes, enhanced incentives for sustainable deforestation free production and restoration, and enhanced deterrents for deforestation based agriculture combined with improved monitoring capacity and the increased knowledge and skills of smallholder farmers.

112. Landscape-scale restoration promoted for production & ecosystem services

- *Degraded land restored* – through improved land use planning and management action on conservation and restoration, the project will support the restoration of 10,000 ha of degraded agricultural lands, and 40,000 ha of degraded forest lands. Restoration will be achieved through effective sustainable land management planning and development of financially sustainable approaches to reforestation, rehabilitation and integration of trees within farmlands.

113. GHG emissions mitigated:

- In the long-term, the improved landscape management as well as restoration, the project will contribute to the direct reduction of greenhouse gas emissions of more than 32.3 million metric tons of CO₂e post project implementation.

The project will contribute to these long-term impacts through achievement of a number of medium-term impacts including:

114. Sustainable food systems promoted; negative externalities in value chain reduced
- *Yields sustainably boosted* - Improvements in yields of cocoa and oil palm production across smallholders through adoption of improved agricultural practices with levels of production for smallholder cocoa farmers increasing by over 75%, while adoption of enhanced agricultural techniques as well as palm replanting will result in 10% increase in production. Yields of commercial crops will also be linked within improved intercropping and adoption of enhanced agricultural techniques to improve levels of subsistence and local market production increasing levels of income and food security.
 - *Inefficiencies reduced* – Reduced levels of inefficiency linked to ineffective supply chains that results in cocoa and oil palm production not making it to processing facilities or being left on the tree. Through strengthening linkages between international buyers, national buyers, fermentaries, and producers combined with strengthening the adoption of good agricultural practices the project will reduce waste within the system due to beans not being processed as well as loss to disease by 30%.
115. These global environmental benefits are reflected quantitatively in the GEF-7 Core Indicators worksheet included in **Annex 14**. These will be achieved through delivery of key project outcomes during the project lifetime as noted below:

Component 1: Development of integrated landscape management systems

Total Cost: **US\$13,486,821**; GEF project grant requested: **US\$1,986,821**; Co-financing: **US\$11,500,000**

116. The component focuses on delivering an integrated approach to land-use planning and management that brings together biophysical information with community knowledge and government planning processes. It builds on and catalyses early action by the DLPP at the national level on the development of the NSLUP as well as action by NGOs (including those supported by GEF-4 finance in PNG) to develop local land use plans and landscape level land use information systems. Without the addition of the current project, however, these initiatives are unlikely to be able to deliver on the system level change required or to provide adequate support to groups from the national to local level to ensure that a new system is fully operational and effective.

117. Thus, while baseline work by DLPP will be critical in leading consultation processes and design of revised legislation and a land use planning system additional finance and technical support through the current project will ensure that there is full and effective consultation on these developments, that fully engages land owning communities as well as those most vulnerable in communities including women, youth and those with disabilities and that technical approaches are in line with international best practices. Similarly at the subnational level existing and future work by NGOs will be critical in strengthening and maintaining community participation as well as bringing in local knowledge and experience but will require the current programme to ensure that local approaches help to inform and are integrated within national and provincial systems while also helping to provide key technical solutions (such as tablet based mapping tools) and capacity building to ensure that key barriers are overcome. The component is structured through a single outcome that brings together work on policy and regulation, with technical and operational systems for planning and their practical application on the ground to both develop and operationalize a system for integrated landscape management in PNG.

Outcome 1: National Sustainable Land Use Planning Policy Framework, supporting effective management of development activities, formulated, legalized and mainstreamed into the development planning process for two provinces, four districts and four LLGs

The baseline situation and incremental reasoning for Outcome 1 are summarized below.

Table 3. Summary of baseline and incremental reasoning for Outcome 1.

Summary of baseline situation	Incremental reasoning
Output 1.1. National Sustainable Land-use planning policy, guidance and regulations endorsed, implemented and sustainably financed	
Draft NSLUP is supported through existing development partner programmes to pass through NEC. A lack of sufficient budget and capacity, however, mean that DLPP are unable to effectively	The GEF alternative provides targeted support for DLPP to establish the regulatory and operational foundation to implement the NSLUP in the country. Through extensive multi-

<p>consult other line agencies and national and subnational stakeholders on the details of its application. Limited consultation or knowledge of international best practice result in slow development of regulations and potential conflict across agencies despite DLPP's efforts resulting in the implementation of the policy being significantly delayed or abandoned.</p> <p>This situation will be exacerbated by a lack of resources and capacity to effectively develop an information management system and / or develop a clear case study example of how integrated planning can be delivered (these elements are addressed in Outputs 1.2. and 1.3.)</p>	<p>stakeholder and cross sector engagement this approach will help to strengthen the land use planning framework. Land use governance, the spatial and sustainability criteria will be integrated into the national planning and budgeting frameworks such as under the PNG Planning and Monitoring Responsibility Act. Under this output, the GEF alternative will provide technical support to help the governments address incoherence through the establishment of a technical working committee that will focus on how integrated land use planning will be done and how this should be linked with sector policy approaches.</p> <p>Additionally, the "Green Development" incentive systems will also be explored and advocated to upscale sustainable supply chain related efforts, as well as application of sustainable landscape management by providing a base for land use decision making. Full integration of this with permitting processes and sector plans will help to guide stronger regulatory enforcement and in improve policy coherence as better land use management is incentivised and clearer information on bottom up planned land uses becomes available.</p> <p>A case study for NSLUP implementation in the New Britain Island will be developed to enable replication in other areas across PNG. The case study will inform stakeholders of legal requirements, as well as their roles and rights in land use planning process.</p>
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Output 1.2. Sustainable land use planning information and coordination systems and tools established at national level and within target provinces

<p>Efforts are made to strengthen existing information and coordination systems. Limited resources and technical capacity limit the scope of these actions resulting in limited data coordination and sharing between key agencies and development of additional information management systems in isolation, resulting in challenges of compatibility of information as well as existence of overlapping land use claims.</p>	<p>The GEF alternative provides targeted support to the DLPP to help bring together different stakeholders and information systems to develop an integrated and user-friendly system. By demonstrating clear benefits from data sharing and the 'usability' of systems there is increased buy-in from line agencies and finance from central government. Development of field level information management tools also drastically increase the speed of information flow from field to national level helping to identify and address conflicting and completing land use allocations.</p>
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Output 1.3. Provincial-level sustainable landscape management (SLM) plans developed, consulted on and integrated into development planning across two provinces, four districts and four LLGs across New Britain

<p>DLPP are unable to trial and roll out a demonstration area for integrated land-use planning. Information on the approach thus remains limited with ongoing efforts by NGO's and other groups occurring in isolation and not feeding into a central and integrated system.</p>	<p>The GEF alternative provides incremental support to introduce a consolidated and systemic approach to land use prioritization and development planning across the New Britain Island, based on scientific information, combined with socio-economic conditions in the landscapes. This will be done through participatory discussions and consultations with various stakeholders in the landscapes as well as the integration of key assessment tools including HCV/HCS assessments and TSA of potential development scenarios. By bringing different groups together through these processes the project catalyzes significant levels of investment as well as helping to integrate enhanced agricultural, land use and development planning through the blend of components. The tangible demonstration of an integrated planning approach that will ensure legal protection of currently unprotected key HCV/HCS areas (i.e. outside sites legally designated as protected/conservation areas by the government) as well as information on the extent and nature of such areas within a PNG landscape will help to build</p>
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policy momentum at the national level as well as providing a case study on which other provinces can build.

118. The outcome will be led by the DLPP in close coordination with other key national entities including DNPM, DPLGA, DAL, CEPA, CCDA and PNGFA to both develop and operationalize a system for sustainable land use planning in PNG. Through its work the project will build on the baseline investment of DLPP in policy and legislative development to support broader consultation as well as provide international and national level technical support to both the design and development of regulations (Output 1.1.) and an information management and mapping system (Output 1.2).

119. Through early action to test the regulations and systems at sub-national level (Output 1.3) the project will also build on baseline investments by NGO's in development of site-specific land use plans as well as action by the Provincial Governments to support improved development planning and enhanced commitments to sustainable development. Without investment from the project coordination between these groups is expected to be limited resulting in fragmented, under resourced and often conflicting approaches to land use and development planning that do not fully engage land owning communities and vulnerable groups within these communities including women, youth and those with disabilities. By bringing groups together and providing additional technical and operational support, the project will strengthen the planning processes across two provinces, four districts and four LLGs with the total area impacted by the improved planning processes totalling to 3,330,890 ha (2,690,870 ha outside the existing conservation or protected areas). These actions will link closely with the developments at a national level of the policy and regulatory framework and information management system and land use planning tools to allow for an approach to integrated land use and development planning to be trialled, strengthened and delivered. This combination of legislative framework, information systems and tools and case study example will be critical in demonstrating the potential of the approach and thus helping to secure future budget allocations and political commitments to its scaling up to other provinces and areas of PNG.

120. Results expected through achievement of Outcome 1 are:

- One national regulation approved by NEC and supporting guidance approved at department level and two provincial policies and regulations passed at PEC level and supporting guidance developed.
- Two provinces, four districts and four LLGs formulate land use plans fully utilizing the SLUP guidance and designate at least 2,690,870 ha of landscape under improved practices and at least 21,494 ha for complete protection/conservation.

Output 1.1. National Sustainable Land-use planning policy, guidance and regulations endorsed, implemented and sustainably financed

121. The output will be coordinated with technical inputs from DLPP and will focus on establishing the regulatory and operational foundation to implement the NSLUP. This will be achieved through extensive multi-stakeholder and cross sector engagement focused on enhancing the coherence of a regulatory and subsequently a policy approach to land use governance. The approach will integrate land use governance and spatial and sustainability criteria into the national planning and budgeting frameworks such as under the PNG Planning and Monitoring Responsibility Act. The "Green Development" incentive systems will also be explored and advocated to upscale sustainable supply chain related efforts, as well as application of sustainable landscape management. By providing this base for land use decision making, including full integration of this with permitting processes and sector plans will help to guide stronger regulatory enforcement and in improve policy coherence as better land use management is incentivised and clearer information on bottom up planned land uses becomes available. This will be done through undertaking action on a number of fronts. The key deliverables/results consist of:

- *NSLUP Implementation Committee established and in operation.*
- *Communications products developed and capacity building provided to strengthen understanding of how land use planning can be operationalized and financed at different scales.*
- *National regulations and guidance documents to guide how the NSLUP will be implemented* – these will create the framework for the implementation of the NSLUP and will link with existing frameworks for land use planning as well as those for development planning in particular those laid out under the PNG Planning and Monitoring Responsibility Act. They will include both guidance on the planning process (e.g. ensuring full FPIC of communities and engagement of women and other vulnerable groups) and criteria for the assessment of plans for budget allocations within the existing planning framework providing the foundations for a "Green Development" incentive system that can be included in

Provincial / District / LLG budgets based on actions to maintain environmental integrity including levels of forest cover. Such approaches will link closely with the work of the GEF-6 project looking at conservation and environmental finance as well as PNG's progress towards REDD+ results-based finance and how such systems can be effectively integrated into domestic planning and implementation.

- Guidance documents will be tested at these levels and will further be formalized into guidance and regulations for implementation of the NSLUP under the Physical Planning Act, with relevant linkages and amendments also made to the PNG Planning and Monitoring Responsibility Act (to link spatial elements of development planning) as well as relevant sector acts including the Environment Act, Mining Act and Oil and Gas Act and Forestry Act with regard to how specific land use projects are assessed and permissions granted. The regulations will also ensure to identify how to support the full and effective participation of all stakeholders in planning processes, including land owning communities and vulnerable groups within these communities including women, youth and those with disabilities, as well.
- *Provincial policies and regulations developed on land use planning or land use change* – subnational policies and regulations will also be formulated to both help guide the approach to planning and to strengthen the application and enforcement of SLM plans including elements such as enhanced restrictions on conversion of primary forest to other land uses. This approach will help to form the basis for enhanced policy coherence
- *Sustainable financing and incentives plan for NSLUP developed* - this will review options to both finance operational elements of the planning process and to develop an incentive framework to encourage jurisdictions and key actors to undertake and implement plans. This will include – options for *reduction in taxes / amendments to subsidies for companies ad-hearing to internationally recognized sustainability standards* including requirements for zero deforestation or removal of subsidies / tax breaks for companies that do not comply with domestic, provincial or international sustainability standards and *Links between PA financing and sustainable commodity production* particularly within Community Conservation Areas.

122. The achievement of these elements will be led by DLPP and coordinated through the NSLUP implementation committee that will be established at national level and will include representatives of key line agencies, subnational governments, private sector and civil society groups.

123. Indicative activities will include:

No.	Activity description	National level	West NB	East NB
1.1.1.	Establish and operationalize the NSLUP Implementation Committee	X		
1.1.2.	Develop awareness raising materials, including those in local languages and convene events on NSLUP to increase awareness and support adoption across government	X		
1.1.3	Review the existing legislations to identify how to coordinate sector-based approaches to land use planning and how to integrate with subnational planning process and how these can be finance	X		
1.1.4	Review the existing land use planning approaches through government / NGOs / PS / Communities and challenges/ opportunities to foster integration within government's recognized land use planning processes including identification of key zoning categories and their implications	X		
1.1.5	Develop guidance and regulations for ward, LLG, district, provincial and sustainable land use planning and its financing	X		
1.1.6	Ensure close coordination and advocacy with the relevant government agencies to ensure the endorsement and adoption of these guidance and regulations	X		

Output 1.2. Sustainable land use planning information and coordination systems and tools established at national level and within target provinces

124. The key deliverable of this output is the establishment and operationalization of a central information management and coordination system within the DLPP, which will enable effective sustainable land use planning and link

this system with operational capacity and tools at the national and subnational levels to support operational land use planning at the subnational level.

125. The information management system will be designed and developed to be operational at a number of scales and to integrate information across sectors and sources. Key elements will include:

- A *core database and spatial visualization system* – this will bring together a number of existing information held by DLPP on where different permits have been issued and land registered with bio-physical information including soil types, elevation and forest types that are currently held within PNGIS.
- A *system for linking information from different sector sources* – this will include the National Forest Monitoring Portal, MRA cadastral mapping system and other sources such as work done on ELVIS or multi-criteria mapping in Madang to allow for visualization of these different data layers through a single use interface. Consideration will also be given to linking the system with international data sources as well as the remote deforestation monitoring system to be developed under Output 5.2.
- A *tool for easily extracting spatially explicit and location specific information to support land use planning* - Spatially explicit information on development activities across landscapes is extremely limited with spatial elements often not considered within development planning activities. Development of a system to allow for easy visualization of key considerations including elements such as physical constraints (topography, rivers etc), ecosystem services and values, likely population growth, future climate scenarios, existing concessions and other elements would help strengthen action by planners as well as allow communities to make more informed decisions about land use and potential land use change. The tool will work to provide a simple interface to display different information on the attributes of an area and potential impacts and benefits of different future land uses. To ensure it is functional within a PNG context the tool will need to be able to be used by operators with limited past GIS or IT training and be able to be operated on a range of devices while also being able to operate with limited internet connectivity.
- *Capacity building of a core group of operators at the national and subnational level capable of utilizing information and tools.* The systems will be designed to ensure that they can be operated with only a limited level of technical expertise but significant capacity building will be required to ensure that users at different levels within the systems, from those working at field level on land use plans to those managing the central information hub have capacity to operate, manage and update information effectively.
- *Development of a sustainable financing strategy to ensure regular updates and maintenance of tools* – the system will be designed to use low cost but effective operating systems but will require financial commitments in terms of staffing, additional technical support, and software/ hardware maintenance to ensure its sustainability over a longer time period. This process will work to look at how the system can be effectively financed through both line agencies and DLPP based on potential cost savings from adoption of technological systems as well as review of use of permitting.

126. The system will be developed through a consultative process that will bring together key government agencies as well as other key stakeholders and potential data providers. With an early focus on ensuring strong buy in and commitments to data sharing across lead agencies. A technical working group will be established that will work under the NSLUP working group noted under Output 1.1 with data sharing MoU's established across agencies to facilitate data management. The system will be designed to build on and update existing but outdated data management systems within DLPP. Thus, while it is anticipated that there will be additional operational costs it is anticipated that these will not be significant and may actually allow for savings through reduced operational costs of manual data management systems.

Indicative activities will include:

No.	Activity description	National level	West NB	East NB

1.2.1.	Convene series of consultations on the design, including user-needs assessment, and development of information hub	X	X	X
1.2.2.	Support the establishment of a cross sector NSLUP technical working group focused on hub development	X		
1.2.3	Support the technical development of hub including purchase of equipment, and SOP for the hub	X	X	X
1.2.4	Provide capacity training for the key government officers on the SOP of the hub	X	X	X
1.2.5	Develop communication materials and convene events on awareness raising on hub	X	X	X
1.2.6	Identify sustainability strategies for the hub's operations including financing	X		

Output 1.3. Provincial-level sustainable landscape management (SLM) plans developed, consulted on and integrated into development planning across two provinces, four districts and four LLGs across New Britain

127. This output will focus on the formulation and adoption of SLM plans across the two target provinces that will help to guide land use decision-making and conserve priority areas for conservation. As there are currently no specific legislative requirements for the conservation of HVC/HCS forest the project will work to identify priority areas and ensure that these are zoned for improved protection while also helping to inform the planning and regulatory process on how best HCV/HCS conservation can best be regulated within the PNG context. The key deliverables under this output include:

- HCV maps for two target provinces
- Land use and development scenarios that take into account the distribution of remaining HCV/HCS across the two provinces.
- TSA development pathways assessing different policy and land use management instruments including establishing legal definitions for HCV/HCS criteria.
- Awareness raising or communications products on sustainable landscape management plans.
- Clear spatial SLM plans that support and are integrated into the development plans of two provinces, four districts and four LLGs across New Britain island.

128. Under this output, the project will, through a participatory process, develop provincial level SLM plans for ENB and WNB that will be utilized to guide land use and development planning processes across the island. The approach to plan development will follow PNG's top down bottom up approach with consultation and land use mapping and development planning at ward level feeding into and guiding LLG, district and provincial plans while these local level plans will also be informed by and national, provincial and district strategies. In addition, the project's technical support will allow for the integration of information on the costs and benefits of different land uses within different areas (through updating and integration of the existing Environmental Land Value Information System (ELVIS)⁴³ and integration of information from a scenario based process at the provincial level) into the planning process. This integrated process will help to inform development and revision of land use and development plans as well as bring together learning from past experience identified within output 1.1. and the testing of information systems developed under Output 1.2.

129. Initial action will focus on the consolidation of information and development of a framework of assessment and planning that will build on the approaches developed by the High Conservation Value Resource Network (HCVRN). Use of this framework, adapted where necessary to the PNG context, will help to provide a clear system through which consultation on land use zoning can be undertaken with different stakeholders and will allow for customary knowledge and interests to also be aligned with scientific assessments of ecological and ecosystem values. Through this process, the project will ensure the legal designation of at least 200,000 ha of currently unprotected priority HCV/HCS forest for conservation and limited cultivation ("set-aside" areas) in the production landscapes (i.e. areas outside PA/CA) across New Britain. And in addition to strengthening the management of the entire production landscapes within ENB and WNB, the SLM plans will ensure the designation of at least 21,494 ha of HCVF for complete conservation (or no-cultivation area), which comes from

⁴³ The Environmental Land Value Information System (ELVIS) was developed by CSIRO and TNC through support by the Coral Triangle Initiative as well as inputs from GEF4 finance. Further information on this and its potential application within the planning processes in New Britain can be found at <https://publications.csiro.au/rpr/download?pid=csiro:EP18505&dsid=DS2>

mainly the set-aside areas, to avoid further loss of HCVF. Lastly, the SLM plans will also ensure the designation of at least 50,000 ha of agriculture and forest lands for restoration, which detail interventions will be outlined under Component 3.

130. By utilizing the HCV/HCS maps, the project will develop at least three land use/development scenarios, including a Business as Usual (BAU) scenario (looking at maintaining the existing trajectory of change and linking with proposed development plans), a high conservation and environmental protection scenario (focused on maximizing conservation and environmental protection above other actions and a ‘no regrets’ scenario (focusing on ensuring key environmental services and high value conservation areas are conserved) to consider the potential impacts of different development pathways over a 5, 10 and 30 year time frame to coincide with existing government time horizons (5-year midterm development plans, ten year strategic plans and NDC with 30 years linking with Vision 2050).

131. Scenario development will bring together existing subnational and national plans, information on private sector development and economic priorities, and social cultural information and information on the current state of the environment and potential impacts of climate change within the provincial context. Particular attention will be paid to potential development pathways for cocoa and oil palm with this work also feeding into a scenario assessment of their development across PNG (Output 2.2.) as well as feeding into the development of specific provincial strategies for their development (Output 2.3.). This process will be developed into a targeted scenario analysis (TSA), which will provide indicative costs and benefits of the proposed development pathways and will be integrated into the spatial planning tool developed under Output 1.2. to allow for a spatial representation of potential development pathways and impacts.

132. Trade-offs for macro-economic, environment and social indicators will be estimated, and through multi-stakeholder dialogues and consultations key elements of a future development trajectory at provincial, district and local level will be identified along with the required enabling conditions to support this. This process will be linked directly with development of land use plans which will be undertaken in parallel and will be led through the Office of the Provincial Administrator and operationalized through a development planning working group which will provide regular updates on proposed scenarios and findings presented to the Provincial Executive Committees of the two provinces. Technical inputs will be coordinated through the development planning working group as well as the provincial Environment and Climate Change divisions, agriculture working groups and provincial forest management committees to ensure a complete picture of potential development pathways is developed and that there is full understanding of outcomes of the assessment. Through the process a particular effort will be made to ensure the effective participation of a range of stakeholders including stake and rights holders from the cocoa and palm oil sectors (linking with outcome 2) and those representing local government and land-owning communities. To support this, the project’s target districts and LLG’s will be utilized as more in-depth case studies with assessment and actions are undertaken within these areas to fully engage with the DDA’s, and LLG as well as community and private sector representatives.

133. The end results of the selected development pathway/scenario will need to ensure the following: (i) designation of “set-aside” of 200,000 ha of productive landscapes for complete protection, (ii) improved management of productive production landscapes of at least 2,690,870 ha to benefit biodiversity.

134. Indicative activities will include:

No.	Activity description	National level	West NB	East NB
1.3.1.	Support awareness raising across provincial, district and LLG officers and other key stakeholders on nature of plan development as well as potential impacts of unsustainable land use on future development within the provinces		X	X
1.3.2.	Conduct the landscape level HCV/HCS mapping for two target provinces		X	X
1.3.3	Through participatory process and building on HCV/HCS mapping work conducted and ELVIS tool will be utilized to develop potential land use and development scenarios linking existing targets and stated objectives with potential changes in land use development at provincial, district levels.		X	X
1.3.4	Develop a TSA of different development pathways building on existing information and assess the impact of different policy and land use management instruments		X	X
1.3.5	Conduct public consultations on the draft scenarios with TSA results, revise findings and identify key elements of a proposed scenarios for adoption within Provincial and Local level planning processes.		X	X
1.3.6	Support the operation of multi-stakeholder engagement process in development plan development including operation of cross sector and planning committees for plan revision at provincial level		X	X

1.3.7	Provide technical support to revision of plans at district, LLG and Ward level development plans and development of land use plans including consultation processes, mapping activities, drafting and baseline data review and assessment		X	X
1.3.8	Support the establishment of information management and monitoring system, which brings together information from different technical line agencies and committees, to help improve cross sector and non-governmental access to information; this activity will link closely with technical support provided to information system development under Output 1.2.		X	X

Component 2. Promotion of sustainable food production practices and responsible value chains to reduce land stress and avert degradation and deforestation

Total Cost: **US\$27,981,242**; GEF project grant requested: **US\$4,481,242**; Co-financing: **US\$23,500,000**

135. Component 2 will support action towards the projects long-term objectives to promote sustainable food systems that reduce negative externalities within the value chain and to promote deforestation free supply chains. It will build on the policy objectives of the DAL of increased levels of productivity as well as those of the cocoa board to increase levels of certification and enhanced differentiation of PNG cocoa while also helping to strengthen policy and regulations for agricultural expansion and improve farming techniques to help deliver significant impacts linked to global environmental benefits. It will also work closely with key projects already operating especially PHAMA and PACD within the cocoa sectors to ensure a fully integrated and coherent approach across the sectors. This will be achieved through three outcomes that focus around the policy and coordination context (Outcome 2), support to farmers through enhanced extension services (Outcome 3) and support enhanced access to high value markets (Outcome 4). These outcomes provide a key incremental benefit to existing initiatives through actively strengthening multi-stakeholder processes and networks and building stronger linkages with international markets as well as participatory assessments of existing challenges. These approaches combined with targeted technical inputs (linked for example, to policy reform and approaches to sustainably finance extension services) and operational support (e.g. through support to action on traceability systems, and HCV/HCS mapping products) are critical in catalysing the baseline investments to ensure that change is implemented at scale and system wide with different stakeholder groups brought together in the development of a shared vision for the sectors and how that vision will be operationalized at the national and provincial levels.

Outcome 2: Strengthened cooperation and coordination within Cocoa and Palm Oil sectors for enhanced sustainability productivity and investment and reduced land clearance

136. The baseline situation and incremental reasoning for Outcome 2 are summarized below in the Table 4:

Table 4. Summary of baseline and incremental reasoning for Outcome 2.

Summary of baseline situation	Incremental reasoning
Output 2.1. National level Palm Oil and Cocoa Platforms fully operational and linked with subnational coordination systems.	
Initial work on the development of a Palm oil platform loses momentum, as there is lack of financing and technical support to move the process forward and gain additional traction. Multi-stakeholder coordination in the cocoa sector remains limited. In both cases the situation results in ongoing issues of fragmented policy development and action and significant gaps between PS interests, government policy and community / producer needs.	The GEF alternative provides incremental support to take early progress on the development of the PNG Palm Oil Platform as well as Cocoa Working Group and establish fully functioning spaces for multi-stakeholder dialogue within the palm oil and cocoa sectors. Moreover, these platforms will provide a critical space for technical inputs developed through Component 2 to be discussed and developed helping to build a cadre of stakeholders with a shared understanding of the potential impact of the sectors on PNG's environment and a vision of how they can be developed sustainably allowing for the development and implementation of policies and action plans (Output 2.3) that are technically strong, have high stakeholder buy in, integrate key environmental considerations and can be effectively implemented. Through maintaining individual spaces for discussion the platforms will allow for commodity specific technical and institution issues to be addressed while close coordination between groups will allow for cost sharing on

	assessment and information, as well as enhanced traction for key reforms through coordinated action.
Output 2.2. Scenario analysis of cocoa and oil palm development in PNG	
Work to develop and revise palm oil and cocoa policies and actions plans continue but low levels of understandings of the potential costs and implications of different policy decisions result in development of policies and actions plans that will result in high levels of negative externalities linked to costs of environmental degradation and loss of environmental services as well as future market access.	The GEF alternative provides incremental support to capture information on the potential costs and impacts of different policy decisions on oil palm and cocoa development and present them clearly to decision makers. This will support the development of effective policy and action plans that consider the social, environmental and economic values of different policy decisions.
Output 2.3 One national policy and guidance and two subnational action plans on sustainable palm oil development, and one national policy and two subnational action plans on sustainable cocoa formulated and adopted	
Work on the development of a policy on palm oil and updating of cocoa policy as well as development of action plans and guidance at national and subnational level continue but with limited horizontal or vertical consultation. Limited additional technical inputs and support also result in fragmented set of policies and targets that conflict with other policies and actions plans and do not provide a coherent picture for private sector investment nor appropriate standards to support social and environmental considerations.	The GEF alternative provides incremental support to facilitate broader stakeholder consultation and participatory development of policies and action plans that target sustainable agricultural development and their horizontal and vertical coherence. Technical inputs from international and national experts help enhance technical quality of documents. These elements combine to deliver appropriate and effective policies and action plans that are technically strong, have broad stakeholder buy in and address key environmental and social concerns.

137. The outcome will support the development of key multi-stakeholder systems that are focused on addressing barriers related to the limited participation of stakeholders in decision making and to support action to address conflicting and misaligned policies. The outcome builds on baseline work undertaken through the FCPF REDD+ Readiness programme towards the establishment of the PNG Palm Oil Platform as well as work through the PHARMA and PAPP projects to strengthen coordination within the cocoa sector. As support through the FCPF programme is coming to an end prior to the platform being fully mobilized the current investment is critical to ensuring that initial support and engagement on the PNGPOP process is catalysed to deliver change within a sector that poses one of the greatest threats of deforestation within PNG. Ensuring a policy framework that facilitates operationalisation of these systems will encourage sustainable oil palm production and avert significant risk of deforestation, which has occurred in numerous similar environments in the FOLUR region with unchecked oil palm growth. Averting large-scale deforestation that often occurs with oil palm expansion will reduce ecosystem damage, land degradation, and emissions due to deforestation. Within the cocoa sector while support to the sector will continue through the WB's PACD and Australian Government's PHARMA+ projects neither focus on the development of true multi-stakeholders processes or the use of these operating between national and subnational level to develop policy and action plans that can drive change within the sector. The cocoa sector may also follow suit from oil palm, albeit at a smaller scale: FCAs have already been issued for cocoa development, demonstrating a driver of land degradation, and as such, this project will help manage sustainable cocoa expansion. Through the systems in place and the supporting analysis, the project will build on these existing investments to deliver revised policy and action plans for sustainable cocoa and palm oil development at both national and sector level as well as at least three new partnerships between growers and buyers that are able to strengthen sustainable production.

138. Results expected through achievement of Outcome 2 include:

- Enhanced coordination and shared commitments to ongoing coordination across stakeholders within sectors as demonstrated by a sustainably financed multi-stakeholder platform for both cocoa and oil palm;
- Establishment of a shared vision of the sustainable future for the palm oil and cocoa sectors and early action towards this through the approval of Action plans for Cocoa and Palm Oil at department level as well as 2 provincial plans approved at PEC and a new palm oil policy and revised cocoa policy approved at NEC level.

Output 2.1. National level Palm Oil and Cocoa Platforms fully operational and linked with subnational coordination systems

139. Output 2.1 will focus on the following deliverables:

- Establishment and/or strengthening of one Palm Oil Platform and one Cocoa Platform at the national level.
- Operationalization of the two platforms including ensuring the availability of public and non-public funding for the platform's operations.

140. The output will be delivered through work to strengthen the existing national palm oil platform that will be based within DAL and working closely with OPIC and establish a national level cocoa platform that is anticipated to be based within DAL but working closely with COCOBOD by formalizing and strengthening national level multi-stakeholder groups on cocoa. The platforms will address significant asymmetries in information and knowledge on the nature of domestic production, its environmental, social and economic impact as well as the current and anticipated nature of international markets for cocoa and palm oil. Through providing, representative (including of gender and other elements of social diversity) forums in which a shared understanding of these elements and the potential development trajectories of the cocoa and palm oil sectors can be established. The project will enable development of relevant sector action plans and policies as well as creating effective links and coherence between national policy and subnational policies and approaches to palm oil and cocoa development (See Outputs 2.3). While the two platforms will remain separate, due to the distinct identity of the sectors, their governance structures and specific issues, the project will work to strengthen coordination between them and where possible will support joint events, training and other activities that will help to ensure that there are no duplications of effort or excessive requirements on the time of key central agencies.

141. The PNG PoP will bring together key stakeholders from the palm oil sector in PNG to enhance coordination between PS, civil society (including land owning communities) and government as well as enhancing coordination across government. Its full establishment has been delayed due to political changes within the DAL but should be approved by the initiation of the current project.

142. The project will work through the platform to facilitate early engagement across stakeholder groups and provide key 'impartial' technical support and facilitation of a participatory process of identifying key opportunities and barriers for development of the palm oil sector in PNG (many of which are covered within Component 2's outputs). Based on this background work the platform will provide the focal point for development of an action plan, policy and guidance document for the sector (Output 2.3.) that will support the transition towards a sustainable pathway. Action at the national level will be coordinated with the functioning of the Provincial Palm Oil Working Group in West New Britain as well as a series of focused capacity building and participatory sector analysis events with stakeholders from provinces that are facing the potential for rapid palm oil expansion – in particular ENB as well as East and West Sepik.

143. The project will work with the cocoa sector to strengthen the operations of the existing cocoa working group to enable a more proactive and comprehensive approach to delivering change within the cocoa sector. The transition towards a more established platform will focus on increasing the engagement from key PS bodies, conducting a more comprehensive assessment of the potential future scenarios of the sector and their different benefits and costs (Output 2.2.) and the development of an action plan and supportive policy to address these (Output 2.3.). This work will be undertaken in close collaboration with other projects supporting the sector including both the World Bank's PACD project as well DFAT's PHARMA Plus project. Linkages between the national platform and provincial level agriculture sectors will be supported by engagement through COCOBOD and provincial agricultural divisions with focused capacity building and participatory sector analysis events held within target provinces to support a shared understanding of the existing context and way forward as well as to support provincial level sector planning. Indicative activities will include:

No.	Activity description	National level	West NB	East NB
2.1.1.	Operationalising platforms through establishment of secretariats (staff, logistics, operational costs)	X		
2.1.2.	Enable platforms operations through formulation of strategy and business model for the palm oil and cocoa platforms	X		
2.1.3.	Legalise platforms through NEC decisions	X		
2.1.4.	Advocate for financing of platforms and development of future financing strategy and operational plan	X	X	X

Output 2.2. Scenario analysis of cocoa and oil palm development in PNG

144. Output 2.2 will focus on achieving the following key deliverables:

- Cost-Benefit analyses conducted for different palm oil and cocoa development models.
- Based on CBA, TSA scenarios developed for palm oil and cocoa development in PNG.

145. The project will work through the two commodity platforms to develop two-sector scenario analysis for the development of the cocoa and palm oil sectors in PNG. This set of scenarios will help to inform key stakeholders of the potential benefits and challenges of different development pathways and the key enabling factors needed to ensure a sustainable development pathway. Through a fully participatory process the assessments will combine existing information on sector production, economic benefits, certification, sustainability standards, past and future expansion, climate change and market access and pricing to provide information on the potential costs and benefits of different scenarios (through a TSA based approach), the key enabling requirements to achieve different approaches and a series of indicative case studies that look in more detail at existing development activities to indicate what future pathways could look like. Materials developed will also consider how to most effectively engage youth and women within these communities and what impacts the very young demographic will have on future trend. Scenario analyses will also take into account the biophysical suitability of these commodities, such as, soil criteria, precipitation, slopes, elevation, etc. Furthermore, the development of these scenarios will be closely linked with scenario development of ENB and WNB conducted under Output 1.3.

146. Indicative activities will include:

No.	Activity description	National level	West NB	East NB
2.2.1.	Assessment of existing information on the costs and benefits of different oil palm and cocoa models in PNG and identification of potential international proxy data	X	X	X
2.2.2.	Through a consultative process develop a set of potential scenarios including BAU, High Sustainability and No regrets	X	X	X
2.2.3.	Development of TSA for potential scenarios for two commodities at national scale including in-depth information on case study provinces	X		
2.2.4.	Consultation on potential scenarios and costings and examination of key policy, regulatory and operational levers	X		
2.2.5.	Through a multi-stakeholder process work to identify a shared view of a future development pathway	X	X	X

Output 2.3 One national policy and guidance and two subnational action plans on sustainable palm oil development, and one national policy and two subnational action plans on sustainable cocoa formulated and adopted

147. This output will concentrate on achieving the following key deliverables:

- At least 6 analyses for the development/strengthening of national and/or sub-national policies and action plans on sustainable palm oil and cocoa.
- At least 6 draft policies or action plans finalized and submitted for legalization.
- Advocacy for the legalization of the policies and action plans.

148. Through the commodity platforms and the analysis work of the scenario assessment under Output 2.2, as well as assessment of extension systems and other actions within the component, a consensus vision for the sustainable future of the palm oil and cocoa sectors in PNG will be established across government, private sector and civil society. Based on this an action plan for the development of each sector will be identified that includes key steps and enabling actions needed for progress towards the vision for sustainable development. This action plan will be supported by a policy document that provides the overall vision for the sector as well as a clear political commitment to its achievement. The development of these plans through a fully consultative and multi-stakeholder process, and with development occurring in tandem with work on the NSLUP (Outcome 1) the project will help to address a number of key policy inconsistencies as well as move towards a strengthened regulatory framework that guides sustainable agricultural production and safeguards key

environmental goods. The development of this action plan and policy will be supported by key assessment work to further inform and the proposed activities within the action plans including review of the existing legislative framework for palm oil and cocoa development including – the oil palm smallholder pricing formula, existing tax exemptions for rural agricultural development projects and the cocoa freight subsidy programme to identify how these systems can be further strengthened, updated and aligned with sustainability goals. The platforms will work synergistically, demonstrating a common goal to support sustainable and integrated land management in their production landscapes and enable efficient supply chains and sustainable practices. It will also look at those elements of legislation outside of the immediate sector such as broader tax regulations and those related to issuing of environmental permits or forest clearance authorities to identify opportunities to enhance the alignment of fiscal instruments with the sustainable development objectives of the action plans and policy. Key areas for assessment will include:

- *Removal of tax exemptions for land clearing in primary or HCV forest areas* – existing tax regulations allow for the offsetting of all costs of land clearing in rural areas against tax. While intended to support the development of rural areas the current model allows for companies to accrue significant finance from the clearing of high value forest areas with some projects seeing only very limited subsequent investment in agricultural projects or indeed operating tax free for several years due to the tax credits they have accrued.
- *Allowance of targeted use of tax credits within sustainable production areas* – the existing tax credit scheme requires companies to allocate potential tax credits into a central fund which can then be distributed anywhere within the country. While intended to support broad rural development it has limited investment in key rural infrastructure creating challenges for existing sustainable producers. Revisions to allow sustainably certified producers committed to deforestation free supply chains to invest in key rural infrastructure including feeder roads within their own supply chains would help support the strengthening of these production systems while helping to reduce deforestation often associated with improved road access.
- *Revisions of export taxes and permitting costs and processes for certified and non-certified production systems* – at present there is no differentiation in permitting costs or export taxes or permitting requirements between internationally recognized sustainably sourced production and unsustainable production systems. Development of an adaptive framework that includes recognition of international certification documents within domestic permitting, reductions/or increases in permit fees or export taxes for certified / uncertified systems would help to provide a framework in which the costs of meeting international standards would be offset by reductions in domestic taxes and fees helping to reduce costs of certified production and incentivize adoption of these approaches by private sector.

149. This national process will also be supported by and link with development of province specific action plans on cocoa and palm oil. The development of these plans will both inform and draw from national processes and will also be closely integrated into the land use and development planning processes under Output 1.3. The project will provide support to the Provincial Administrations of ENB and WNB in the development of these provincial action plans and will support a fully consultative process that will bring together key stakeholders across civil society, private sector and government. Actions will be led by the provincial agriculture division with engagement and consultation within the palm oil sector with the Palm Oil working group in WNB as well as industry working groups for cocoa in ENB and WNB.

150. Indicative activities will include:

No.	Activity description	National level	West NB	East NB
2.3.1.	Review the existing policies/regulations and legal framework for oil palm including OPIC act, and smallholder pricing formula, (work in this area will also be closely linked with actions under 5.3)	X	X	X
2.3.2.	Review the existing policies/regulations and legal framework for cocoa	X	X	X
2.3.3.	Review of existing financial incentives for rural agricultural development activities to support increased incentives for sustainable practices	X	X	X
2.3.4.	Utilizing the palm oil and cocoa platforms, facilitate the development of sustainable action plans for palm oil and cocoa	X	X	X
2.3.5.	Facilitate the development of guiding policy for sustainable oil palm and cocoa including consideration of how to support those most vulnerable in communities including women, youth and those with disabilities	X	X	X
2.3.6.	Liaise with government officials and advocate for the legalization of the policies and action plans	X	X	X

Outcome 3. Strengthened Smallholders Support Systems that promote sustainable agricultural practices through enhanced access to technical support, finance, and markets

151. The baseline situation and incremental reasoning for Outcome 3 are summarized below in Table 5 below

Table 5. Summary of baseline and incremental reasoning for Outcome 3.

Summary of baseline situation	Incremental reasoning	
Output 3.1 Establishment of enhanced sustainability focused extension systems for small scale palm oil and cocoa producers including through expansion of privatized extension service provision	Private sector operators and government continue to seek improved extension systems but with limited agreement and a lack of shared vision of how these systems should look. The process results in ongoing conflict between companies, commodity boards and DAL on how service provision is managed with limited improvements for smallholders in practical application.	The GEF alternative provides targeted support to bring key stakeholders together and through a multi-stakeholder process develop a shared vision of how extension provision can be improved to support both enhanced productivity and sustainability including how to best link good agricultural practices and sustainable land management practices. Technical support on how to design and in particular finance extension systems helps to provide a broader and deeper understanding of different approaches.
Output 3.2. Testing and roll out of enhanced sustainably focused extension services to smallholders in the oil palm and cocoa sectors including hybrid livelihoods	Limited extension materials are developed with these materials not undergoing thorough testing or training to extension officers on their implementation.	The GEF alternative provides targeted support to improve the quality and nature of extension materials, their testing and early roll out helping to address both commercial crops and integrated livelihood approaches for small-holders and the integration of sustainability elements into their provision. Investments will support the development of appropriate and gender sensitive extension training modules for sustainable palm oil and cocoa production. These modules will be made available for public uses and will be trialled and rolled out in partnership with key private sector groups to help enhance levels of productivity and sustainability.

152. Outcome 3 will contribute to establishing sustainable food systems through enhancing yields and reducing inefficiencies within production systems while also ensuring the protection and management of landscapes. It will work to address a key driver of unsustainable production in-terms of knowledge gaps amongst producers on sustainable practices, the value of ecosystem services within production systems and sustainable landscape management, thereby making sustainable farming practices more achievable. This will be done by strengthening and roll out of extension services through addressing key limitations in institutional capacity and supporting the adoption of GAP across target farmer groups. Extension provisions will include best practices for sustainable farming and land care, reducing agriculturally driven land degradation and the need to further cut down forest due to inefficient cropping models. Through its implementation, the outcome will see an enhanced number of farmers adoption of GAP and increased returns for those adopting these practices. The outcome will be delivered through three outputs. Through this process, it will build on existing work:

- within the cocoa sector by cocoa board, supported through PPAP as well as initiatives by private sector in particular Agmark and Outspan to improve the quality of extension materials and increase reach of extension services, something that is particularly critical in addressing the CPB through adoption of improved management practices. This support targets finance to support the development and implementation of extension materials as well as provision of base level agricultural tools and inputs including improved planting stock through support to nursery development.
- within the oil palm sector by OPIC and by Hargy and NBPOL, focused on improving extension materials as well as mechanisms for extension provision, and as well as access to finance to support undertaking of key actions such as small holder block replanting.

Across all these areas PS support is seeking to harmonize and enhance quality of extension information and to explore mechanisms for hybrid public private extension provision.

153. The incremental benefits of the current project will focus around improvements in undertaking a participatory diagnostic of the current challenges within the extension provision and developing a shared understanding and agreement on how extension services can be delivered and financed. This approach will bring together existing investments and help to catalyse government, development partner and private sector finance to help deliver a comprehensive extension support to smallholders with initial finance available to help strengthen materials and test elements (Output 3.2) identified within the diagnostic study and action plan development (Output 3.1).

154. Results expected through achievement of Outcome 3 include:

The reach and quality of extension services increases resulting in:

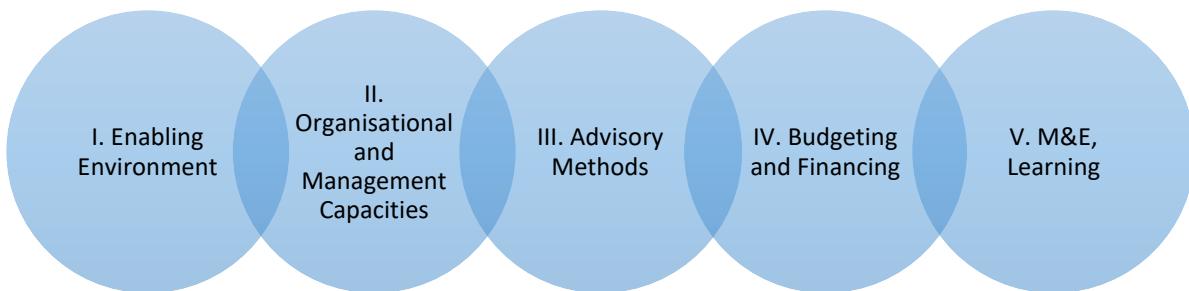
- Farmers receiving support through improved extension services see increases in levels of income,) and as well as security of livelihoods through adoption of improved techniques and integration of different livelihoods strategies on farm, helping to reduce demand for new land clearing.
- Farms adopt GAP and enhanced sustainable approaches as part of sustainable land management systems helping to maintain ecosystem services, reduce land degradation and enhance access to premium markets

Output 3.1 Establishment of enhanced sustainability focused extension systems for small scale palm oil and cocoa producers including through expansion of privatized extension service provision

155. Under this output, the project will deliver the following:

- Situational analysis of existing extension systems for small-scale palm oil and cocoa sectors in PNG
- Technical guidelines to strengthen extension systems for small-scale palm oil and cocoa sectors in PNG are developed with costed action plans for extension support included and approved by DAL and the relevant commodity boards.
- Official endorsement in the form of legal adoption (e.g. decree, regulation, policy) of the proposed guideline to strengthen extension systems by the national government. . These will be approached by DAL, OPIC and Cocoa Board and included within the platform action plans.

156. The project will work through the multi-stakeholder coordination systems established under Output 2.1. in the review of existing support to farmers and develop and test approaches to improved service provision. The GCP Farmer support tool will be utilized as a system to conduct initial review and assessment of existing support systems and will utilize an analytical framework that encompasses five key elements:



157. The tool will be undertaken through a participatory process that will bring together national level members of the palm oil and cocoa platforms as well as provincial stakeholders to ensure clear linkages between national policy and local level implementation. Work will be led by the platform teams with support provided through a technical support consultancy to support the engagement and extension system design process as well as technical specialists on the financing of extension services. with both consultants working closely with the GCP at the global level on application of the tool and understanding of global best practices. Activities will be structured around four main phases:

- **Preparation** – the process will be integrated into the work of the national platforms and provincial working groups with a focus on bringing together farmers groups, key buyers / commercial producers and government officials from subnational and national government as well as commodity boards – with the combination of national and

provincial processes strengthening these linkages. Within early operation of these groups a joint workplan will be developed that will identify key assessment work that is needed and the roles of different groups within this.

- **Assessment** – the assessment phase will focus on bringing together existing experience of the provision of extension services, the strengths and limitations of these systems, including levels of access and appropriateness across genders and opportunities for improvement. A facilitator (based within the national cocoa/ palm oil platform structure) will work with different partners to help collection of baseline information as well as to develop concise studies of a number of key areas agreed during the preparation phase as well as reviewing existing extension materials across providers and financing of extension services. This latter element will be supported through an international expert who will help to provide information on international best practices in financing extension services as well as options for how the approach could be adapted to PNG – bringing together global examples with existing processes in PNG.
- **Diagnostic analysis** - Members of the subnational working groups and national platforms will then be coming together for a series of workshops at subnational and national level to present their respective experiences and work through a diagnostic tool to assess the existing status.
- **Collective decision-making** – based on the outcomes of the diagnostic work, the project will support the development of an implementation plan and budget for improved provision of extension within each of the commodities. During the diagnostic period a core team of stakeholders will be identified to support the development and costing of the plan with summaries developed to target different decision makers and feed into the broader work of the commodity platforms.

158. Indicative activities will include:

No.	Activity description	National level	West NB	East NB
3.1.1	Facilitate assessment of existing provision of extension services – including assessment of differential access to services across genders and other social groups within farming communities	X	X	X
3.1.2.	Undertake diagnostic analysis through consultative workshops	X	X	X
3.1.3.	Develop costed action plans on extension support	X	X	X
3.1.4	Coordination and advocacy with the national governments (i.e. relevant ministries) to legalize the guideline to strengthen extension systems to ensure its adoption and implementation	X		

Output 3.2. Testing and roll out of enhanced sustainably focused extension services to smallholders in the oil palm and cocoa sectors including hybrid livelihoods

159. The key deliverables of this output include:

- Cocoa extension materials/modules developed
- Palm oil extension materials/modules developed
- Provision of training of trainers for selected extension officers in the target landscapes

160. Based on the findings of the review work and action plans developed above, the project will support key elements of the action plan in particular the development and trailing of enhanced extension support materials that will help to standardize the quality of service provision across all providers as well as enhancing the nature of that provision to address the nature of PNG's hybrid livelihoods and need for food security. Within the cocoa sector this will be done in close collaboration between the private sector and Cocoa Board as well as the Cocoa Research Institute as well as with other relevant stakeholders such as the university of Natural Resources in East New Britain and include improved practices to reduce the impact of CPB. Within the oil palm sector this will be done in close collaboration with the Oil Palm Research Association (OPRA), and OPIC as well as the private sector and relevant growers associations. OPRA will provide high level agricultural scientific research and technical support while providing long term support in building training and learning materials for knowledge production beyond the project lifetime while OPIC will be a core member of the provincial

coordination committee and/or inter-sectoral technical working group. Potential stakeholder groups in the private sector and relevant growers associations are detailed in Table 13: Stakeholder Assessment and roles in project.

161. Materials will include:

- Core information on good agricultural practices for oil palm and cocoa cultivation, including: fertilization, planting materials, plant maintenance, post-harvest treatments, CPB management, etc.
- Information on environment protection and management including GAP, the role and importance of ecosystem services, links between GAP and sustainable landscape approaches as well as sustainability standards (e.g. RSPO's and Fair Trade's principles and criteria)
- Information on farmer organization's internal control system
- Information on household financial management, information to improved access to finance/credit and business literacy
- Enhanced information and tools on adoption of integrated farming practices including integration of revenue generating shade crops within cocoa production systems as well as integration of food crops and small livestock (e.g. poultry) within the farming system

162. Within the oil palm sector specific work will be done to strengthen the development of guidance on cyclical replanting systems that allow smallholders to maintain food production within replanting areas while maintaining / increasing overall palm production through the replanting process use of improve planting stock. In developing the oil palm training materials, the project will build upon the materials/modules developed by UNDP in Indonesia under the GEF-6's Impact Programme (Good Growth Partnership). The project will translate the materials into English and consult to multi-stakeholders to adopt the local PNG context and add additional narratives where necessary.

163. Draft materials will be reviewed through provincial and national multi-stakeholder structures for palm oil and cocoa as well as the National Institute of Standards and Industrial Technology (NISIT) to ensure broad consensus and technical agreement on their content and means of implementation. Materials will then be tested within a number of target areas in partnership with key private sector partners and government service providers with training provided to both farmers and to those responsible for delivery of materials with this process ensuring a strong diversity of participants across genders as well as social groups within the farming community. Through an iterative feedback process, materials will be revised and presented to the NISIT for adoption as a standard for extension provision that will be required for all proposed service providers. Further training of trainers will then be undertaken to ensure that key providers across New Britain have an understanding and capacity to deliver materials.

164. Indicative activities will include:

No.	Activity description	National level	West NB	East NB
3.2.1	Review of existing extension materials and international best practice (linked with assessment work under Output 3.1) for cocoa and palm oil respectively	X	X	X
3.2.2	Develop cocoa extension materials	X		
3.2.3	Develop palm oil extension materials	X		
3.2.4	Testing and early roll out of materials including testing with different groups within communities, including women, youths and other vulnerable groups.		X	X
3.2.5	Consolidate materials into a guiding standard – and revision of standard at end of project	X		
3.2.6	Provide Training of trainers for at least 50 selected extension officers across the two target landscapes		X	X

Outcome 4. Strengthened value chains to enable sustainable agricultural production

165. The baseline situation and incremental reasoning for Outcome 4 are summarized below in Table 7 below

Table 6. Summary of baseline and incremental reasoning for Outcome 4.

Summary of baseline situation	Incremental reasoning
Output 4.1 Improved access to high value markets through development of business capacity, networking and coordination across smallholders including women and those most vulnerable within communities	
Cooperative societies and other smallholder production groups are poorly linked with limited information sharing or coordination. Groups are also limited in capacity to effectively engage in formal contracts and certification standards due to low levels of record keeping and limited understanding of business management.	The GEF alternative provides incremental support to strengthen smallholders' capacity to implement GAPs as well as to improve farmers institutional capacity utilizing the modules/materials developed under Output 3.2. Here, the project will identify at least cocoa and palm oil 12,305 farmers in the two target landscapes and farmers for the capacity building. The support will also be provided to link these farmers with off-taker companies, such as Sime Darby/NBOL, Hargy and Agmark.
Output 4.2. Support to development of improved traceability and payment process for cocoa in partnership with key private sector institutions	
Government maintained data on smallholder production remains limited presenting challenges for facilitating expansion of operations by interested buyers, targeting of extension support and monitoring of sector performance and impacts on environment. Payments for cocoa continue to be made in cash at the point of sale within urban and peri-urban areas with funds often not effectively utilized and with women and youth often excluded from decision making on their use.	The GEF alternative provides incremental support to the development of the government capacity on traceability systems for in country production, trade and export and how these links with global traceability systems. This will be done in close partnerships with private sector firms and with consideration on how to best utilise existing technologies domestically and those operating internationally to both strengthen data collection and enhance market compatibility and utility of the system. Systems improve knowledge and information on PNG production and reduce barriers of entry for buyers. Work will also support the development of improved payment systems that will help to reduce levels of cash payments and increase uptake of banking. This combined with training under Output 4.1. will help to support farming families to utilise funds for equitably, efficiently and effectively to support both agricultural and broader livelihood development (e.g. payment of school fees, medical costs etc)
Output 4.3. Establishment of international buyers' groups for PNG cocoa and palm oil	
PNG agricultural products have limited visibility within international markets and amongst key buyers. Perceptions of high barriers to entry and concern of product quality deter investments.	The GEF alternative provides incremental support to improve levels of awareness of PNG products and opportunities within PNG for sustainable production as well as creating a forum for discussion of key issues limiting PNG access to international markets.

166. Outcome 4 will contribute to establishing sustainable food systems and deforestation free supply chains, by helping to address unresponsive value chains as well as limited capacity at the local level while also helping to catalyse additional finance and investment in sustainable agriculture. This will be achieved by both working with farmers to enhance their capacity to access high value markets and enhance investment within their production systems and to work with buyers both within PNG and globally to have an enhanced awareness of PNG's production systems as well as the unique challenges faced by high forest countries in meeting international sustainability standards.

167. At the producer level the project builds on the work of the PPAP in supporting smallholders in enhancing their business capacity with the project's focus on developing producer networks and building business capacity helping to catalyse these initial and ongoing (through PACD) investments to create a stronger network of producers that are able to organize, support one and other and effectively respond to market demands (Output 4.1). This is complemented through the work to support the development of domestic traceability systems (Output 4.2). The system will help to further develop the sector and open it to international buyers who have sustainability considerations within their purchasing approaches. By reducing barriers to entry for these buyers (who predominantly will pay a higher price for quality cocoa than that exported on bulk markets) it will create a positive incentive for production to be increased and quality improved within existing areas as opposed to a focus on development of new areas. The approach will link the work of cocoa board with that of the private sector and the FOLUR Global Platform, reducing the barrier to entry of buyers and facilitating the

transition of producers into sustainable high value supply chains, while also helping to strengthen institutional capacity at the national level to support the sector.

168. This element will be developed in close partnership with investments through the PACD project and cocoa board as well as private sector groups in particular Olam and Agmark.

169. At the buyer level project builds on initiatives started through the cocoa board, with support from PPAP as well as PHARMA to increase the visibility of PNG cocoa, as well as work through the FCPF programme linked to the development of the Palm Oil Platform. The project however takes these initiatives further through establishment of a buyer group for each commodity which will help improve communication with large scale buyers as well as their knowledge on and shared interest in PNG. These buyers groups will be integrated with the work of the Green Commodities Programme at the global level and as part of the global FOLUR programme helping to create a stronger network of buyers interested in sustainable value chains. In particular links with actors investing in Indonesia will be explored due to the geographical proximity, the presence of another partner FOLUR programme and existing industry links.

170. Results expected through achievement of Outcome 4 include:

- An increase in the number of smallholders engaged in certified sustainable supply chains by 4,000
- An increase in the number of sustainably focused buyers engaged in PNG cocoa and palm oil markets
- Improved market access for PNG cocoa and oil palm supply chains
- Enhanced incentive structure for sustainable production of cocoa and oil palm

Output 4.1 Improved access to high value markets through development of business capacity, networking and coordination across smallholders including women and those most vulnerable within communities.

171. The project will work with at least 12,305 oil palm and cocoa smallholders as well as smallholder oil palm and cocoa cooperatives across New Britain to strengthen their capacity (both institutional and individual capacity to implement sustainable practices), including support to coordination and knowledge sharing as well as improved skills and knowledge with regard to business capacity (e.g. record keeping and maintenance of standards) within their production and supply chains. The exact land area under improved practice will be determined after a more comprehensive mapping of target farm areas with data currently scarce to make a responsible and appropriately precise estimate of target sites. The project will also work with private sector (ex. Including exporters, processors and finance bodies such as Kina Bank) and other partners in the development of a network of cooperative societies, with a particular focus on the inclusion of women and other farmer groups often excluded from training and networks that will function across New Britain. This network will provide a forum for the sharing of information on production systems and markets as well as development of partnerships that will help to reduce costs and improve efficiencies within production systems. The network will link closely with the Cocoa Industry Working Group at provincial level as well as being able to feed into the National Platform.

172. The key deliverables under this output include the following:

- Identification of 12,305 target oil palm and cocoa smallholders, and provision of capacity building and establishment of farmers group for these smallholders
- Engagement with local off-taker/buyer companies who will source the products from the target smallholders
- Monitoring of the training programme for these smallholders

173. The project will utilize the training materials developed under Output 3.2, which contain information on: GAPs, environment protection and management including sustainability standards (such as RSPO, Fair Trade), farmer organization's internal control system as well as household financial management and alternative livelihood practices with special consideration for tailoring materials appropriate for women and youth stakeholders.

174. Training in these areas will then be combined with visits to other areas of PNG where early progress has been made in the strengthening of oil palm and cocoa supply chains and the adoption of sustainability standards to help cooperatives identify the key needs and opportunities around further business development and adoption of improved business capacity. The development of improved record keeping skills as well as business management will also provide a fundamental element of the traceability system that will be developed under Output 4.2.

175. Indicative activities will include:

No.	Activity description	National level	West NB	East NB
4.1.1	Identify 12,305 target oil palm and cocoa smallholders in the project landscapes		X	X
4.1.2	Support network/linkage between the target smallholders and their groups/unions/cooperatives with local commodity off-taker companies (such as NBPOL, Hargy, Agmark)		X	X
4.1.3	Provide ToT and smallholders training on modules/materials developed under Output 3.2		X	X
4.1.4	Develop smallholder producer and cooperative society network		X	X
4.1.5	Field visits to other areas of PNG		X	X

Output 4.2. Support to development of improved traceability and payment process for cocoa in partnership with key private sector institutions

176. The project will focus action within the output on cocoa supply chains as within PNG these are highly fragmented with large number of small-holder producers. A number of targeted interventions will be undertaken within the palm oil sector linked with the work of the Palm Oil Platform to review approaches to traceability but as present production is held either through two firms which have a fully traceable supply chain (NBPOL and HOPL – these are also the only firms that currently work with small-holders), or on a very limited number of plantations, only limited levels of input were identified as being required.

177. Within the cocoa sector, the project will work to establish an effective domestic traceability system to enhance tracking of production, processing and export of cocoa. This will be done in close collaboration with key private sector partners and the FOLUR global platform as well as in collaboration with out PNG work programs by first assessing the existing needs and differing approaches to development of traceability systems within the cocoa sector in PNG and reviewing existing global options and systems. Based on this information consideration will be give to how best to support the development of and application of an appropriate system within pilot areas. By ensuring an effective domestic system the project will help to support integration of PNG cocoa into global traceability systems and enhance the market readiness of producers and buyers to engage with international buyers.

178. The project will also work with partners to test approaches to improved payment systems within the cocoa sector. These will build on international experience as well as the successful payment card systems used within PNG's oil palm sector. This approach will specifically focus on helping to improve the efficiency of transactions as well as enabling more equitable and effective use of funds within households as payments will be made into bank accounts that will be linked to training on financial management under Output 4.1. and will also enable direct payment of key costs such as school fees or agricultural inputs.

179. The key deliverables under this output include:

- Traceability systems for cocoa are developed, tested and made available for public use.
- Training on traceability provided for selected smallholders and government officials
- Improved systems of payment for cocoa that help to enhance the equitability of use of funds within farming households as well as the effectiveness of how payments are spent.

180. Working with key cocoa buyers the project will review the existing levels of certification and opportunities for improved market access through adoption of enhanced traceability of beans. Assessment of different traceability systems will be undertaken to identify appropriate systems that can be adopted in PNG including consideration of development of an improved producer and fermenters database system that will allow for the tracking of production from different areas and can also feed into development planning processes under Outcome 1. Development of a trial traceability system will be done in conjunction with the FOLUR Global Platform and key private sector buyers to ensure effective integration into existing supply chains and to allow for improved access to international markets.

181. Indicative activities will include:

No.	Activity description	National level	West NB	East NB
4.2.1	Review the existing domestic and international traceability systems and payment options	X	X	X
4.2.2	Identify target supply chains and partners for development of systems	X	X	X
4.2.3	Partner with private sector buyers and distributors in development of traceability systems and payment options	X	X	X
4.2.4	Develop training materials on application of traceability systems and payment options	X	X	X
4.2.5	Roll out training to target smallholders		X	X

Output 4.3. Establishment of international buyers' groups for PNG cocoa and palm oil

182. The project will work to support the development of international buyers' groups for cocoa and oil palm in PNG in collaboration with the existing STREIT work program. These PNG cocoa and palm buyer groups will link with global buyers' partnerships supported by UNDP's Green Commodities Programme and delivered through the procurement of one or more consultants/consultancies to manage the operations of the groups. The intention is to appoint consultant(s) who have strong pre-existing relationships with buyers in critical demand markets. This approach will be developed in partnership with other FOLUR programmes in particular those operating in the region (Malaysia and Indonesia) to ensure that relevant buyers are presented with a holistic picture of action through FOLUR and any opportunities for enhanced action are maximised. In addition the approach will also look to link with and work through existing industry groups and coalitions in key demand markets (such as China Sustainable Palm Oil Alliance, European Palm Oil Alliance, Amsterdam Declaration Partnership, India Sustainable Palm Oil Coalition, Southeast Asia Alliance for Sustainable Palm Oil) and global initiatives (such as the Roundtable on Sustainable Palm Oil (RSPO), World Cocoa Foundation (WCF), the Tropical Forest Alliance (TFA), the Consumer Goods Forum (CGF), the World Business Council for Sustainable Development (WBCSD), the Global Agribusiness Alliance).

183. The group will seek to coordinate action and in partnership with actions under the platforms (Output 2.1.) will work to improve facilitation of inward investment from downstream buyers into the target jurisdictional and landscape initiatives across the region (Malaysia, Indonesia, PNG). Consideration of how this approach will be structured in PNG will be further developed through the work of the Platform (Output 2.1.) but may consider approaches to bundled investments within target jurisdictions to allow for development of jurisdictional approaches. Effort will also be made to consider how these types of approaches can also link with other initiatives within the country looking at jurisdictional approaches such as Reduced Emissions from Deforestation and Degradation (REDD+) and biodiversity offsetting programmes. Through such links consideration will be given to linking with other partners on establishing green production jurisdictions that may attract funding from multiple sources as well as being able to access key financial support such as first loss guarantee funds from development partners.

184. This approach is critical in helping to present both options for sustainable investment in agriculture within PNG to international firms and to provide a clear indication to domestic actors that landscape investment is possible and does not have to rely on pre-finance from logging operations and helping to address a key barrier to sustainable agricultural development across the country. For palm oil, the project will build on the work undertaken towards establishing the PNG Palm Oil platform. in 2018 33 key palm oil buyers who have already signed an initial *Statement of Support for the Papua New Guinea Palm Oil Platform* (PNGPOP). Signatories included: 2 Sisters Food Group, ALDI SOUTH Group, Allied Bakeries, ASDA, BakeAway, Bakkavor Group, BBF Limited, Burtons Biscuits, Carrefour, Colgate-Palmolive Company, Co-operative Group, Coop Switzerland, Danone, Finsbury Food Group, Ginsters, Golden Bake, Greencore Group, Group Cemoi, Kao Corporation, Kerry Group, Lidl UK GmbH, Marks & Spencer, Migros, Mondelēz International, Procter & Gamble, Sainsbury's, Samworth Brothers, Speedibake, Symington's, Tangerine Confectionery, Tesco, Unilever, Waitrose. A sub-set of these companies indicated an interest in participating in an International Buyers Group to provide input into the action plans developed through the PNGPOP. The project will seek to set up a similar process for the cocoa sector, engaging key existing buyers (such as Olam) as well as broadening its reach to new firms including those in the Japanese, US and European markets.

185. The project will seek to set up a similar process for the cocoa sector, engaging key existing buyers (such as Olam) as well as broadening its reach to new firms including those in the Japanese, US and European markets.

186. Initial analysis will also be undertaken of the key financial institutions providing capital to existing and potential agricultural projects to identify opportunities for action on working with these partners to target enhanced sustainability criteria and to enhance access to finance for small-holders. The main focus of this work will be with domestic finance providers including the Bank of PNG, the PNG Superannuation Fund, as well as Provincial Investment Funds. This work will be done in partnership with key development finance bodies (e.g. World Bank and ADB) and partner projects (e.g. PACD, and SREIT) as well as buyer companies, many of whom provide financial products to their small-holders. This work will be done in conjunction with other FOLUR projects in the region with a focus on action being taken as part of a regional or global approach.

187. Indicative activities will include:

No.	Activity description	National level	West NB	East NB
4.3.1	Hold regular meetings through the year to provide input into the development of the Action Plans and policies for sustainable cocoa and palm oil (under Output 2.3)	X	X	X
4.3.2	Facilitate technical or financial support from buyers for sector and supply chain development priorities and farmer support priorities (under Outcomes 2 and 3)	X	X	X
4.3.3	Identify market development opportunities for improving market access and commercial terms for sustainably produced cocoa and palm oil from PNG. Action in this area will be particularly relevant for PNG cocoa where current production is not well differentiated with less than 1% of production going to specialty buyers and over 65% going to bulk markets in Asia	X	X	X
4.3.4	Facilitate international buyer support for conservation and restoration activities under Component 3	X	X	X
4.3.5	Support representation of PNG palm oil and cocoa at international forums	X	X	X
4.3.6	Engage with international sustainable palm oil initiatives in key demand country markets, particularly in Europe	X	X	X

Component 3. Conservation and restoration of natural habitats through public-private-community partnerships

Total Cost: **US\$10,511,940**; GEF project grant requested: **US\$2,011,940** Co-financing: **US\$8,500,000**

188. Component 3 focuses on strengthening action on landscape scale restoration of at least 50,000 ha of degraded agriculture and forest lands, while also helping to support action on maintenance of deforestation free supply chains. This will be done by addressing key drivers and barriers including rapid agricultural expansion, weaknesses in the participatory processes for land use planning (particularly within community conservation areas) and helping to address currently limited levels of institutional capacity and collaboration. The component will achieve this through working to strengthen the knowledge and capacity of officers and stakeholders empowered to undertake environmental monitoring and enforcement as well as restoration action through both enhanced skills and provision of supporting across government systems (Outcome 5), as well as working with communities to enhance uptake and effective planning and management of buffer zones (Outcome 6).

189. These initiatives build on existing work undertaken to update and strengthen the Environment Act, in alignment with the forms to the OLPLGs, which provides the legal mechanism and for authority for monitoring and enforcement to be passed to subnational levels as well as the work of GEF-6 CBIT project on developing an approach to a remote deforestation alert system. The current project takes these actions further and builds on baseline investments through CEPA, CCDA and PNGFA and will work to strengthen the institutional linkages between these sectors to ensure that the tools move from a national level reporting mechanism to one that can be implemented at field level and that there are effective institutional relationships in place to integrate action by PNGFA, CEPA and CCDA at the subnational level to provide cost savings and more effective reporting systems.

190. With regard to action under Outcome 6 the project will build on work undertaken through the GEF-4 CbFCCRM project, ongoing initiatives by NGOs as well as commitments by the provincial government to support effective planning

and management of buffer zones in order to increase the capacity of community groups to effectively manage CCA's through capacity building of community groups and strengthening coordination networks as well as formulating, implementing and monitoring management and restoration plans for CCA. With the GEF-4 project having completed, many areas initiated by the project are without external support and will struggle to maintain and further formalize community action while separate initiatives led by NGOs will provide a strong baseline for project action without integration within the FOLUR project, they are liable to remain site specific with limited integration within broader landscape and development planning process or provincial, LLG and ward budget systems, reducing their sustainability as well as security.

Outcome 5: Strengthened governance structures and institutional capacity for integrated action on conservation and restoration of natural habitats

The baseline situation and incremental reasoning for Outcome 5 are summarized below in Table 7:

Table 7. Summary of baseline and incremental reasoning for Outcome 5.

Summary of baseline situation	Incremental reasoning
Output 5.1: Enhanced capacity of provincial officers to take action with regard to environmental issues, including enforcement of environmental legislation, and undertaking of restoration and conservation actions	The process of decentralizing powers for environmental monitoring continues at a slow rate due to limitations in provincial level capacity. The GEF alternative provides targeted incremental support to CEPA in the development and delivery of training to provincial level officers to increase capacity to conduct monitoring and assessment activities. Enhancing the opportunity for decentralization of authority to provincial level and, moving monitoring and enforcement closer to field level activities.
Output 5.2: Establishment of Integrated Environmental Monitoring and Reporting System including remote deforestation monitoring and field verification reporting app	Baseline level environmental monitoring system is developed but remains limited in accuracy and integration with national systems. Significant disconnects remain between field level reporting of environmental infringements, remote detection systems and national level enforcement bodies. The GEF alternative provides targeted and incremental support to further the technical development of remote forest loss detection systems, an integrated field level monitoring and reporting app and drone-based site-specific monitoring systems as well as capacity building to ensure that key actors have capacity to implement them. These elements will be critical in improving detection, reporting and effective enforcement action of infringements in remote field sites as well as greatly strengthening the links between site level action, provincial monitoring and enforcement and national sector agencies.
Output 5.3: Strengthened action on restoration of degraded areas to prevent environmental risks	Action on restoration activities will remain untargeted and adhoc with limited resources or monitoring of performance. The GEF alternative provides targeted and incremental support to enhance understanding of where action on degradation should be targeted as well as building the capacity and financing mechanisms for community based tree planting initiatives helping to not only address degradation but also improve access to timber thus helping to reduce pressure on HCV/HCS forest areas. These actions will be targeted around production landscapes targeted under Component 2 to support regeneration of forest areas as well as increases in on farm tree planting that will help protect water courses and reduce levels of land degradation.

191. The outcome contributes to strengthening action on landscape scale restoration while also helping to support action on maintenance of deforestation free supply chains and ensure landscape-wide improved ecosystem resilience. By working to strengthen the capacity of subnational actors to both monitor and enforce environmental regulations and take action on rehabilitation through capacity building, development and provision of key tools (namely remote monitoring and reporting systems as well as land degradation assessments) it addresses key issues of limited institutional capacity. The focus on interagency collaboration and the operationalization of national policies, legislation and tools at subnational level

the outcome also addresses key issues linked to both vertical and horizontal coordination within government and helps identify innovative and cost-effective mechanisms to deliver results and improve efficiencies. These elements build on existing investments through the GEF6 CBIT project but move them towards implementation at scale within a field setting and through interagency collaboration. Within the context of rehabilitation, the project also builds on research work undertaken through the ACAIR on integration of tree species on farms and small-scale woodlot development but transition these approaches from research into operational models that can be financially self-sustaining.

192. Results expected through achievement of Outcome 5 include:

- An increase in levels of detection, reporting, and enforcement with regard to environmental infringements linked to forest loss and agricultural developments
- An increase in levels of public and private investment in environmental planting and woodlot development

Output 5.1: Enhanced capacity of provincial officers, including female officers to take action with regard to environmental issues, including enforcement of environmental legislation, and undertaking of restoration and conservation actions

193. The key deliverable under this output is - training provision for selected provincial officers to implement Environmental Act 2000.

194. The project will work with CEPA to enhance the capacity of provincial officers to undertake key responsibilities designated from the national to provincial level by CEPA under the Environmental Act 2000. Based on the authorities designated by CEPA, the project will work to develop a core capacity matrix that will be used to first assess levels of provincial and district officer's capacity, and then develop capacity building programmes to support officers to undertake their activities.

195. This localizing of environmental monitoring capacity will significantly strengthen the ability of the PNG government to effectively monitor the application and enforcement of environmental legislation at the subnational level. This will be done through the development and testing of capacity building and early roll out of the approach providing a clear model to its expansion across the country. Monitoring activities will also be supported by the development of new monitoring tools and alert systems developed under Outputs 5.2 and 5.3.

196. Indicative activities will include:

No.	Activity description	National level	West NB	East NB
5.1.1	Develop capacities matrix		X	X
5.1.2	Assess existing government capacities		X	X
5.1.3	Develop training programme		X	X
5.1.4	Early roll out of training and follow up support to provincial and district officers including female representatives and those from land owning communities.		X	X
5.1.5	Conduct post-training survey to measure updates of the training programme by these officers		X	X

Output 5.2: Establishment of Integrated Environmental Monitoring and Reporting System including remote deforestation monitoring and field verification reporting app

197. Under this output, the key deliverable is - development of an integrated system for monitoring environmental infringements linked to development activities with a focus on agriculture driven deforestation activities.

198. The system will link a number of ongoing initiatives and tools that have been developed in PNG to support interagency collaboration and strengthen the capacity of field level officers to rapidly respond to and report on deforestation. The system will be made up of three main elements:

- A remote deforestation monitoring system
- An environmental performance and infringement monitoring and reporting app

- A drone based enhanced monitoring capacity

199. The remote deforestation monitoring system will build on work initiated by the GEF6 CBIT Project to monitor levels of deforestation. The system, currently being developed and based around weekly deforestation alerts from University of Maryland (Global Land Analysis and Discovery (GLAD) Lab, and VIIRS active fires data (VNP14IMG) will be further strengthened and rolled out to ensure its capability and integration with other monitoring tools. Further work will also be undertaken to develop a system that utilizes the information based on PNG country own definitions (forest and land use) with opportunities to leverage work undertaken by FAO to develop the Open Foris SEPAL (System for Earth Observation Data Access, Processing and Analysis for Land Monitoring) tool which FAO is currently developing in collaboration with projects in other countries and the region.

200. This tool will be integrated with an environmental performance and infringement monitoring and reporting app. The app will build on work done in development of a protected areas monitoring app within PNG as well as work done to establish an HCV/ HCS assessment app for smallholders and global tools such as Global Forest Watch's Global Forest Watcher app. It will provide an integrated system to allow field level officers to conduct regular environmental monitoring of both protected areas and development activities and to respond to and verify infringements including those identified through the remote deforestation tool.

201. These tools will also be supported by strengthening of drone-based monitoring activities initiated under GEF4 within New Britain. With remote detection systems reliant on 30x30m resolution they are often unable to effectively detect small-scale gardening activities which are a significant cause of deforestation in PNG and present a specific risk to HCV/HCS areas as farmers encroach in conservation and set aside areas surrounding plantations or into areas designated for conservation. By improving regular drone-based monitoring of high-risk areas it allows for such encroachment to be detected before farms are fully established and difficult to remove as well as providing more detailed imagery for mapping and monitoring purposes. This information will thus be linked into work under other components as well as the national deforestation alert system.

202. Across all areas the project will work to support the technical development of PNG appropriate approaches at national level working closely with CEPA, PNGFA and CCDA in the establishment of interagency collaboration and a cadre of skilled operators able to manage systems as well as developing a comprehensive training programme to ensure that provincial and field level stakeholders and operators are fully conversant with systems and tools and are equipped to manage and maintain them.

203. Indicative activities will include:

No.	Activity description	National level	West NB	East NB
5.2.1	Strengthen operation of real time deforestation monitoring system	X		
5.2.2	Development of field verification app	X		
5.2.3	Integration of drone-based monitoring systems	X	X	X
5.2.4	Early roll out of capacity training and follow up support to provincial and district officers		X	X

Output 5.3: Strengthened action on restoration of degraded areas to prevent environmental risks

204. The project will support actions on agriculture land and forest land restoration across New Britain Island through increasing knowledge on areas of degradation, engaging land owning communities to take action in priority areas and supporting the strengthening and early implementation of models for the enhanced integration of trees within 10,000 ha of agricultural landscapes, through multi-strata agroforest systems to reduce levels of soil and land degradation while also enhancing livelihoods. Additionally, the project will also ensure the designation of 40,000 ha of forest land for natural restoration process. These areas are predominantly the degraded natural forests caused by logging and slash and burn agriculture practices.

205. The key deliverables under this output include:

- Degradation map for New Britain Island developed;

- Identification of restoration areas (10,000 ha within agricultural lands, and 40,000 within forest lands); and
- Development of training materials and provision of training on woodlot development and management.

206. When developing the land degradation map for New Britain Island, the project will combine local knowledge with existing remote sensing and new drone footage, as well as a number of sample plot assessment areas that will also link with information collected through the National Forest Inventory as well as other projects to develop an assessment of land degradation across New Britain Island. This mapping will also be linked with information on projected future environmental and development risks as well as areas for priority environmental services to identify target areas for action. This work will be tightly linked to the assessment and planning work under Outcome 1. Actions to support restoration will be achieved through two main elements:

207. The project will promote participatory engagement and actions by land owning communities to implement the restoration interventions on the selected 10,000 ha agricultural lands. This will be done through working with communities through the participatory mapping processes to identify areas for restoration, and to develop information materials as well as guidance to support communities to take action to restore areas, building on PNGFA's knowledge on approaches to reforestation naturally.

208. Appropriate model(s) for the enhanced integration of trees within production landscapes will also be piloted, building on the work of existing projects to support the enhanced integration of trees within production landscapes. Support to the development of these approaches will focus on supporting an effective operational and technical approach that is able to provide seedlings to communities, support their capacity to plant seedlings and conduct early maintenance and where relevant conduct thinning to ensure that plantings help to provide commercially viable small scale timber products in the short to medium term as well as high quality timber in the long term. This will be relevant for both timber only planting such as teak as well as those that provide additional food crops such as Galip nut.

209. Across both of these approaches a key focus will be on ensuring the full and effective participation of all members of land owning communities including women and vulnerable groups within the community as well as migrant groups to ensure that they are able to effectively engage with restoration activities and are involved in any decision making about areas that should be set aside to regenerate.

210. Indicative activities will include:

No.	Activity description	National level	West NB	East NB
5.3.1	Baseline assessment of land degradation across New Britain		X	X
5.3.2	Identification of restoration areas (10,000 ha within agricultural lands, and 40,000 within forest lands)		X	X
5.3.3	Development of training materials on woodlot development and management		X	X
5.3.4	Establishment of nurseries in target areas		X	X
5.3.5	Training to farmers, including women and other vulnerable groups within communities on woodlot development and forest rehabilitation activities		X	X
5.3.6	Development of business model for small scale woodlot development and ongoing technical support		X	X

Outcome 6. Enhanced uptake and effective planning and management of buffer zones, set aside and restoration actions the target provinces

211. The baseline situation and incremental reasoning for Outcome 6 are summarized below in Table 8:

Table 8. Summary of baseline and incremental reasoning for Outcome 6.

Summary of baseline situation	Incremental reasoning
<i>Output 6.1. Increased capacity of community groups to effectively manage community-based conservation restoration, set aside, buffer and conservation areas through capacity building of community groups, strengthening coordination networks and development of sustainable finance plans</i>	

Community groups working to conserve areas within and at the frontier of production landscapes have limited capacity to undertake management planning or finance restoration or management activities resulting in limited ability to restore and/ avoid conversion of forest lands.	The GEF alternative provides targeted and incremental support to build the capacity of communities in and surrounding productive landscapes targeted by the project to effectively manage community-based set aside and buffer areas as well as finance management activities helping secure areas for future conservation. An enhanced network of community groups provides shared ongoing capacity building and skill sharing helping to address future shortfalls as well as provide a stronger network to address potential threats / support new communities to take action
Output 6.2. Detail management and restoration plans for set aside and buffer areas formulated, implemented and monitored	
Communities seeking to restore, and conserve areas have limited capacity for land use and management planning or integrating these plans into Ward, LLG or district planning process limiting the strength of protection, opportunities for finance and clarity of management.	The GEF alternative provides targeted incremental support to communities to develop land use and management plans based on a combination of traditional and scientific information that are integrated into Ward, LLG and District planning processes and that will work with technical and strategic support to production systems undertaken within Component 2 as well as broader land use planning under Component 1 to establish clear approaches to land management at the local level.

212. The outcome contributes to strengthening action on landscape scale restoration while also helping to support action on maintenance of deforestation free supply chains undertaken within Component 2. By working to strengthen the capacity of community groups to work together and build a collaborative network linked to the management and protection of restoration, buffer and set aside areas (6.1) while also developing land use (6.2) and management and financing plans (6.1) for areas to be set aside for community conservation the project will support action to restore degraded areas as well as to manage agricultural expansion. The work builds on actions initiated under the GEF4 CbFCCRM project which has now been completed and works to further support communities seeking to restore areas as well as effectively balance agricultural expansion and conservation and ensure that initial action is consolidated into long term sustainable approaches to land use management, an element that is at risk with many areas currently needing to operate unsupported for the first time with limited capacity to do so. The project will also work with the existing GEF6 PA financing project to help develop practical models for supporting communities undertaking conservation actions especially at the frontier of agricultural expansion. The current project provides an incremental benefit to the GEF6 baseline investment by providing a significant increase in areas in which financing plans can be developed. With one of the GEF6 pilot areas based within the Kimbe Bay of WNB now there will be significant opportunities for shared learning and cost savings linked to engagement with many of the same stakeholders and provincial planning processes. *Achievement through the outcome will be assessed by an increase in the number of communities engaging in enhanced set aside, buffer zone management and restoration activities.*

Output 6.1: Increased capacity of community groups to effectively manage community-based conservation restoration, set aside, buffer and conservation areas through capacity building of community groups, strengthening coordination networks and development of sustainable finance plans

213. The project will work to strengthen the capacity of target communities across New Britain to effectively manage and develop restoration, set aside, buffer and conservation areas. Targeting of these actions will be based on existing capacity across groups (from the GEF4 CbFCCRM project), intervention targeting under Component 2 as well as maps and information on priority areas developed under both Component 1 and Outcome 5 – specific locations are however yet to be identified. It will also help to strengthen coordination across groups as well as key skills in both group and landscape management. Support will be provided to enhance groups capacity to share skills and experience between areas as well as to manage community-based organizations including finance and record keeping with a particular focus on ensuring full access to training for women and other marginalised groups within society. Training will also be provided to strengthen land use planning and collective decision making within groups as well as on mechanisms to effectively integrate plans into LLG, and district planning processes.

214. Through this process and linked to the development of management and restoration plans for priority areas (under 6.2) the project will support the development of restoration plans. A landscape wide approach will be initially developed in

partnership with the GEF6 Protected Areas Financing project with support then provided to the development of site-specific plans based on their individual needs. Central to this will be ensuring the full recognition of areas within both national systems led by CEPA as well as provincial, district and LLG plans. Links will also be developed based on sustainable agricultural production with high quality land use plans providing a strong supporting link for investment from cocoa firms seeking deforestation free supply chains.

215. Indicative activities will include:

No.	Activity description	National level	West NB	East NB
6.1.1	Network meetings		X	X
6.1.2	Training on financial management		X	X
6.1.3	Training on land use management and planning		X	X
6.1.4	Review of existing financing needs across proposed areas based on management plans		X	X
6.1.5	Review of potential financing sources			
6.1.6	Development of outline financing strategy for CCA's across province and support to development of site-specific financing plans		X	X

Output 6.2. Detail management and restoration plans for set aside and buffer areas formulated, implemented and monitored

216. The project will work with target areas identified through mapping activities in Outcome 5 as well as Component 1 and linked to the 14 existing and proposed conservation areas across New Britain to enhance the understanding of communities of the nature of restoration and SLM approaches and to improve the integration of these approaches into both their existing management and land use plans. The process will focus on five target areas, with other communities learning through participation in training and shared learning process. It will focus on initially increasing community understanding of SLM approaches and how these can be integrated into both production and conservation areas across the landscape within and surrounding the conservation areas to help maintain environmental integrity. Communities will then be supported in developing more detailed land use plans, management and restoration plans will then be developed linked with the SLM and costs and work plans identified.

217. The Project will provide support to networking of conservation area management groups to enable the sharing of ideas, skills and resources were appropriate as well as support to the development of long-term financing strategies (under Output 6.1).

218. Indicative activities will include:

No.	Activity description	National level	West NB	East NB
6.2.1	Training on SLM		X	X
6.2.2	Participatory mapping exercises drawing on and further developing information on land use values developed under 1.3.		X	X
6.2.3	Development of management plan to support land use mapping and plan		X	X
6.2.4	Development of base level monitoring system for plan		X	X
6.2.5	Support to identification of key actions areas within the plan and opportunities for further development		X	X

Component 4: Knowledge management and impact monitoring

Total Cost: US\$6,219,210; GEF project grant requested: US\$1,719,210 Co-financing: US\$4,500,000

219. The Component 4 supports action across all three long-term objectives implemented through one main Outcome. By bringing together a programme of systems leadership, with engagement in the global FOLUR programme and central elements of knowledge management and programme governance, the component will help to address key barriers linked to institutional capacity and coordination as well as knowledge gaps within key stakeholder groups.

220. The system leadership programme will support the establishment of a cadre of leaders within key project intervention areas with these individuals empowered through the training they receive and the ongoing implementation of the project to deliver real change within the institutions and sectors while also catalysing actions by others. These elements will also link closely with engagement of the country project with the broader FOLUR community of practice. A framework within knowledge and skills from the project can be shared with the project also gaining insight and understanding from other country projects as well as global best practice. This inter linkage between global, regional, national and local networks and skills will be critical in supporting the delivery of technical elements of the project and overcoming many of the political, social and institutional barriers that often prevent change.

221. Key knowledge from the project will also be captured through a comprehensive approach to knowledge management and sharing that will also feed into and be part of the monitoring and evaluation, and adaptive management of the Project. This will ensure that the Project gathers and shares lessons systematically and efficiently. Second, it will support adaptive management through monitoring and evaluation of not only project outcomes and outputs, but also impacts. Additionally, the project will encourage collaboration specifically with the regional FOLUR program and create synergies where possible with domestic work programs focusing on land degradation and biodiversity conservation.

Outcome 7: Integrated knowledge management, coordination and collaboration to enhance knowledge of factors to foster lessons learned for replication in other areas

222. The outcome will focus on effectively monitoring the causal pathways of change within the project and supporting management responses to them as well as capturing the lessons learned from this process to share broadly across partner countries. Through engagement across the global FOLUR programme and within tailored capacity building programme, the outcome will also help to strengthen the knowledge base and capacity of key stakeholders to take action in further driving change both within the project time frame and beyond. The baseline situation and incremental reasoning for Outcome 7 are summarized below in Table 9.

Table 9. Summary of baseline and incremental reasoning for Outcome 7.

Summary of baseline situation	Incremental reasoning
Output 7.1: Establishment of a FOLUR community of practice and leadership group with capacity to share knowledge and skills domestically and internationally	PNG continues to take action to address unsustainable agricultural practices but has limited international links or awareness of approaches within different countries, limiting level of impact on global supply chains as well as PNG's capacity to take action. The GEF alternative provides access to the FOLUR Global Platform, led by the World Bank and developed to leverage policies, practices and investments that help to transform commitments into action and improvement on the ground, engaging with both the public and the private sectors, at global, regional and country levels. A systems leadership approach will also be adopted to help create a cadre of domestic leaders able to facilitate and drive transformative change at the local and national level.
Output 7.2: Project implementation coordinated through proactive steering committee functions and inclusive monitoring and evaluation	In PNG, several government agencies, such as CEPA and CCDA, already have experience implementing GEF-financed and other donor projects. Government co-financing has been allocated to support project implementation. The GEF alternative will ensure that the project is effectively managed while also helping to build capacity and levels of coordination across key agencies engaged in project steering committee and other governance functions. The project management unit (PMU) will be embedded into the implementing partner's operations, and the provincial coordinators will be stationed with government counterpart departments.

	The project will contribute to FOLUR programme level M&E through its harmonized results framework and coordinated implementation and reporting procedures.
Output 7.3: Inclusive participation of local communities, including women and indigenous peoples, facilitated through effective implementation of environmental and social management plan	
<p>Local communities are widely socialized to sustainable development principles. Rural communities in the project landscapes are heavily reliant on natural resources for their livelihoods, and there are multiple protected areas among the project landscapes.</p> <p>The awareness and collaborative participation of local communities in development projects have been enhanced through government, donor, private sector and civil society projects and programmes.</p> <p>Gender mainstreaming and inclusion of traditional peoples are well established in legal frameworks and on the ground in the project jurisdictions.</p> <p>More information is provided in Annex 4 (Social and environmental screening procedure), Annex 8 (Stakeholder engagement plan), Annex 8 (Environmental and social management framework) and Annex 9 (Gender analysis and action plan).</p>	<p>Inclusive involvement of women, traditional peoples and local communities is critical in the success of the project. Gender and social inclusion priorities have been integrated into the design of the project interventions; specific activities will be further reviewed as part of the environmental and social management planning process at project inception. The full-time National Technical and Safeguards Officer will work with the landscape level coordinators and contracted specialists to ensure targets associated with inclusion of women and traditional peoples are fulfilled.</p>
Output 7.4: Implementation is monitored and evaluated to assess causal impacts and systemic change	
<p>Often, project monitoring and evaluation is restricted to project outputs, outcomes and objectives. It barely captures the causal impacts of project interventions in the landscapes, nor it measure the systemic change delivered through project interventions.</p>	<p>The GEF alternative will assess the impacts (both intended and unintended) of project interventions, including the magnitude, to determine if project interventions should be continued, halted, or upscaled. The results of impact assessment will inform decision makers, both at the project and programme levels, of appropriate actions (e.g. adaptive management) moving forward.</p>
Output 7.5: Lessons learnt captured, and knowledge products generated and disseminated globally, regionally, nationally and across target provinces and landscapes	
<p>Limited information is shared on success stories of how change has occurred in production systems and where barriers exist to widespread change limits capacity of other communities and stakeholder to take action.</p>	<p>The GEF investment will support data and information collection from landscape-level implementation. These data and information will be used to develop thematic lessons related to project interventions on what have and have not worked in the landscapes. These lessons learned will help inform future project designs and approaches for ensuring sustainable food systems, land use and restoration, as well as to enhance the impact of other or future GEF-funded projects and programmes. These lessons will also be disseminated across FOLUR landscapes and nationally, as well as with FOLUR regional and global practitioners.</p>

Output 7.1: Establishment of a FOLUR community of practice to share knowledge and skills domestically and internationally

223. Key deliverables under this output include the following:

- Participation of relevant FOLUR PNG's representatives in the annual Regional and Global FOLUR platforms;
- Participation of relevant FOLUR PNG's representatives in Green Commodity Programme (GCP)'s Community of Practice;

- Participation of relevant FOLUR PNG's representatives in commodity-based regional-level knowledge exchanges, especially with Indonesia and Malaysia;
- Contribution to the development of the Global FOLUR annual progress reports and M&E reports; and
- Contribution to the development of the Global FOLUR knowledge, technical and policy products
- Systems leadership enabled with the national level champions for rollout in project landscapes with local champions, including representatives of indigenous groups, young farmers and women.

224. As one of FOLUR's 27 child/country projects, the FOLUR-PNG Project will link to the FOLUR Global Platform, led by the World Bank. The Global Platform and its partners will support individual country projects with knowledge, technical assistance and capacity building in promoting sustainable value chains. This platform is organized into 3 pillars:

A – Programme Capacity Strengthening: focusing on providing technical assistance and innovative approaches for country projects to effectively implement the project.

B – Policy and Value Chain Engagement: focusing on engagements with private and public sector actors to achieve sustainable value chains in FOLUR countries.

C – Strategic Knowledge Management and Communications: focusing on knowledge management and exchanges across FOLUR countries and partners.

225. The PNG project will actively participate and contribute to the Global Platform as part of its effort to achieving FOLUR objective at the country-level. In this case, the project will participate in relevant FOLUR global events, as well as in regional engagements and platforms. The project will also contribute to the development of FOLUR annual progress reports, quarterly monitoring and evaluation as well as lessons learned management and dissemination.

226. The project will also support participation of a key cadre of stakeholders to attend a global programme of training focused on supporting system transformation. Participants will gain exposure and training in a comprehensive approach to systems change looking at both personal, organizational and systems elements. Through provision of training linked with the other FOLUR programmes in Indonesia and Malaysia, will develop skills as well as perspective on different approaches. They will then be supported on return and through the project lifetime to integrate this work into their areas of action and to pass on skills and experience to other members of their professional and personal community.

227. Furthermore, the Global FOLUR will develop and provide various policy guidance notes, training materials, capacity building and related technical supports for the country project. Here, FOLUR PNG will utilize these technical exchanges to address various knowledge gaps, especially those related to integrated landscape management, gender mainstreaming, private sector engagement, sustainable production systems and policy formulation. The country project will also gain from similar FOLUR regional exchanges such as with Malaysia and Indonesia in issues related to oil palm and cocoa.

228. In addition, the project will support the development of a cadre of leaders within the two sectors as well as other relevant line agencies and stakeholder groups who will engage in a programme of system leadership training. This training will help support a transformative change in the way these leaders address challenges within the sector and will work on a cumulative basis with those trained within the first year of the project then utilising their skills to engage with others within their areas of work to help lead transformational processes that both address barriers and also build the capacity of their peers, through a supported process. Participants in this programme will be selected through a comprehensive but flexible selection process that will be guided by criteria that ensure the candidates are well placed to support future change. By requiring candidates to apply to the programme it will also help to ensure that they are motivated for and committed to engaging in the programme. In this way the project will not only provide the forum for effective multi-stakeholder engagement but will also build the capacity of key leaders to support those for in driving change.

229. Indicative activities will include:

No.	Activity description	National level	West NB	East NB
7.1.1	Participate in annual Regional and Global FOLUR's conferences	X	X	X
7.1.2	Participate in GCP's conferences	X	X	X

7.1.3	Participate in other relevant knowledge exchange programmes or platforms to disseminate lessons learned from FOLUR-PNG implementation	X	X	X
7.1.4	Contribute to the development of Global FOLUR annual progress reports and quarterly M&E reports	X	X	X
7.1.5	Contribute to the development of Global FOLUR knowledge, technical and policy products	X	X	X
7.1.6	Contribute to commodity-based regional-level knowledge exchanges, especially with Indonesia and Malaysia	X	X	X
7.1.7	Undertake a selection process for systems leadership trainees	X	X	X
7.1.8.	Identify candidates for systems leadership training ensuring equitable representation across genders	X	X	X
7.1.9.	Support ongoing systems leadership training	X	X	X
7.1.10	Deliver first year training through multiple short courses and support ongoing training and support.	X	X	X

Output 7.2: Project implementation coordinated through proactive steering committee functions and inclusive monitoring and evaluation

230. The project will be implemented in accordance with guidance from GEF and UNDP, and in effective partnership with key stakeholders in PNG. A project steering committee will provide guidance on project implementation, which will also be supported through UNDP and GEF guidance documents as well as a technical advisory group. Project progress will also be monitored and evaluated in line with UNDP and GEF M&E policy.

231. Indicative activities will include:

No.	Activity description	National level	West NB	East NB
7.2.1	Organize the project inception workshop, including review of multi-year work plan, project results framework, tracking tools/GEF Core Indicators, stakeholder engagement plan, environmental and social management framework (ESMF), etc.; a record of the inception workshop will be documented in a project inception report.	X		
7.2.2	Organize annual project stakeholder workshops, supported by the Technical Advisory Group, as part of the annual work plan preparation and adaptive management.	X		
7.2.3	Organize project steering committee meetings annually at a minimum.	X		
7.2.4	Carry out a midterm assessment of the GEF core indicators for the project and other results. (see also output 7.3)	X	X	X
7.2.5	Procure and support an independent midterm review of the project, according to UNDP and GEF guidelines.	X	X	X
7.2.6	Carry out an end-of-project assessment of the GEF core indicators for the project and other results	X	X	X
7.2.7	Undertake independent terminal evaluation of the project, according to UNDP and GEF guidelines (see also output 7.3)	X	X	X
7.2.8	Prepare the final report for the project; including the PIR for the last year of implementation, the terminal evaluation report, and the management response to the terminal evaluation report.	X	X	X

Output 7.3: Inclusive participation of local communities, including women and indigenous peoples, facilitated through effective implementation of environmental and social management plan

232. As a GEN-2 marked project, the project will ensure the full and effective participation of local communities, including women and indigenous peoples through the full implementation of an environmental and social management plan. Aligned with UNDP's SES Overarching Policy and Principles, the project will identify potential social and environmental risks and opportunities. Here, the Project will ensure the incorporation of appropriate management and budgetary resources to mitigate and address any identified social and environmental risks.

233. During the project preparation, a Social and Environmental Screening Procedure (SESP) had been undertaken to identify potential social and environmental risks and opportunities associated with the Project. Some categories had been identified as high risk, meaning that there are potential significant adverse risks or impact associated with Project activities. Due to this reason, the Project in the beginning of its implementation will undertake a Social Environmental and Social Impact Assessment (ESIA) and develop an Environmental and Social Management Plan (ESMP).

234. Indicative activities will include:

No.	Activity description	National level	West NB	East NB
7.3.1	Carry out an Environmental and Social Impact Assessment (ESIA) and develop an Environmental and Social Management Plan (ESMP) including review of SESP for any new risks to the project.	X	X	X
7.3.2	Implement the ESMP and monitor potential environmental and social impacts, as well as co-benefits generated through implementation of relevant mitigation measures. In Year 4, social benefits/impacts associated with the project interventions in the target landscapes will be evaluated through a participatory assessment.	X	X	X
7.3.3	Implement the gender action plan.	X	X	X

Output 7.4 Implementation is monitored and evaluated to assess causal impacts and systemic change

235. The key deliverables of this output are:

- An Impact Evaluation Framework developed for FOLUR Project to monitor and evaluate causal impacts and systemic change.
- Monitoring and evaluation of project implementation, including additional report on causal impacts and systemic change brought by the project at the national and sub-national levels.

236. The causal impact evaluation is necessary to assess how FOLUR PNG interventions lead to the expected outcomes and objectives as outlined in the project's theory of change (ToC) or impact pathway. The results will be important to inform decisions if the interventions should (or should not) be continued, expanded or replicated. In general, the impact evaluation design consists of the following elements:⁴⁴⁴⁵

- The evaluation questions
- The theory of cause and effect, which will be accepted as providing sufficient answers to the questions
- Definition of necessary data to examine the theory
- Framework to analyse the data to provide sufficient explanation of performance against the theory.

237. The project may use combined two or more methods when conducting the impact evaluations of the ToC. These methods may include (i) quantitative (i.e. quasi-experimental quantitative method), (ii) qualitative (i.e. General Elimination Methodology, Process Tracing, Contribution Analysis), (iii) participatory method to obtain stakeholder perceptions, or other appropriate methods. In fact, since the project covers multiple sectors and stakeholders, it is recommended that the evaluation uses combined methods. It may be useful to consider a joint-evaluation framework when there are more than one implementing agencies involved in the project.

238. Indicative activities will include:

No.	Activity description	National level	West NB	East NB
7.4.1.	Develop the most appropriate Impact Evaluation Design for FOLUR Project based on the established ToC	X		
7.4.2.	Referring to the ToC, conduct the Evaluability Assessment, which main output is a report detailing the analytical and methodological approach of the impact evaluation	X		

⁴⁴ For more details, see United Nations Evaluation Group's Guidance Document on "Impact Evaluation in UN Agency Evaluation Systems: Guidance on Selection, Planning and Management"

⁴⁵ For more details, see United Nations Evaluation Group's Guidance Document on "Impact Evaluation in UN Agency Evaluation Systems: Guidance on Selection, Planning and Management"

7.4.3.	Finalize the Impact Evaluation framework for FOLUR PNG Project	X		
7.4.4.	Conduct quarterly monitoring and evaluation, as well as impact evaluation of the project, and generate two reports:	X	X	X
7.4.5.	Mandatory quarter M&E reports	X	X	X
7.4.6	Reports on impacts and systemic changes driven by the Project at the national and sub-national levels	X	X	X
7.4.7	Based on these reports, conduct adaptive management where necessary	X	X	X

Output 7.5: Lessons learnt captured, and knowledge products generated and disseminated globally, regionally, nationally and across target provinces and landscapes

239. Under this output, the key deliverables are:

- Develop Knowledge Management and Outreach Strategy and Action Plan
- Data-collection drive for FOLUR PNG in operationalized and maintained;
- Lessons-learned captured across FOLUR interventions and landscapes; and
- Knowledge products for public dissemination including through FOLUR PNG annual workshops.

240. The project will collect data and trends in the project landscapes, as well as capture of lessons learned at the local and national level as well as through engagement with the regional and global FOLUR communities of practice. The project will also develop a range of knowledge products that can be utilized both within project implementation to help inform stakeholders of the opportunities and pathways towards sustainable landscape management and internationally to showcase change and sustainable practices within PNG. These products will be linked closely with the work of the commodity platforms as well as work on development planning to both help inform change domestically and promote PNG products internationally. Additionally, these lessons learned will help inform future project designs and approaches for ensuring sustainable food systems, land use and restoration, as well as to enhance the impact of other or future GEF-funded projects and programmes.

241. All of these lessons-learned reports or products will be disseminated publicly to stakeholders in Papua New Guinea as well as outside the country. Within Papua New Guinea, lessons will be presented through the annual FOLUR-PNG's community of practice (CoP). And at the regional and global levels, these lessons will be disseminated through FOLUR Regional and Global CoPs and exchanges.

242. Indicative activities will include:

No.	Activity description	National level	West NB	East NB
7.5.1	Develop Knowledge Management and Outreach Strategy and Action Plan	X		
7.5.2.	Establish data-collection drive for FOLUR-PNG Project's data saving	X		
7.5.3.	Develop a dedicated website for the project	X		
7.5.4.	Collect all lessons learned information (the national and sub-national levels) across FOLUR interventions and upload them into the drive	X	X	X
7.5.5.	Develop knowledge products around the experiences of promoting sustainable production of commodity/crop, landscape management and restoration	X	X	X
7.5.6.	Disseminate the knowledge products to public	X	X	X
7.5.7.	Convene annual FOLUR-PNG's lessons-learned workshops to disseminate knowledge products and lessons learned	X	X	X

5.2 Partnerships

Government Initiatives:

243. The project's overall design fits directly with the stated objectives of government within both the long-term visions of 2050 and the DSP as well as the most recent MTDP which sets out the goal of 'securing PNG's future through inclusive sustainable economic growth'.

244. CEPA is the Implementing Partner for the project and will align closely with their work to implement the Environment Act, including through the decentralization of authority by virtue of the OPLLGs for its implementation to provincial and local levels, as well as the Protected Areas Policy including support to 'conservation commodities' and strengthening of community engagement in conservation action – these links will also be particularly strong within Component 3 which will be technically coordinated by CEPA. Technical partner for Component 1 will be DLPP for whom a central priority is the implementation of the NSLUP Policy with the DLPP working to develop a government investment proposal for budgets during the project period that will support further action directly linked to the project. Even without this the DLPP has already committed significant resources to the development and consultation of the policy and intendeds to continue this.

245. Technical partner for the work on component 2 will be DAL as the central coordinating agency for agriculture with close engagement with both the Cocoa Board and Oil Palm Industry Cooperation as well as with the Oil Palm Research Association with regard to strengthening of extension services and improving the nature of replanting programmes on smallholder blocks.

246. At the provincial level the governments of ENB and WNB have signed an MoU with CEPA to maintain a commitment to effective environmental management including ensuring the budget is effectively allocated for these activities. Early progress within this has seen the establishment of Environment and Climate Change Divisions within the provincial governments. The MoU is scheduled to be updated in 2021 with both governments already expressing a strong commitment to continue and to further support action in line with the project's objective.

Major Donor Programmes:

247. The project will work closely with a number of other GEF financed projects as well as projects and programmes from other development partners. With information on these projects provided in the table below. Key routes of coordination will be through the project board, the Technical Advisory Group where a number of key projects are represented as well as well as the PMC and the commodity platforms under component 2 where other key donors within the target commodities will also be brought together with, government, private sector and civil society representatives as part of a process to strengthen coordination across actors. These are shown below:

Table 10 Major development partner programmes with which coordination will occur

Project Title: Partnership For Agricultural Commercialization and Diversification (PACD)	Donor: World Bank	Duration: 5 years (2020 – 2025)	Value: USD 40 m
This project builds on the previous World Bank and GoPNG collaboration: The Productive Partnerships in Agriculture Project, furthering its objectives and implementing lessons learned from its duration 2011 – 2019. The objective of the PACD is to increase the productivity and access to markets of target smallholder farmers and small and medium enterprises (SMEs) in selected agricultural value-chains (cocoa, coffee, spices, coconuts and small livestock). The project will be delivered through five components: Institutional Capacity Building, Agriculture Feeder Roads, Productive Partnerships, Project Management and Monitoring and Evaluation, and Contingency Emergency Response.			
Links with FOLUR project: Common objectives include improving governance and frameworks (ex. Output 1.1 for land use planning policy), strengthening sectoral collaboration (Outcome 2), and strengthening the value chain for agricultural production (Outcome 4).			

Project Title: Pacific Horticultural and Agricultural Market Access Programme or PHAMA+		
Donor: DFAT	Duration: 4 years 2018 - 2022	Value: AUD 36 million
PNG is a core area of focus for the Australian Department of Foreign Affairs and Trade's multi-country PHAMA Plus project, which expands on the initial PHAMA project that began in 2011. PHAMA+ aims to reach 200,000 households across the Pacific Islands. The focus is on commercial, export-oriented and inclusive investment with underlying objectives to improve market access and livelihoods for smallholders by private sector-led market interventions, increased emphasis on export commodity quality and productivity to enhance supply chain reliability, discrete, multi-year, export market interventions, and monitoring and results measurement to inform policy dialogue and diplomacy by DFAT. The PHAMA Plus project is also integrated with the PACER Plus trade agreement.		
Links with FOLUR project: Common objectives include smallholder market access and improving PNG's capacity to export agricultural commodities, consistent with Outputs 2, 3, and 4 of the present project.		
Project Title: Maket Bilong Vilis Fama (Markets for Village Farmers)(MVF)		
Donor: IFAD	Duration: 6 years (2017 – 2023)	Value: USD 50.26 million
The MVF Project aims to improve the livelihoods of village farming households in East New Britain, Marobe Province, Jiwaka, Eastern Highlands, and Simbu. This project, which is primarily financed by IFAD with support from GoPNG and other financial institutions, will transition smallholders from semi-subsistence agriculture models to market-oriented production. The project will have three primary components: establishing inclusive business partnerships by bringing smallholders and buyers together across the fresh produce and galip nut supply chain, by investment in a Supportive Value Chain through improvement of market access infrastructure (ex. feeder roads) and financial services for smallholders, and by facilitating Collective Governance and Project Management through promotion of a favourable policy and institutional environment to support supply chain development. The project will link village farmers and buyers to benefit 23,500 households across target areas and focus on outreach to improve smallholder business and extension education.		
Links with FOLUR project: Common objectives of using agricultural supply chains (Outcome 4) to improve smallholder livelihoods and to better market access for these smallholders (Outcome 3), particularly by infrastructure improvement projects.		
Project Title: Sustainable Finance of Papua New Guinea's Protected Area Network		
Donor: GEF	Duration: 3 years (2016 – 2019)	Value: USD 61.97 million (\$11.3 GEF trust fund)
The objectives of this project are to reduce the funding gap for PNG's protected areas in order to improve their management effectiveness and livelihoods of their communal landowners. This involves development of the enabling conditions to improve the financial sustainability of the protected area system, establishment and implementation of funding for a Biodiversity Trust Fund, and strengthening of the management capacity and financial sustainability of individual protected areas. The project aims to improve 1,897,595 hectares of land and seascapes in PNG and to maintain the biodiversity and ecosystem services that it provides.		
Links with FOLUR project: This project links to the current project through sustainable land use to facilitate biodiversity and regulations that facilitate land management for both agricultural productivity and biodiversity (Outcome 1).		
Project Title: Strengthening capacity in the agricultural and land-use sectors for enhanced transparency in implementation and monitoring of Papua New Guinea's Nationally Determined Contribution (NDC)		
Donor: GEF	Duration: 2 years (2018 – 2019)	Value: USD 3.5 million (USD 0.86m GEF Trust fund)
By 2020 PNG is preparing reports to the UNFCCC under the Paris Agreement Enhanced Transparency Framework (ETF) with strengthened agriculture and land use sector components including inventories of emissions by sources and sinks, and information necessary to track progress against priority actions identified in PNG's NDC. This project has three major components, which are enhancing institutional arrangements to coordinate preparation of ETF reports for agriculture, land use and other relevant sectors, strengthening the capacity to assess and report emissions and removals from the agriculture and land use sectors and to design and monitor related emission reduction activities, and strengthening the capacity to monitor and report adaptation activities in the agriculture and land use sectors.		
Links with FOLUR project: Output 1.3 considers land use costs and benefits, including future land use scenarios, which are considered in the NDCs, for instance, optimal land use planning to reduce deforestation and comply with NDC targets.		
Project Title: Strengthening Integrated Sustainable Landscape Management in Enga Province Papua New Guinea		

Donor: EU	Duration: 5 years (2019 – 2024)	Value: EUR 5 million
Overview of Project: The objective of this project is to increase sustainable and inclusive economic development of the Enga Province through improved climate change mitigation and adaptation, strengthened food and nutrition security and improved biodiversity and land conservation. This will be achieved through the development and delivery of an innovative approaches to rural development that integrates sustainable land use and development planning within provincial and district development planning.		
Links with FOLUR project: The project has close linkages in the developed of integrated land use and development planning approaches and the development of environmentally sustainable commodities.		
Project Title: Support to Rural Entrepreneurship, Investment and Trade in Papua New Guinea (STREIT PNG)		
Donor: EU	Duration: 5 years (2019 – 2024)	Value: €82 million
This project aims to support and strengthen sustainable agricultural value chains with emphasis on climate change and benefits for rural women and youth by improving sustainable and inclusive economic development and ensuring job creation. The project aims to sustainably increase production of cocoa, vanilla and fisheries. The EU has funded the bulk of this project but also engaged several PNG Government Departments as well as the Cocoa Board, National Fisheries Authorities, and provincial and local authorities.		
Links with FOLUR project: This project demonstrates the importance of engaging commodity boards, which is consistent with methods in the currently proposed project. Additionally, focusing on value chains for cocoa smallholders is also consistent with Outcomes 2, 3, and 4 herein.		

Project Title: Papua New Guinea Biodiversity Programme		
Donor: USAID	Duration: 5 years (2020 – 2025)	Value: USD 19 million (USAID)
Overview of Project:		
This project aims to curb unsustainable natural resource use and damage to terrestrial and marine ecosystems through ecological and local governance capacity assessments that will inform community engagement. It has a three-pronged approach: to strengthen national and provincial level governments to better manage conservation areas, to strengthen capacity and coordination at the provincial-level and build linkages to the National Coordinating Committee, and to strengthen coordination through the Provincial Development Planning Process. The PNG Biodiversity Programme will particularly focus on women and conservation; it will address women's under-representation in the workforce through leading male-oriented gender training and partner with conservation organisations that have robust backgrounds in implementing conservation programmes (The Nature Conservancy, the Wildlife Conservation Society, and the Woodland Park Zoo - Tree Kangaroo Conservation Programme).		
Links with FOLUR project:		
This programme demonstrates exemplary methodology in forging partnerships with established organizations to optimize impact, just as the GEF-7 project aims to do. Optimal land management to minimise biodiversity loss is apparent both in the PNG Biodiversity Programme and in the currently proposed project's first output.		
Project Title: Integrated land management, restoration of degraded landscapes and natural capital assessment in the mountains of Papua New Guinea		
Donor: GEF	Duration: 3 years (2022 – 2025)	Value: USD 20.5 million
Overview of Project:		
Introduction of innovative sustainable forest and land management practices and valuation of natural capital to support land use planning, biodiversity conservation and land degradation neutrality in the mountains of Papua New Guinea. The project is composed of three main components: Enabling environment to support the flow of ecosystem goods and services and achieve land degradation neutrality (LDN), Natural capital valuation and implementation of sustainable land and forest management (SLM/SFM) practices in mountain landscapes of the Southern Highlands and Hela Provinces, and Knowledge management, monitoring and evaluation, awareness raising and training.		
Links with FOLUR project:		
This programme links with the FOLUR impact program with common goals of facilitating biodiversity conservation through support of ecosystem services as well as reducing.		
Project Title: Enabling sustainable production landscapes in Eastern Highlands and Western Highlands Provinces for Biodiversity, Human Livelihoods and Well-being		
Donor: GEF	Duration: 4 years (2022 – 2026)	Value: USD 6.4 million
Overview of Project:		
The project is based around four components namely:		
<u>Component 1</u> - Improving spatial data and strengthening integrated land use planning, coordination and management <u>Component 2</u> : Scaling up landscape-level action for integrated conservation & sustainable supply chain development <u>Component 3</u> : Strengthening the enabling environment and governance structures for integrated landscape/land use planning, coordination and management <u>Component 4</u> : Effective knowledge management, monitoring and evaluation		
Links with FOLUR project:		
This programme links with the FOLUR impact program with its focus on integrated land use planning and management and support to strengthening of this system to better relate to goals of conservation and sustainable land management. There are strong synergies in project design through a focus on enhanced land use planning and integrated land management with opportunities for the project to link with efforts at national reforms on land use planning as well as possible testing of approaches.		

Civil Society and Research:

248. The project fully recognizes the essential role that civil society play in mobilizing communities and working with partners in government to help provide input into policies and procedures as well as support the development of initiatives at the community level. Within the context of the current project a number of civil society groups have been very active in the development and integration of land use planning and conservation initiatives. The project will work to maintain, strengthen and further grow UNDP and CEPA's existing partnerships within these areas as well as strengthen links between these groups and other key agencies at national and provincial level. Key organisations include (further information on their work is included within the Landscape profile in Annex 12a and detailed in Table 13).

249. *Live and Learn* – the organization has been active in WNB for a number of years working within the Via River Catchment (which falls mainly in Kandrian District with some in Talasea district) and have supported the development of community-based land use plans across the area. The organisation is currently seeking support through a number of

development partners to maintain their engagement within the area including support to the development of sustainable cocoa production and improved market access for communities within the area.

250. *FORCERT* – the organization has worked extensively in New Britain and nationally on sustainable development activities with a focus on community level engagement and the sustainable management and conservation of forest areas. The organisation has worked extensively with communities within the Tavolo ward in Pomio District including development of participatory land use plans within the area.

251. *ACAIR* under the Australian Department of Foreign Affairs and Trade, researches scientific solutions to agricultural problems in developing countries. The centre is engaged in a number of projects across PNG and has been working in New Britain to identify models for improved integration of teak and sandalwood within smallholder production systems

252. *CSIRO* – CSIRO developed the LVIS (Environmental Values Information System) tool, which maps values across the land and sea in New Britain/Bismarck Sea on a QGIS portal. The tool while developed was not fully integrated into development or land use planning processes across the provinces.

253. *The Nature Conservancy (TNC)* – were engaged in undertaking a Ridge to Reef based assessment and initial land use mapping process across the New Britain island.

254. *UNRE* – the university based in East New Britain has been involved in supporting action on land use planning as well as development of training and extension materials for cocoa.

255. *OISCA* – the NGO has been engaged in supporting community livelihood projects and has supported bespoke cocoa deals with Japanese importers and has also been trialling innovative approaches to wood lot development through ongoing provision of technical and operational support to communities in return for a share of timber revenues.

256. *Wide Bay Conservation Groups* – they have strong community relations and sustainability programmes in East Pomio LLG, Pomio District with potential to learn lessons and scale to other LLGs/Districts

Private Sector:

257. The project recognizes the critical role that private sector has in terms of the sustainability and broader impact of the project. At the national and provincial level UNDP through its work under the FCPF programme has already developed strong working relationships with the two major oil palm producing firms, NBPOL and Hargy Ltd who are both committing to co-financing the current project. Initial engagement with Tzen Nugini and Gilford has also been initiated during the PPG phase with targets to increase their engagement within the project during implementation.

258. Within the cocoa sector the project has already established strong links with Outspan (a subsidiary of Olam International) and Agmark who together account for almost all cocoa exports from New Britain and over who are responsible for over 60% of national exports. It will also continue to work closely with other buyers through the Cocoa Platform as well as through outreach (particularly youth, women and disadvantaged peoples) and assessment work including the multiple cooperatives across New Britain. The project will also seek to strengthen engagement with global firms, through the global buyers groups to impact the way cocoa is sourced and the ways that these approaches can link with action within PNG.

259. Within this context key private sector groups are seen as critical stakeholders that will be fully engaged with the project and through engagement within the relevant platforms as well as technical activities will help to establish, with government and other stakeholders a shared vision for the two sectors as well as the policy and operational environments to achieve this. This will include engagement of stakeholder groups in the consultation period of the project, with women's groups and younger generations of farmers being invited to engage in targeted consultations.

260. At the global scale the project will also work through the FOLUR Global Platform and buyers groups to establish stronger links with key palm oil and cocoa buyers to strengthen their engagement in PNG as a key element of incentivizing action on sustainable supply chains.

5.3 Risks to project success and social/environmental safeguards

261. *Risks to project success and mitigation measures* - As per standard UNDP requirements, the National Technical and Safeguards Officer 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 GEF in the annual PIR.

262. An assessment of potential project risks was carried out through the PPG phase and is included within the SESP and [Annex 5](#). The combined assessments identified 30 risks with the SESPR identifying 17 (breakdown in section below) and the Risk assessment identifying 13 principle risks of which 8 were High, 17 were Moderate and 5 were Low with the below table summarizing the identified substantial/high risks per the UNDP Risk Register and SESPR and the identified response to these. Additional COVID-19 risks and climate risks are assessed in supplementary annexes of this document.

Table 11. Summary of High Risks and Mitigation Measures.

Description	Type	Impact & Probability	Mitigation Measures	Owner
General Risks				
Risk 1: The government does not allocate adequate resources (both human and financial) in response to the result from the project's incremental processes and impacts. This project will build capacity of government agencies, hence will demand a higher (or additive) level of resource allocation from the government during and following the project implementation.	Financial, Organizational	P=4 I=3 High	<p>The project will strive to strengthen approaches to sustainable land use and development planning as well as support to conservation and restoration as well as sustainable agricultural development. Many of these elements will require future budgetary commitments from government to support action and sustainability of approaches.</p> <p>Mainstreamed within the project design is work on financial sustainability mechanism and incentive systems for almost all elements of the project from land use planning (and performance monitoring) to extension service provision and community conservation area management. Within these approaches the project is targeting initiatives to support access to new streams of finance (for example carbon finance), sustainable funds under development (e.g. the conservation trust fund being developed through GEF6) or cost neutral finance linked to the reallocation of resources or removal of subsidies from activities that go against the project's objectives. In this way the project design seeks to mitigate a significant element of the project risk.</p> <p>In addition, the project has a targeted approach to multi-stakeholder engagement that is intended to help adoption of shared approaches to change and development within the different action areas. Through this process it is expected that additional financial commitments and approaches can be mobilized through shared understanding of their need as well as pressure from key drivers of economic growth as well as citizens who elect decision makers.</p>	GoPNG, UNDP-CO
Risk 2: Limited institutional capacity, mandate, and ownership. 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.	Organizational, Political	P=4 I=3 High	<p>UNDP has policies and procedures relating to its National Implementation Modality (NIM) 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>	UNDP-CO, DAL,

If proposed policy reforms are not instituted within the project lifespan, some of the momentum gained could be lost when GEF funding ceases.				
Risk 11: Delays to project implementation and systemic de-prioritisation of the present project associated with challenges due to the COVID-19 pandemic, which coincided with the project preparation phase.	Operational	P = 4 I = 4 High	<p>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 and varied challenges. Through a strong central management framework, the project will have the capacity to respond to both operational variations and the needs to key target beneficiaries should this be required. Measures including adoption of clauses within contracted assignments to address potential travel delays and cancellations will also help to maintain the project's capacity to respond to changes as required.</p> <p>Many elements of the project linked to improved agricultural production and productivity as well as strengthened value chains and linkages with international markets which remain highly relevant within the context of the pandemic's impact including uncertain market demand and price variations, with improved relationships with buyers and increased yield per unit areas helping to support the resilience of the supply chain. In addition extension support while targeted through oil palm and cocoa supply chains is also focused on hybrid livelihoods with support to development of subsistence agricultural systems within the commercial landscape to ensure that communities and households have increased resilience to shocks within commercial supply chains be it plant diseases, climatic or market driven.</p> <p>In addition, elements of the project (such as work on policy and regulatory reform) can be initiated and developed during periods where travel or field level operations may be more challenging. The close links between project and key private sector operators also provide opportunities for activities to be mainstreamed into their core operations reducing the need for additional staff travel.</p>	GoPNG, UNDP-CO
Social and Environmental Risks				
Risk 1: Indigenous peoples are present in the Project area and the Project is located on lands and territories claimed by indigenous peoples. There is a risk that an absence of culturally-appropriate consultations will lead to project activities being instigated without securing Free, Prior,		I = 4 P = 3 High	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 7). Initial FPIC, consultations have taken place and will be ongoing throughout project	UNDP CO and PMU

Informed Consent (FPIC) of local indigenous communities. SES Standard 6 q. 1-7, 9.			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.	
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.		I =3 P =2 Moderate	<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 impacts are appropriately managed.</p> <p>This SES will be revised based on further assessments and on information/details gathered during project implementation. Revisions to the SES will inform the ESMP and IPPs over the course of the project.</p>	PMU
Risk 3: Loss of access to natural resources Improved enforcement of landscape protections and new approaches to land management could result in changes to current access to resources. Principle 1, q.2, Standard 1, q.1., Standard 6, q.3.		I = 3 P = 2 Moderate	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.	PMU
Risk 4: “Elite Capture” could result in a failure of vulnerable groups to benefit from the project. The Project could have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups. Principle 1, q4.		I = 4 P = 4 High	The ESIA, which will assess potential downstream impacts in this SES (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.	UNDP CO & PMU

Risk 5: That rights-holders do not have the capacity to claim their rights. Principle 1, q6.		I=3 P=3 Moderate	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.	UNDP CO and PMU
Risk 6: Low participation rates among smallholders. Principle 1, q4.		I=3 P=3 Moderate	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.	PMU
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. Principle 1, q8.		I = 4 P=2 Moderate	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.	UNDP CO & PMU
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. Principle 2, q2, q4		I=3 P=3 Moderate	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.	UNDP CO & PMU
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. Standard 3, q8.		I=3 P=2 Moderate	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.	PMU
Risk 10: Cultural Heritage Potential for adverse impact on sites, structures, or objects with historical, cultural, artistic, traditional or religious values. Standard 4, q.1, Standard 6, q.9		I=3 P=1 Low		PMU

Risk 11: Loss of intangible forms of culture, such as knowledge, innovations, practices. Standard 4, q1, Standard 6, q.9.		I=3 P=1 Low		PMU
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. Standard 1: q1, 2, 3, 5, 6		I=3 P=3 Moderate	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.	UNDP CO, PB & PMU
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). Standard 7, q.1		I = 3 P = 2 Moderate	The project design will include appropriate safeguards, including training and monitoring, based on the ESIA and covered in the ESMP.	UNDP CO & PMU
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. Standard 3: q7; Standard 7: q3, q4		I = 3 P = 4 Moderate	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 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.	UNDP CO
Risk 15: Project activities and outcomes will be vulnerable to the potential impacts of climate change. Standard 2, q2; Standard 3, q5 (see Annex 20 for further information on key risk areas)		I = 3 P = 5 High	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, agro ecology and nature-based solutions.	UNDP CO & PMU
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. Standard 1, q11.		I=4 P=2 Moderate	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 with a focus on HCV or HCS land, and improving resources and systems.	UNDP CO & PMU

<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. (Further information is provided in 19 COVID 19 Analysis)</p>	<p>I=4 P=4 High</p>	<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> <ul style="list-style-type: none"> ● 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 <p>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.</p> <p>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> <p>To mitigate this risk, the project will organise virtual meetings/events at the national and sub-national levels to boost implementation of the project activities.</p>	<p>UNDP CO & PMU</p>
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263. 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 16 risks for this project that could have potential negative impacts in the absence of safeguards. Two of these risks were rated as Low, 11 as Moderate and three 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
264. Full details on the risks and categorizations is contained in the SESP assessment, which is attached as [Annex 4](#)
265. 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.
266. 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.
267. 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. Upon appropriate assessment of possible sites within the target areas during the inception stage of the project, 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.
268. Further information on these is provided within the ESMF, which is included in [Annex 8](#).
- ## 5.4 Stakeholder engagement
269. The project was developed through an extensive process of stakeholder engagement and consultation that has been both critical in informing project design and also instrumental to building stakeholder interest in and commitment to the project’s objective. A full breakdown of consultation events held with key stakeholders engaged within the design process is included in [Annex 7](#) but a summary of these is included in Table below.
270. As elements of the project activities (particularly with regard to Component 1 and 3 – as noted below) will directly impact customary lands. The process of engagement was seen as part of an ongoing process that will enable communities to provide FPIC on specific project activities within their locations as well as broader policy elements of the project. Thus, while the specific requirements for FPIC will only be fully defined within the IP plan that will be developed during the inception phase of the project as noted within section 3.2. above the existing process has worked to ensure the full and effective participation of land-owning communities within the project development process.
271. During the initial field missions as well as workshops, key representatives of land-owning communities were engaged and provided with information on proposed project activities in advance, with some targeted discussions also occurring in Tok Pisin to enable full understanding of project elements.
272. This process of engagement, information provision and consultation occurred over 6 months with participants in the final validation workshop, which included those representatives from land owning communities asked whether or not they consented to the project design.

Table 12: Consultation Events in Project Development

Date	Activity	Location	Remarks
16 Oct – 5 th November 2019	Target agency consultation meetings	Port Moresby	Series of one to one (PPG team to Gov agency) meetings to introduce the GEF 7 FOLUR Impact project to core national government agencies and gain initial feedback on design and key areas of interest from agencies. Meetings held with: DLPP, CCDA, PNGFA, DNPM, DAL, CEPA, DPLLGA.
21 Oct – 02 Nov 2019	Two field missions and consultations in East and West New Britain Provinces	Kokopo, ENB and Kimbe, WNB	Field visits and consultations with local government officials and key sectors, private sector and civil society organisations NGOs to introduce the GEF 7 FOLUR project and identify issues, challenges and areas of collaboration in both target provinces
13 Nov 2019	Sub-national design workshop	Kokopo, East New Britain Province	Presentation of project components to ENB provincial stakeholders during one-day inception workshop
15 Nov 2019	Sub-national design workshop	Kimbe, West New Britain Province	Presentation of project components to WNB provincial stakeholders during one-day inception workshop
24 Nov – 7 Dec 2019	Follow-up field mission to gather data and information	Kokopo, ENB & Kimbe, WNB	Follow-up field visits were made to meet one-to-one with target stakeholders and gather data/information on key project components and outcomes
11 Dec 2019	National design workshop	Laguna Hotel, Port Moresby	Presentation of project components to national stakeholders during one-day inception workshop
25-26 Feb 2020	Lock-in session with key CEPA officials	Sogeri Lodge, Central Province	This lock-in session was aimed at reviewing and addressing core project issues, ensure ownership and facilitation of CEPA and to prepare for upcoming validation workshop
11 Mar 2020	Validation workshop	Kokopo, East New Britain	Final reviews, comments and feedback on the GEF 7 FOLUR project for validation by sub-national stakeholders. Key officials from West New Britain were flown across to participate at the workshop in addition to END stakeholders

273. Central within the design of the project is the importance of full and effective stakeholder engagement with the project's own theory of change noting that, conflicting policies and action across government and stakeholder groups

combined with limited engagement of stakeholders in decision making are two underlying barriers to effectively achieving the project objectives. As such multi-stakeholder engagement is central to the project design and implementation with the GEF guiding principles of stakeholder engagement mainstreamed throughout. A comprehensive stakeholder engagement assessment and action plan has also been developed as part of the PPG phase and included in **Annex 7** with the project also utilizing assessment work carried out through GEF4, the Coral Triangle Initiative (an assessment of multi-stakeholder decision making in New Britain) and stakeholder mapping undertaken by FCPF linked to REDD+ engagement across the island. The below provides a short summary of some key elements of this.

274. The project is structured to ensure broad and representative stakeholder engagement within all events and as well as decision making structures and will incorporate a structured approach to FPIC that will be developed through the development of an IP Plan within the inception period or early part of project implementation. Engagement of stakeholders in the project occurs at a number of levels and will include across all elements a focus on ensuring balanced and equitable participation including of gender, stakeholder groups and representatives of land-owning communities.

275. The private sector within the cocoa and oil palm sectors in particular also represents a key stakeholder group. Actors in the key targets sectors will be actively engaged through specific forums established and operationalized under Component 2 in particular the palm oil and cocoa platforms.

276. The project governance structure includes a multi-stakeholder board that will provide oversight of the project and ensure that different perspectives and approaches are represented in the decision making. At the component level, the project will focus on the use where possible of existing structures and coordination forums, working with these groups to strengthen levels of effective multi-stakeholder engagement, to help ensure the sustainability of impacts.

277. Under **Component 1**, the project stakeholder engagement and dialogue will be led through the establishment and strengthening of the multi-stakeholder National Sustainable Land Use Planning coordination committee, which will provide a central hub for stakeholder engagement and dialogue at the national level. The committee will also be supported by technical working group that will address specific issues with the project focusing initially on a technical committee linked to development of the national land use planning information system and tools under outcome 2 as well as technical committees looking at the integration of subnational planning frameworks and one on national policy coordination. These processes will be supported by a number of workshops and consultation events, which will allow a range of stakeholders to engage in the process and provide comments and inputs.

278. At the subnational level, the project will work closely with the Provincial Lands Board as well as multi-stakeholder planning committees within provincial government and district, LLG and ward governments to develop a clear multi-stakeholder process for planning. It will also work to support communities and NGOs already engaged in land management and zoning practices to ensure that their knowledge and experience is incorporated both within national systems and integrated within local planning processes. This will be supported by focused on consultation events at the different levels to ensure the full and effective participation of land-owning communities with a comprehensive approach to FPIC developed through the IP Plan during project inception period.

279. Under **Component 2** engagement will be led through the establishment and strengthening of the Palm Oil and Cocoa Platforms. As key multi-sectoral and stakeholder bodies at the national level, these platforms will play a critical role in coordinating engagement, especially with the private sectors as well as providing a central focal point for different workstreams and activities under different outputs to be addressed and reviewed. The platforms will be based out of DAL's Special Project Division but will include key representatives from across government, private sector, and civil society. These structures will also be linked with subnational engagement platforms based out of the provincial agricultural divisions that will provide opportunities to bring together key stakeholders to discuss approaches to palm oil and cocoa development at the provincial level as well as how these link with provincial, district and local level development plans through coordination with provincial development planning committees.

280. Specific working groups will also be established to address key technical issues linked to policy reform, agricultural extension services, business capacity, and traceability systems, with these structures complimented by multi-stakeholder workshops and consultation events to help gain broader engagement and participation from a range of stakeholders. The project will also work closely with existing structures for engagement and stakeholder organisation including producer groups within different land-scape areas.

281. Under **Component 3**, the project will work with a full range of stakeholders at the provincial levels and national levels. Work under Outcome 5 will focus on bringing together a range of stakeholders at provincial and national level,

including representatives of CEPA, PNGFA, CCDA and others to identify how monitoring and enforcement processes can be strengthened as well as working closely with private sector and communities to ensure that monitoring processes are effective and equitable in the way that they are implemented. Technical working groups linked to training of provincial officers and development of monitoring systems will be combined with broader stakeholder consultations the process of designation of authority for environmental monitoring to provincial levels. Work on community conservation areas will build on existing community groups engaged in conservation and land management with the development of a network of groups helping to establish a forum for dialogue and engagement across groups as well as facilitating engagement between groups and other key stakeholder bodies within government and private sector.

282. Under component 4, the project will establish both a fully participatory governance framework lead by the project board and fully implemented through the PMU. Technical support through targeted consultancies and the Green Commodities programme with further support in multi-stakeholder design and implementation of key activities while participation in leadership training and the FOLUR platform at the regional and PNG work program level will strengthen cross agency and sector linkages with participants also carefully selected to ensure representation.

Private Sector Engagement

283. Effective engagement with the private sector is central to the implementation of the proposed project and is central to the project theory of change with the need for private sector actors to be fully engaged as drivers of change who not only respond to changes in operational environment but also drive change through demanding increased levels of sustainability and supporting producers to achieve it helping to guide production systems and support their development.

284. In recognition of the importance of the private sector representatives will be invited to attend the project board as observers to ensure they have clear awareness of project decision-making while having the capacity to directly input into and guide the design, development and implementation of project activities through engagement within the cocoa and palm oil 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.

285. Within the oil palm sector, the project will work through the creation of the PNG Palm Oil Platform towards the establishment of an effective policy for palm oil and palm oil development in PNG (Outcome 2). This process will involve the full and effective participation of key private sector actors to provide a clear vision of how they see markets evolving and the operations extensive engagement with private sector both those companies that are RSPO certified and those not certified, with key companies, NBPOL and HOPL (who account for 90% of PNG palm oil production) already engaged in the platform development process is it anticipated that they will play a central role within the process of developing and revising a palm oil action plan and subsequent supporting legislation as well as contributing finance to support the long term sustainability of the platform..

286. These companies will also play a key role within the revision of extension support systems with HOPL already undertaking a trial of privatized extension services that can be utilized as a case study for further revisions to the system. It is also anticipated that agreements will be signed with these companies to support the testing of revised extension materials and support services for smallholders with the companies providing staff and operational resources to support this testing. Following this testing phase it is expected that the system will be formalised and expanded to allowing for ongoing provision of extension support to farmers with finance from private sector groups. In addition to this work with domestic finance institutions and existing tax schemes through the project will seek to improve the quality and nature of financial support available to small-holders who are adopting sustainable practices.

287. Similarly, the project will work closely with private sector groups within the cocoa sector through the Cocoa Platform on the revision of cocoa policy and action plans (Outcome 2) with private sector groups also providing financial and operational support to the long-term running of the platform. The projects will work closely with private sector on the development and revision of approaches to delivery of extension services and extension materials with the project working closely with firms to identify how company specific support and the broader extension system can work effectively together. Within this context firms will work with the project to help trial extension materials providing both operational support and engaging their technical officers within this process (Outcome 3). As with the oil palm sector following this testing phase it is expected that the system will be formalised and expanded to allowing for ongoing provision of extension support to farmers with finance from private sector groups. In addition to this work with domestic finance institutions and existing tax schemes through the project will seek to improve the quality and nature of financial support available to small-holders who are adopting sustainable practices.

288. The project will also work closely with firms on market development with work through the global platform engaging key firms such as Olam International, while also providing opportunities for domestic companies such as Agmark to enhance their understanding of and profile within international markets as part of a process to broaden the market for PNG cocoa (Outcome 4). The project has already developed effective operating relationships with the two largest cocoa aggregators in PNG (accounting for over 90% of production), Outspan (a subsidiary of Olam International) and Agmark Ltd at the landscape and national level as well as the two largest cocoa aggregators and exporters with all four companies committing to provide co-finance for the project.

Youth

289. PNG in general and the specifically the target landscapes have an extremely young demographic with over 35% of the population under the age of 15. As such the project will work to ensure that considerations of youth are mainstreamed through the project activities including ensuring the full participation of youth in activities and identifying the potential role that youth will play in the changing landscapes of PNG and thus what information and types of engagement are key to supporting positive change.

Customary Landowners and Local Community Engagement

290. In PNG, 97% of the land is under customary/traditional ownership by virtue of sovereign rights guaranteed to all Papua New Guineans at Independence⁴⁶ by the drafters of the Constitution and the traditional customs and practices of the people of PNG also recognized within section 45 of the Constitution. The term Indigenous People is thus not widely used with a focus more on customary land-owning communities but PNG has ratified UNDRIP / ILO169 and it is considered that land owning communities should be classified as indigenous peoples. The project will have direct engagement with these groups in all elements of project implementation.

291. The rights of these communities is protected through the National Constitution, Section 53, which recognizes the right of landowners to not be unjustly deprived of their land and the need to respect that right especially in light of relevant international conventions.⁴⁷ The Land Act 1996 also provides the process for acquiring Land for development purposes, which requires the use of FPIC, where compulsory acquisition takes place.⁴⁸

292. The process of FPIC is also recognized and respected in Acts of Parliament such as the Forestry Act 1991,⁴⁹ the Oil & Gas Act 1998⁵⁰, the Fauna (Protection and Control) Act⁵¹ and the Climate Change Management Act 2015⁵² in relation to the development or protection of natural resources and environmental projects.

293. The Fauna (Protection and Control) Act also covers matters relating to traditional knowledge associated with biodiversity.

294. According to the Constitution of PNG, customary/traditional peoples have the right and exclusive usufructuary rights over the lands they traditionally occupy.

295. No standardised approach to FPIC however exists across legislation and customary groups and, land owning communities are in many cases not formally arranged to include specific means of representation with customary practices of leadership and dispute resolution being practiced widely.

296. Due to these complexities the project will develop an Indigenous Peoples' Plan as part of the process of developing an ESMP. Within this a comprehensive approach to FPIC will be outlined.

⁴⁶ The rationale for this is contained in the Constitutional Planning Committee Report of 1974, Chapter 5, Human Rights and Obligations and Emergency Powers, Part 1 - Human Rights and Obligations, A. Declaration Of Fundamental Rights And Freedoms and within the section on 'Unjust Deprivation of Property as it relates to all natural born citizens of this country.'

⁴⁷ This respects the objectives of the UNDRIP Article 10.

⁴⁸ Section 10 of the Land Act 1996 recognizes the need for Consent to be obtained prior to acquisition of customary owned land and section 12 provides the process which gives rise to compensation for land acquired by the State

⁴⁹ This is seen as part of the FMA process under s.58 of the Forestry Act, in which consultations with customary resource owners is necessary in order to obtain their consent to acquire forest resources in exchange for adequate compensation as per terms stipulated in Project Development Agreements.

⁵⁰ Divisions 5 (Social Mapping & Landowner identification), Div. 6 (Project Consultation), Div.12 (Rights in Respect of Land and Property), Div.14 (Fees and Royalties) and Part IV (Project Benefits) of the Oil and Gas Act 1998.

⁵¹ Section 15(2)(a) of the Fauna Protection and Control Act. Although this is not guaranteed

⁵² Section 87, 88 and 89 of the CCMA 2015 relating to the need for FPIC (landowner recognition and rights over resource and the process of consultation and compensation.)

297. Activities across the project are structured to include smallholders and landowners, with special consideration to vulnerable peoples. PNG has historical issues with female disempowerment, and so the project will emphasize the need for engaging women in all activities across the project. Within component 4, a gender specialist will be engaged to ensure inclusive participation of female stakeholders and facilitate a gender element to the environmental and social management plan (ESMP). There will also be several workshops held over the course of the project (years 3, 4, 5 and 6) dedicated to gender and establishing and implementing the ESMP. The project will, hence, ensure participation of female smallholders and farmers; representation of land-owning communities will be broad including women and vulnerable groups within these communities.

298. The below table also provides a summary of the key stakeholders identified for engagement within the project and their roles and responsibilities:

Table 13: Stakeholder Assessment and roles in project

Stakeholders	Mandate / Interest	Role in Project
Implementing Partner:		
Conservation and Environment Protection Authority (CEPA), including: <ul style="list-style-type: none"> ● Sustainable Environment Programmes Wing; ● Renewable Resource Wing; ● Policy Wing; ● Special Projects 	CEPA is mandated to implement State principles, policies, laws and rules concerning environmental management and conservation of biodiversity and agro-biodiversity in PNG. CEPA is the mandated regulator and issuers of all environment permits for development activities. The Managing Director of CEPA is GEF Focal Point for Papua New Guinea.	CEPA is the implementing partner for the project and will designate a National Project Director (NPD), who will be responsible for overall implementation of the project. CEPA will also set up a Project Management Unit (PMU) and recruit PMO staff, in collaboration with UNDP Country Office. Key roles: Chair of the Project Steering Committee. Chair of the GEF 7 Intersectoral Coordination Committee. Involved in Outputs under Outcomes 5 and 6 (Component 3)
GEF Agency:		
United Nations Development Programme (UNDP)	The UNDP has had a resident office in Papua New Guinea (PNG) for many years, providing a broad spectrum of development assistance, including sustainable management of natural resources, governance, gender equality, and the rule of law.	The UNDP is the GEF Agency for the project and the GEF 7 FOLUR Coordination Agency. UNDP will be responsible to help steer and ensure quality control throughout implementation, to meet UNDP, Government of PNG and GEF standards and strategic objectives. UNDP will be part of the Development Partner on the Project Steering Committee. The UNDP Country Office will provide oversight and implementation support (Execution support) to the project with clear delineation of the oversight and implementation functions. Technical oversight on the nature, climate and energy aspects of this project will be provided by the Regional Technical Advisor (RTA) on Ecosystem and Biodiversity based at the Regional Hub for Asia and the Pacific. All project outputs.
Key National Agencies and Central Governmental Stakeholders:		
Department of Lands and Physical Planning (DLPP)	The Ministry of Lands & Physical Planning is responsible for allocating and managing all state land in PNG. DLPP has various laws and regulations that guide the development of land in PNG, both on state and non-state land. DLPP is currently developing a National Sustainable Land Use Policy (NSLUP).	DLPP will be the technical lead for all work under Outcome 1 (Component 1)
Department of Agriculture and Livestock (DAL)	The Ministry of Agricultural and Livestock is in charge of agriculture and rural economic development. DAL works on development strategies and long-term and medium-term development plans for agriculture and rural economy. The ministry directs research and	DAL will form a key part of the programme implementation team. DAL will take a central role in the technical coordination of Component 2 (All Outputs under Outcomes 2, 3 and 4) and will be central to coordination action between elements of

	<p>formulates guidelines and policies regarding agricultural production, including control of invasive alien species. DAL works in close collaboration with National Agriculture Research Institute (NARI), National Agriculture Quarantine Authority (NAQIA) and commodity producers to establish and implement technical standards for certification of various agricultural products, protection of nationally important varieties, monitoring and quality control of agricultural inputs, and supervision of domestic animal and plant disease prevention.</p>	<p>the agriculture sector including commodity boards and research bodies as well as engagement with private sector.</p>
Climate Change and Development Authority (CCDA)	<p>CCDA has national mandate to coordinate and manage all climate change programmes and projects in PNG. CCDA coordinates with other agencies such as PNGFA, DLPP and DAL to streamline climate smart activities in these sectors. CCDA has a National REDD+ Web Portal, linked to National Forest Monitoring System</p>	<p>CCDA will be a key member of the GEF 7 FOLUR Steering Committee and will provide high-level guidance to the project implementation. They will support linkages between project implementation and PNG's NDC as well as national adaptation planning.</p> <p>Under Component 1 they will provide an important source of information with relation to potential future climate impacts at provincial level that will feed into planning and will also be a key stakeholder with regard to assessing potential financing mechanisms for sustainable land use through REDD+. Under Component 3 they will also be fully engaged with the development of the remote deforestation monitoring tools.</p> <p>All Outputs</p>
PNG Forest Authority (PNGFA)	<p>PNGFA is mandated to sustainably manage PNG's forest resources. PNGFA is the regulator of the forestry sector and issues various timber/logging permits. The forestry sector has plans in the near term to cease all round log exports and invest in downstream processing. PNGFA also envisions in increasing plantation forests through Painim Graun, Planim Diwai – an initiative to enable increase in forest rehabilitation and restoration of degraded areas.</p>	<p>PNGFA will be a key member of the GEF 7 FOLUR Steering Committee and will provide high-level guidance to the project implementation. Under Component 1 they will have a strong role in engaging on approaches to land use planning and linkages between this process and the development of national and provincial forest plans. Under Component 3 they will also be heavily engaged in the development of the deforestation monitoring tool and its links to the National Forest Monitoring System as well as work on forest rehabilitation and integration of trees within production systems through their Painim Graun Planim Diwai programme (i.e. reforestation).</p> <p>All Outputs under Outcome 5</p>
Department of Provincial and Local Level Government Affairs (DPLLGA)	<p>DPLLGA has the mandate to administer all provincial governments and the processes involved in policy and law-making at the sub-national level, including coordination, monitoring and reporting on government-funded projects in provinces.</p>	<p>DPLLGA will be an important member in the project steering committee to ensure GEF 7 FOLUR project alignment with existing government projects and initiatives and will have critical links related to the integration of land use and development planning and the future sustainability of these approaches and their links with recurrent budgets.</p>
Department of National Planning and Monitoring (DNPM)	<p>DNPM has the central role of planning government projects, submitting to Finance and Treasury for funding and conducting monitoring of impacts, in collaboration with DPLGA. GEF 7 FOLUR as an impact project will need to be</p>	<p>DNPM will be a member of the GEF 7 FOLUR project steering committee to ensure project alignment with government strategies and programmes.</p>

	aligned with existing and planned development activities for New Britain, and monitored for overall impact.	All Outputs under Outcome 7 (but can include monitoring of all other Outputs)
Key Provincial Agencies and Governmental Stakeholders:		
Provincial Administrations	<p>The provincial administrations of both provinces (ENB & WNB) are central to sub-national project implementation. Sub-national governments have the institutional set-ups in place, ranging from the provincial government, districts, LLGs (local level governments) and Wards (represented by a Ward Councillor - the lowest official government representation at community/village level).</p> <p>Provincial Governments are mandated to make policies and laws, specific to issues that pertain to their provinces and manage the affairs of the province.</p>	<p>The Provincial Administrators of each province (or a proxy) will be represented on the project steering committee. The project will also have staff based within the Provincial Administration and will work closely with the administrator particularly, on integration of land use and development planning and bringing together elements of each component into the provincial decision-making process.</p> <p>Member of the Project Steering Committee.</p> <p>All Outputs</p>
Provincial & Regional Lands Offices	<p>The Provincial and Regional Lands Office coordinates all land use related matters including the implementation of national policies and strategies in the provinces.</p> <p>As a note, Regional Offices (New Guinea Islands Region) of all national sector agencies are based in East New Britain Province. ENB also has its own provincial Lands Office.</p>	<p>Both Regional and Provincial Lands Offices will be represented in the provincial project coordination committee.</p> <p>Member of the Provincial Project Coordination Committee.</p> <p>All Outputs under Outcome 1 (Component 1)</p>
Provincial/Regional DAL Offices	<p>Provincial and Regional DAL coordinate and implement national policies and strategies on agriculture as well as provincial commitments. DAL works in collaboration with private sector partners, research institutions and local farmers in providing extensions support, technical and capacity support to farmers.</p>	<p>Provincial DAL in collaboration with its national office will help implement this project in alignment with existing agriculture priorities identified in each respective Five-Year Strategic Development Plans for both provinces.</p> <p>Member of the Provincial Project Coordination Committee.</p> <p>All Outputs under Outcomes 2, 3 & 4 (Component 2)</p>
Provincial and Regional Environment/ Climate Change Offices	<p>Environment and Climate Change (often grouped under one Division/Office) are important offices under the provincial administrative structures. CEPA coordinates with provincial environment officers to monitor and report on environment activities in the provinces. However, this role and the devolving of powers from CEPA to provincial environment officers is not clear and is a key gap that this project will attempt to address. In addition, the process of establishing Regional and Provincial Roundtables on Protected Areas will also be reviewed. CCDA has started the process of establishing provincial climate change committees, housed within existing environment divisions.</p>	<p>Provincial Environment/Climate Change Offices will have key roles as facilitators and resource officers across all project activities helping to mainstream environment and climate change into all activities. The project will work with them to strengthen links with national level agencies (CEPA, CCDA).</p>
Provincial and Regional Forestry Offices	<p>The Provincial and Regional Forestry Offices implement national forest policies and regulations on the ground. They are also instrumental in developing Provincial Forest Plans which becomes a key document in reviewing and deciding on forest development at the sub-national level. The Provincial Forest Management Committee is a key body in this process, managed via the provincial forest office.</p>	<p>Provincial Forest Offices will be crucial in supporting the alignment of the project with national strategy on <i>Painim Graun, Planim Diwai</i> and other related forest programmes.</p> <p>Member of the Provincial Project Coordination Committee.</p> <p>All Outputs under Outcome 5 & Output 6.1 (Component 3)</p>
Local Governmental Stakeholders:		

District Administration	Districts have mandate to manage the affairs of each district, organized around District Development Authorities (DDAs) under the District Development Act 2014. DDAs are administered by the District Administrator with political oversight from the local member of parliament, and bottom up through LLGs and Wards.	DDAs will be important in project alignment with existing and planned activities in target districts and LLGs/Wards. District Administrator or his Deputy will be part of the Provincial Project Coordination Committee. All Outputs
LLGs & Ward Councillors	LLG and Wards build vertically to the District and Provincial Development Planning Framework, therefore play critical roles in defining and aligning Wards/LLGs priorities, such as integrating Ward/LLG Development Plans and Ward/LLG sustainable land use plans	LLG Presidents, Ward Councillors will play vital roles in coordination, outreach and dissemination of information to Communities and landowners. All Outputs.
Social organizations and non-governmental organizations (NGOs)		
FORCERT (Forests for Life, Forests for Certain)	FORCERT is a national NGO that is well established and has offices and projects in both ENB and WNB provinces. FORCERT has intimate knowledge on-ground circumstances and cultural setting including community entry and engagement. They have implemented projects through various funding streams including UNDP funded projects.	FORCERT core areas of experience include Ward Level land use planning, PES, community forestry and conservation. FORCERT are lead partners for Tavolo WMA in Pomio District. FORCERT will likely represent NGOs on the provincial project coordination committee All Outputs under Outcome 1 (Component 1) and Outcomes 5 and 6 (Component 3)
TNC (The Nature Conservancy)	TNC has done previous land use planning work on New Britain Island through a 'ridge-to-reef' approach in collaboration with CSIRO. This work could be advanced under this project.	TNC has a permanent country office in Port Moresby in project offices in various provinces, excluding ENB and WNB. TNC has strong presence and influence in country and will be an important partner in implementing the project. TNC will likely represent NGOs on the National Project Steering Committee. All Outputs under Components 1 and 3
OISCA (Organization for Industrial, Spiritual and Cultural Advancement)	OISCA is a non-government, humanitarian organisation that works with local communities in ENB. Their interest lies in community work, outreach and capacity building in sustainability and resources management. OISCA is also involved in community woodlots and primary school support programmes.	OISCA can be a member of the provincial project coordination committee. All Outputs under Component 3
Wide Bay Conservation (WBC)	WBC is a community-based organization (CBO) that is well established and has an office in ENB. WBC works primarily with communities in East Pomio LLG and around Klampun and Toimtop Conservation Areas. WBC has intimate knowledge of on-ground circumstances and cultural setting including community entry and engagement. They have implemented projects through various funding streams including UNDP funded projects. WBC has interest to scale their experiences beyond East Pomio to other LLGs and Districts, but funding has been a constraint.	WBC has well established community entry and engagement protocol and understand and work through traditional decision-making structure at community/ward levels. WBC can be part of provincial project coordination committee or focal point at project sites All Outputs under Components 1 and 3
Mama Lus Prut Scheme	Mama Lus Prut is a scheme initiated by the Oil Palm Industry Corporation to support mothers living in and around oil palm areas to benefit from oil palm development through collecting and selling fallen loose fruits after harvest.	A woman representative could be on a provincial coordination committee or an inter-sectoral technical working group All Outputs under Component 2
Others (Live & Learn, Pacific Islands Project, Land Care Groups)	These groups have interest in community conservation and forestry, land restoration and advocacy.	They could be involved in inter-sectoral technical working groups. All Outputs under Component 3

Local communities where project interventions are planned:		
Local land-owning communities, farmers, and migrant communities	Local land-owning communities, farmers, and migrant communities where project interventions are planned are among the key beneficiaries of the project. The farmer households engaged in GEF 7 FOLUR and the other residents of the villages where project component activities are planned are counted as direct beneficiaries.	These groups will be engaged on a number of project activities, including involvement in carrying out participatory landscape assessments, development of conservation and sustainable use plans, trainings, improved farming practices and developing market niches, participating in workshops and trade fairs, etc. Where necessary FPIC will be undertaken to ensure full consent within the process. All Outputs under Components 1, 2, 3 and 4.
Agricultural Associations, including Cooperatives		
Agricultural associations, including cooperatives, engaged in the GEF 7 FOLUR project in the project landscapes/provinces	Many farmers in the demonstration landscape are members of agricultural associations, including cooperatives. These associations contribute towards strengthening social capital within local communities and provide farmers with broadened market access and improved access to credit and knowledge.	Agricultural associations, including cooperatives, will be involved on a number of project activities, and be represented on the local Landscape partnership working groups. The project will facilitate strengthening of agricultural associations, through increasing membership, training, development of markets, building partnerships with enterprises, etc. All Outputs under Component 2
Private Sector		
Enterprises engaged in the Oil Palm and Cocoa industry in target provinces/landscapes and in broader markets in and beyond the province, mainly: <ul style="list-style-type: none"> ● New Britain Palm Oil Limited ● Hargy Oil Palm Limited ● Outspan (Subsidiary of Olam International) ● Agmark Limited 	The enterprise sector is an important stakeholder group, with capital investments in expanding or maintaining agricultural production and supply chain. Co-financing is being sought from these enterprises at project entry and additional partners may be sought during project implementation.	The enterprise sector will be involved on most aspects of the project, including providing advisory inputs to proposed regulatory reforms and incentive mechanisms, having representation on the local Landscape partnership working groups, provincial project coordination committee, supporting development of the GEF 7 conservation and sustainable land use plans, benefitting from market development activities and trainings, and participating in awareness raising and knowledge management. The project will also be facilitating increased partnerships between the enterprise sector and local farmers and agricultural associations, including cooperatives. All Outputs under Components 1, 2, 3 & 4
Oil Palm Industry Corporation and Oil Palm Growers Association/Cocoa Growers Association, and PNG Cocoa Board	OPIC works closely with Oil Palm Growers Association whereas Cocoa Board supports the work of Cocoa Growers and farmer cooperatives. These are statutory bodies under PNG law and play critical roles in regulating and supporting the development of commodities in PNG.	These entities will be core members under provincial coordination committee and/or inter-sectoral technical working group - involving strengthening marketing capacities, development of partnerships, organizing trade fairs, etc. All Outputs under Component 2
Academic and Research Institutions:		
Oil Palm Research Association/Cocoa Copra Research Institute	OPRA and CCRI are research arms of oil palm and cocoa (and copra) sectors. These institutions provide research, field trials, data collation, analysis and technical knowledge and training support for respective crops.	OPRA and CCRI will provide high level agricultural scientific research and technical support while providing long term support in building training and learning materials for knowledge production beyond the project lifetime. OPRA and CCRI could become members of a cross-sector technical working group Outputs under Components 2, 3 and 4

University of Natural Resources and Environment (UNRE)	UNRE specialises in offering educational degrees in agriculture and environment management. UNRE also partners with other research entities to undertake research activities	These existing institutional and research or curriculum support systems within institutions will be harnessed and utilized through collaborative partnerships during the project. Representatives of research institutions and academia can be involved at the intersectoral technical working group level. Outputs under Components 2, 3 and 4
University of Papua New Guinea (UPNG)	UPPNG currently runs masters and diploma programmes in biodiversity conservation and management.	
International research institutions	International research organizations are involved in various research and project activities, and these include but not limited to: James Cook University, ACIAR, CSIRO, etc.	
Certification Organizations		
Round Table on Sustainable Palm Oil (RSPO)	RSPO is the only certification standard used in PNG, particularly by NBPOL and Hargy Palm Oil Limited.	Certification organizations will support product certifications for cocoa and oil palm, provide linkages with international certification bodies and supply chains, and where applicable, provide training services to agricultural associations and enterprises. Outputs under Components 2 and 3
Rainforest Alliance Fair Trade	Rainforest Alliance and Fair Trade are used extensively for certification in the cocoa industry (including other industries) such as by Outspan and Agmark Limited.	
Other certification organizations will be engaged according to the opportunities for the GEF 7 FOLUR project in target landscapes.		

5.5 Gender equality and women's empowerment

299. PNG faces significant challenges with regard to gender equity and women's empowerment with a gender inequality index (GII) of 0.740⁵³ 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 favour 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 2011–2015,⁵⁴ 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.

300. 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 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 with internal power structures that reinforce as opposed to address disparities within the communities. While many that have been identified as illegitimate

⁵³ Gender inequality index (GII) reflects gender-based inequalities in the three dimensions of reproductive health, empowerment and economic activity.

⁵⁴ The Policy focuses on three main components: women's equality and representation; women's economic empowerment; and gender-based violence and vulnerability.

are challenged in the courts with limited capacity of the judicial system combined with the limited resources of those needing to mount the challenge make this system of redress ineffective.

301. Many of these challenges also manifest within the agricultural sector with more than 50% of the female labour force is engaged in agriculture and women comprising almost 35% of the economically active population in the sector.⁵⁵ 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 cocoa 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 cocoa stands which have low levels of productivity. Men conversely play a more significant role in the processing of cocoa 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 for women mean that they are neither effectively incentivised, nor able to invest in strengthening production within the sector⁵⁶.

302. In the palm oil sector, women also play an important role in the management of village oil palm blocks and have gained increase access to finance through the Loose Fruit Mammas scheme which allows for women and men to set up payment accounts and receive direct payment for the fresh fruit bunches collected.

303. To address many of the challenges with regard to gender within the target actions of the project, the project will adopt a comprehensive strategy on gender equity and women's' empowerment (the full action plan is contained in **Annex 9**). Central to this will be the mainstreaming of gender into all elements of project actions and recognising the differences between labour, knowledge, needs, and priorities of women and men, and includes but is not limited to the following aspects:

- Consultation with women and women groups on needs and requirements associated with project interventions;
- Promotion of equitable representation of women and men in project activities and groups established and/or strengthened;
- Development of regulatory, policy and planning documents in consultation with women;
- Targeted budgeting of activities promoting active involvement of women and monitoring and evaluation of such activities;
- Participation, training and capacity building of women identified and budgeted in relevant project outcomes;
- Ensuring equitable representative and participation of women in the regional and global FOLUR events;
- Encouragement of women participation in the recruitment of project implementation staff, including consultancies and other service providers; and
- Equal access to wealth creation and distribution of benefits generated from project interventions between women and men.
- Women in project areas accessing and/or using productive resources/assets (that they previously did not) as a result of project interventions.

304. The gender mainstreaming strategy also contributes towards the achievement of Sustainable Development Goal (SDG) 5, specifically Target 5.4: 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.

305. Key actions will also cover:

- *Integration of gender into all policies, regulations and action plans developed under the project (e.g. under Outcomes 1 and 2) including ensuring the role of women on key decision-making and review boards and that*

⁵⁵ FAO (2019) Country Gender Assessment of Agriculture and the Rural Sector in Papua New Guinea, Food and Agriculture Organization of the United Nations, 2019

⁵⁶ Information from World Bank (2018) *Household Allocation and Efficiency of Time in Papua New Guinea*, and World Bank (2014) *Fruits of Her Labor, Promoting Gender-equitable Agribusiness in Papua New Guinea: Cocoa Sector*.

gender is effectively considered when assessing options for changes in financial incentives for land use planning and sustainable land use.

- *Ensuring full participation of women within multi-stakeholder processes* including commodity platforms (Outcome 2), land use-planning processes (Outcome 1), community management groups (Component 5).
- *Balanced representation and access to capacity building* – within all project activities action will be taken to support balanced gender representation and access to capacity building with gender considerations also mainstreamed into the content and means of delivery for all capacity building work.

5.6 Innovativeness, sustainability and potential for scaling up

306. *Innovativeness:* The project has significant potential to have impact well beyond its target landscapes across New Britain and indeed PNG. By focusing on an innovative multi-stakeholder approaches to transformational change, supported by the adoption of technological solutions (including use of mobile phone apps to report environmental infringements (Outcome 5), use of tablet based tools to support land use planning (Outcome 1) and improved use of technology to support establishment of traceability and payment systems for cocoa such as payment cards) that help to address traditional challenges of scaling and replicability, the project will help to both develop key changes in culture and vision of how development can be delivered across PNG while also providing the tools for key actors to achieve this.

307. The development of consensus on how best to integrate land use and development planning and build a process that is both bottom up and top down, in line with PNG's stated planning framework and for this to be integrated with the country's planning framework, the project will provide the key political (a national and community level) and budgetary support for the roll out of SLUP planning across PNG. This process will be facilitated and enabled by the development of innovative tools that bring together extensive levels of information and significantly reduce the operational costs of developing and formalizing plans. This process will also be supported by the development of tools to support the monitoring and enforcement of these plans at both the site and landscape level through use of remote data sets on deforestation alerts and mobile apps that can easily be rolled out to other provinces.

308. *Sustainability:* The project has a strong focus on sustainability by targeting the establishment of human and institutional capacity as well as networks in key areas of land use planning, agricultural development and environmental management and conservation that will be able to effectively operate at the end of the project. Within this the project also targets a number of technical inputs as well as structural approaches to enhance sustainability and facilitate an exit strategy. For example, within all main areas of activity, sustainable financing plans are being developed to ensure mechanisms put in place can be financed, (e.g. for operations of land use planning systems under Component 1, the operation of proposed oil palm and cocoa platforms as well as extension delivery, under component 2 and actions on conservation, restoration and set aside under component 3), with regard to agricultural platforms the process of financial hand over is also scheduled to start two years before project end allowing time for staff to ensure financing is in place and effective prior to project closure. Similarly, key technical support staff are also programmed to 'phase out' in the final two years of the project ensuring that there is a significant period for hand overs as well as the opportunity to support partners transition to new financing or operations gradually.

309. Within the commodities space assessment of development scenario's for palm oil and cocoa and revisions to policy and support in these sectors including extension systems will also have far reaching impacts across the country with multiple provinces currently looking to support rapid expansion within these two commodities. Progress towards effective change that helps to drive growth in productivity, income and resilience within a sustainable framework within these sectors is also anticipated to support change across other commodities with similarities in production systems between cocoa and coffee providing many opportunities for learning.

310. *Potential for scaling up:* At a global scale lessons on how to manage the strengthening of the commercial agricultural sector within a high forest country such as PNG will provide valuable global lessons on how to deliver global initiatives for 'deforestation free' supply chains while maintaining options and income opportunities for communities. Collaboration with biodiversity and land degradation work programs in PNG will be encouraged through synergies and identifying potential for scaling up through national level collaboration and project linkages in addition to participation in the FOLUR regional platform. Information sharing will facilitate collaboration and upscaling through lessons learned and attendance at fora with participating FOLUR countries in the region. Work through global supply chains and through establishing global networks of buyers and producers, catalysed by the FOLUR Global Platform and work of the GCP, will also help a transition amongst buyers towards responsible sourcing practices that help to demonstrate clear price and

market access signals to producer countries such as PNG. Collaboration with national work programs, links to other PNG projects, as well as with other projects/programs in the FOLUR region will be encouraged through participation in the regional and global platforms, and through information sharing and “lessons-learned”, facilitating further improved synergies and scaling up.

5.7 South-south and triangular cooperation

311. The project design encompasses a key element of south-south and triangular cooperation through engagement with the systems leadership programme (Output 7.1), through participation in the global FOLUR programme and through the development of an effective system of knowledge management and sharing. The development of a cadre of leaders across PNG, Malaysia and Indonesia with 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 environment will form a central element of the training and subsequent engagement between peers. Through the global 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.

312. Learning opportunities and technology transfer from peer countries 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 PANORAMA⁵⁷.

313. 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.

⁵⁷ <https://panorama.solutions/en>

6 PROJECT RESULTS FRAMEWORK

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

SDG 1: End Poverty in all its form everywhere:

Target 1.1: 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

Goal 13. Take urgent action to combat climate change and its impacts

Target 13.2: Integrate climate change measures into national policies, strategies and planning

SDG Target 15: Life on Land (Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss)

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;

Target 15.2: 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;

Target 15.3: 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;

Target 15.5: Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species;

Target 15.9: By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts.

This project will contribute to the following country outcome (UNDAF/CPD, RPD, GPD):

UNDAF PNG 2018-2022: Outcomes 2 & 3

Sub-Outcome 2.1: By 2022, Papua New Guinea has a strong legislative framework, credible enforcement mechanisms and governance structures at all levels enabling equitable and diversified economic growth

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

UNDP PNG Country Programme Document 2018-2022:

Output 2.1: National systems strengthened to support growth of sustainable and inclusive entrepreneurship;

Output 3.1: Legislation, policy and strategic plans for climate proofing, conservation, sustainable use of natural resources and disaster risk management in place.

UNDP Strategic Plan 2018-2021: Signature Solution 4: Promote nature-based solutions for a sustainable planet; **Output 1.4.1** Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains.

	Objective and Outcome Indicators (no more than a total of 20 indicators)	Baseline⁵⁸⁵⁹	Mid-term Target⁶⁰⁶¹	End of Project Target
Project Objective: 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.	Indicator 1: (<i>GEF-7 Core Indicator 11</i>): Number of direct project beneficiaries disaggregated by gender (individual people) ⁶²⁶³	0	<i>30,000 individuals (12,900 females and 17,100 males) receiving direct benefits from project interventions</i>	66,647 individuals (28,838 females and 37,809 males)
	Indicator 2: (<i>GEF-7 Core Indicator 3</i>): Area of land restored (hectares)	At present there is no land specifically set aside for restoration that is recognised in formal government planning systems.	<i>Restoration plans formulated where 50,000 ha of areas of degraded land delineated and designated upon for restoration.</i>	50,000 ha: including 10,000 ha of degraded agricultural lands (3.1), and 40,000 of forest lands (3.2) restored
	Indicator 3: (<i>GEF-7 Core Indicator 4</i>): Area of landscapes under improved practices (excluding protected areas)	Currently no SML management practices in place.	<i>2,712,364 ha: 2,690,870 ha outside PA/CA endorsed for SLM implementation, where 200K ha of set-aside areas endorsed for conservation and limited cultivation of which 21,494 ha designated for complete conservation</i>	2,712,364 ha: including 2,690,870 ha of landscapes under improved practices to benefit biodiversity (4.1), leading to 21,494 ha of HCV forest loss avoided (4.4)
	Indicator 4: (<i>GEF-7 Core Indicator 6</i>): Greenhouse Gas Emissions Mitigated (million metric tons of CO2e)	Baseline based on deforestation rate of 0.81%	<i>0 metric tons of direct post-project;</i>	<i>32.3 million metric tons lifetime direct post-project (20-year estimate)); lifetime indirect GHG mitigation will be estimated at MTR</i>
Component 1	Development of integrated landscape management systems			
Outcome 1: National Sustainable Land Use Planning Policy Framework, supporting effective management of development activities,	Indicator 5: No. of national plans and supportive legislative instrument passed by NEC - NSLUP - Supportive regulations of NSLUP implementation	At present there is no policy or legislation on SLM in PNG	NSLUP passed, one draft national regulation and two draft provincial policies and regulations	One national regulation approved by NEC and supporting guidance approved at department level and two provincial policies and

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⁵⁹ Baseline, mid-term and end of project target levels must be expressed in the same neutral unit of analysis as the corresponding indicator. Baseline is the current/original status or condition and needs to be quantified. The baseline can be zero when appropriate given the project has not started. The baseline must be established before the project document is submitted to the GEF for final approval. The baseline values will be used to measure the success of the project through implementation monitoring and evaluation.

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⁶¹ Target is the change in the baseline value that will be achieved by the mid-term review and then again by the terminal evaluation.

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⁶³ Provide total number of all direct project beneficiaries expected to benefit from all project activities until project closure. Separate the total number by female and male. This indicator captures the number of individual people who receive targeted support from a given GEF project and/or who use the specific resources that the project maintains or enhances. Support is defined as direct assistance from the project. Direct beneficiaries are all individuals receiving targeted support from a given project. Targeted support is the intentional and direct assistance of a project to individuals or groups of individuals who are aware that they are receiving that support and/or who use the specific resources.

formulated, legalized and mainstreamed into the development planning process for two provinces, four districts and four LLGs				regulations passed at PEC level and supporting guidance developed.
	Indicator 6: Number of jurisdictions utilizing SLUP guidance for development of land use plans designating at least 2,690,870 ha of landscape under improved practices and at least 21,494 ha for complete protection/conservation.	0	Two provinces, four districts and four LLGs have initiated use of guidance	Two provinces, four districts and four LLGs formulate land use plans fully utilizing the SLUP guidance.
Outputs to achieve Outcome 1	Output 1.1. National Sustainable Land-use planning policy, regulations endorsed, implemented and sustainably financed Output 1.2. Sustainable land use planning information and coordination systems and tools established at national and subnational level in target provinces Output 1.3. Provincial-level sustainable landscape management (SLM) plans developed, consulted on and integrated into development planning across two provinces, four districts and four LLGs across New Britain			
Component 2	Promotion of sustainable food production practices and responsible value chains to reduce land stress and avert degradation and deforestation			
Outcome 2: Strengthened cooperation and coordination within Cocoa and Palm Oil sectors for enhanced sustainability productivity and investment and reduced land clearance	Indicator 7: Number of policies and action plans approved that fully integrate sustainable production	None	Action plans for Cocoa and Palm Oil approved at department level with 2 provincial plans approved at PEC	Palm oil policy and cocoa policy revised cocoa policy and approved at NEC level
	Indicator 8: Percentage of the operational costs of multi-stakeholder platform structures sustainably financed through government and private sector - fully operational and sustainably financed multi-stakeholder platform	No sustainable financing commitments	The government and private sector covering at least 25% of the platform operations through signed cooperation agreements/MoUs.	Costs for maintaining relevant levels of platform operation 100% covered through signed agreements/MoUs.
	Output 2.1. National level Palm Oil and Cocoa Platforms fully operational and linked with subnational coordination systems Output 2.2. Scenario analysis of cocoa and oil palm development in PNG Output 2.3 One national policy and guidance and two subnational action plans on sustainable palm oil development, and one national policy and two subnational action plans on sustainable cocoa formulated and adopted			
Outcome 3: Strengthened Smallholders Support Systems that promote sustainable agricultural practices through	Indicator 9: Percentage increase in income of smallholder farmers through adoption of good agricultural practices.	Baseline to be established during Y1 of project implementation	Increased by 10%	Increased by 30%

enhanced access to technical support, finance, and markets	Indicator 10: Number of farmers adopting enhanced sustainable agricultural practices <u>that improve land use practice and support restoration of degraded lands</u> disaggregated by gender	Baseline to be established in year 1	5,000 farmers (1,500 females, 3,500 males and 50% those impacted by COVID-19)	12,305 farmers (3,692 females, 8,613 males and 50% those impacted by COVID-19) receiving improved extension support
Outputs to achieve Outcome 3	Output 3.1 Establishment of enhanced sustainability focused extension systems for small scale palm oil and cocoa producers including through expansion of privatized extension service provision Output 3.2. Testing and roll out of enhanced sustainably focused extension services to smallholders in the oil palm and cocoa sectors including hybrid livelihoods			
Outcome 4: Strengthened value chains to enable sustainable agricultural production	Indicator 11: Number of farmers covered by new purchase agreements linked to sustainable production practices and access to higher value global supply chains	No partnerships	At least 2,000 farmers (600 females, 1,400males)	At least 4,000 farmers (1,200 females, 2,800 males)
Outputs to achieve Outcome 4	Output 4.1 Improved access to high value markets through development of business capacity, networking and coordination across smallholders including women and those most vulnerable within communities Output 4.2. Support to development of improved traceability and payment process for cocoa in partnership with key private sector institutions Output 4.3. Establishment of international buyers groups for PNG cocoa and palm oil			
Component 3	Conservation and restoration of natural habitats through public-private-community partnerships			
Outcome 5: Strengthened governance structures and institutional capacity for integrated action on conservation and restoration of natural habitats	Indicator 12. Percentage increase in the number of environmental infringements reported and percentage of which follow up monitoring and enforcement action is taken.	Baseline to be set during project inception	Established reporting and monitoring system and at least 30% increase in reported infringements and 80% increase in follow up actions.	Monitoring and reporting systems fully operational across landscape and at least 80% increase in reported infringements and 100% increase in follow up actions.
	Indicator 13: Percentage increase investment in environmental planting and small-scale woodlots for restoration of at least 50,000 ha of degraded land in two target landscapes.	ACAIR, ENB/WNB budgets	20% increase in investment	40% increase in investment.
	Output 5.1 Enhanced capacity of provincial officers to take action with regard to environmental issues, including enforcement of environmental legislation, and undertaking of restoration and conservation actions Output 5.2. Establishment of Integrated Environmental Monitoring and Reporting System including remote deforestation monitoring and field verification reporting app Output 5.3. Strengthened action on restoration of degraded areas to prevent environmental risks			
Outcome 6: Enhanced uptake and effective planning and management of buffer zones, set aside and restoration actions the target provinces	Indicator 14: Percentage of communities in target areas engaging in at least 21,494 ha enhanced set aside, buffer zone management and restoration activities.	Baseline to be established in Year 1.	30% of communities n targets areas undertaking restoration, set aside and conservation action	60% of communities n targets areas undertaking restoration, set aside and conservation action

Outputs to achieve Outcome 6	Output 6.1. Increased capacity of community groups to effectively manage community-based conservation restoration, set aside, buffer and conservation areas through capacity building of community groups, strengthening coordination networks and development of sustainable finance plans Output 6.2. Detail management and restoration plans for set aside and buffer areas formulated, implemented and monitored			
Component 4	Knowledge management and M&E			
Outcome 7: Integrated knowledge management, coordination and collaboration to enhance knowledge of factors to foster lessons learnt for replication in other areas	Indicator 15. Improvements in multi-stakeholder process ladder of change ⁶⁴	Baseline to be set during project inception	No set targets due to significant period needed to deliver change. Monitoring of progress to be reported.	Improvement of at least one step across all elements of the ladder for cocoa, palm oil and land use planning processes
	Indicator 16: Documentation of sustainable production and sustainable landscape management associated knowledge, as indicated by the number of systems developed or strengthened including: (a) knowledge products, (b) communication pieces/stories (c) traditional knowledge registers, (d) research papers	No information circulated	7 high quality knowledge products circulated targeting different groups	19 high quality knowledge products circulated targeting different groups
Outputs to achieve Outcome 7	Output 7.1: Establishment of a FOLUR community of practice and leadership group to share knowledge and skills domestically and internationally Output 7.2. Project implementation coordinated through proactive steering committee functions and inclusive monitoring and evaluation Output 7.3: Inclusive participation of local communities, including women and indigenous peoples, facilitated through effective implementation of environmental and social management plan Output 7.4 Implementation is monitored and evaluated to assess causal impacts and systemic change Output 7.5 Lessons learnt captured, and knowledge products generated and disseminated globally, regionally, nationally and across target provinces and landscapes			

⁶⁴ The ladder of change was developed as part of the initial oil palm platform and reviewed during the PPG phase of this project. It will be updated during the inception phase in partnership with key stakeholders. The current ladder of change is shown in Annex 22.

7 MONITORING AND EVALUATION (M&E) PLAN

314. 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 Annex details the roles, responsibilities, and frequency of monitoring project results. Component/Outcome Four is explicitly designed to facilitate learning and to ensure that knowledge is shared and widely disseminated to support the scaling up and replication of project results; this will be supported by the project's monitoring and evaluation plan.

315. Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements as outlined in the [UNDP POPP \(including guidance on GEF project revisions\)](#) and [UNDP Evaluation Policy](#) **The UNDP Country Office is responsible for ensuring full compliance with all UNDP project M&E requirements including project monitoring, UNDP quality assurance requirements, quarterly risk management, and evaluation requirements.**

316. Additional mandatory GEF-specific M&E requirements will be undertaken in accordance with the [GEF Monitoring Policy](#) and the [GEF Evaluation Policy](#) and other [relevant GEF policies](#)⁶⁵. The M&E plan and budget included below will guide the GEF-specific M&E activities to be undertaken by this project. The project will also ensure effective monitoring and reporting on Global Platform Indicators as required by the FOLUR Global Platform, including metrics in areas of capacity and training, policies and value chains, knowledge, descriptive case studies, and gender, linkages between indicators at different levels is provided within [Annex 3](#).

317. In addition to these mandatory UNDP and GEF M&E requirements, other M&E activities deemed necessary to support project-level adaptive management will be agreed during the Project Inception Workshop and will be detailed in the Inception Report. This will include the exact role of project target groups (with respect to participatory baseline development as well as progress indicator formulation and its subsequent monitoring) and other stakeholders in project M&E activities including the GEF Operational Focal Point and national/regional institutes assigned to undertake project monitoring.

M&E Oversight and monitoring responsibilities:

318. **National Technical and Safeguards Officer/Project Manager:** The National Technical and Safeguards Officer will play managerial role and provide central technical coordination and leadership across project activities and ensuring that safeguard considerations are fully integrated into project delivery. He/she will be responsible for day-to-day project management and regular monitoring of project results and risks, including social and environmental risks; the social and environmental risk monitoring will also be carried out by the Social and Environmental Safeguards Officer (SESO). The NTSO will ensure that all project staff maintain a high level of transparency, responsibility and accountability (including accountability to the project target groups in the – prospective – protected areas) in M&E and reporting of project results. The NTSO will inform the Project Board, UNDP Country Office, and the UNDP-GEF RTA of any delays or difficulties as they arise during implementation so that appropriate support and corrective measures can be adopted.

319. The NTSO will develop annual work plans based on the multi-year work plan *Annex 2. Multi-Year Work Plan*, including annual output targets to support the efficient implementation of the project. The NTSO will ensure that the standard UNDP and GEF M&E requirements are fulfilled to the highest quality. This includes, but is not limited to, ensuring the results framework indicators are monitored annually in time for evidence-based reporting in the GEF PIR, and that the monitoring of risks and the various plans/strategies developed to support project implementation (e.g. gender strategy, KM strategy etc.) occur on a regular basis.

320. **Project Board:** The Project Board will take corrective action as needed to ensure the project achieves the desired results. The Project Board will hold project reviews to assess the performance of the project and appraise the Annual Work Plan for the following year. In the project's final year, the Project Board will hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to highlight project results and lessons learned with relevant audiences. This final review meeting will also discuss the findings outlined in the project terminal evaluation report and the management response.

⁶⁵ See https://www.thegef.org/gef/policies_guidelines

321. **Project Implementing Partner in conjunction with the Project Management Unit (PMU)**: The Implementing Partner and the PMU are responsible for providing any and all required information and data necessary for timely, comprehensive and evidence-based project reporting, including results and financial data, as necessary and appropriate. The Implementing Partner and PMU will strive to ensure project-level M&E is undertaken by national institutes, and is aligned with national systems so that the data used by and generated by the project supports national systems.

322. **UNDP Country Office**: The UNDP-CO (and specifically the Head of the Environment, Climate Change and Risk Disaster Management Portfolio) will support the National Technical and Safeguards Officer as needed, including through annual supervision missions. The annual supervision missions will take place according to the schedule outlined in the annual work plan. Supervision mission reports will be circulated to the project team and Project Board within one month of the mission. The UNDP-CO will initiate and organize key GEF M&E activities including the annual GEF PIR, the independent mid-term review and the independent terminal evaluation. The UNDP-CO will also ensure that the standard UNDP and GEF M&E requirements are fulfilled to the highest quality.

323. The UNDP-CO is responsible for complying with all UNDP project-level M&E requirements as outlined in the **UNDP POPP**. This includes ensuring the UNDP Quality Assurance Assessment during implementation is undertaken annually; that annual targets at the output level are developed, and monitored and reported using UNDP corporate systems; the regular updating of the ATLAS risk log; and, the updating of the UNDP gender on an annual basis based on gender mainstreaming progress reported in the GEF PIR and the UNDP ROAR. Any quality concerns flagged during these M&E activities (e.g. annual GEF PIR quality assessment ratings) must be addressed by the UNDP-CO and the National Technical and Safeguards Officer.

324. The UNDP-CO will retain all M&E records for this project for up to seven years after project financial closure in order to support ex-post evaluations undertaken by the UNDP Independent Evaluation Office (IEO) and/or the GEF Independent Evaluation Office (IEO).

325. **UNDP-BPPS/NCE-VF Directorate**: Additional M&E and implementation quality assurance and troubleshooting support will be provided by the UNDP-NCE Regional Technical Advisor and the BPPS/NCE-VF Directorate as needed.

326. **FOLUR Global Platform**: one of the key functions of the Global Platform is monitoring and evaluation (M&E), and aggregation and reporting on progress across country projects on the basis of key indicators and other M&E tools. The Global Platform will be collecting and reporting on 5 sets of information: The Core GEF indicators, indicators that are in the country project's results framework, global platform indicators, case studies and gender. In this case, FOLUR PNG will provide necessary data and information to the monitoring and evaluation conducted by the Global Platform.

Minimum project monitoring and reporting requirements as required by the GEF:

327. **Inception Workshop and Report**: A project inception workshop will be held within 2 months from the First disbursement date, with the aim to:

- a. Familiarize key stakeholders with the detailed project strategy and discuss any changes that may have taken place in the overall context since the project idea was initially conceptualized that may influence its strategy and implementation.
- b. Discuss the roles and responsibilities of the project team, including reporting lines, stakeholder engagement strategies and conflict resolution mechanisms.
- c. Review the results framework and monitoring plan.
- d. Discuss reporting, monitoring and evaluation roles and responsibilities and finalize the M&E budget; identify national/regional institutes to be involved in project-level M&E; discuss the role of the GEF OFP and other stakeholders in project-level M&E.
- e. Update and review responsibilities for monitoring project strategies, including the risk log; SESP report, Social and Environmental Management Framework (where relevant) and other safeguard requirements; project grievance mechanisms; gender strategy; knowledge management strategy, and other relevant management strategies.
- f. Review financial reporting procedures and budget monitoring and other mandatory requirements and agree on the arrangements for the annual audit.
- g. Plan and schedule Project Board meetings and finalize the first-year annual work plan. Finalize the TOR of the Project Board.
- h. Formally launch the Project.

328. The National Technical and Safeguards Officer will prepare and submit the inception report no later than one month after the inception workshop. The inception report will be cleared by the UNDP-CO and the UNDP-GEF Regional Technical Adviser and will be approved by the Project Board.
329. GEF Project Implementation Report (PIR): The annual GEF PIR covering the reporting period July (previous year) to June (current year) will be completed for each year of project implementation. Any environmental and social risks and related management plans will be monitored regularly, and progress will be reported in the PIR. The PIR submitted to the GEF will be shared with the Project Board. The quality rating of the previous year's PIR will be used to inform the preparation of the subsequent PIR.
330. The GEF Core indicators: included as **Annex 14** will be used to monitor global environmental benefits and will be updated for reporting to the GEF prior to MTR and TE. Note that the project team is responsible for updating the indicator status. The updated monitoring data should be shared with MTR/TE consultants prior to required evaluation missions, so these can be used for subsequent ground-truthing. The methodologies to be used in data collection have been defined by the GEF and are available on the GEF website.
331. The FOLUR Global Platform Indicators will be monitored and reported on by the project team to address they key problems, challenges and gaps driving platform investments. Global Platform Indicator reporting will facilitate more active and effective partnerships, integrated policies and successful approaches and increase the practical skills of CP implementers, which will improve project outcomes both in the short and long terms.
332. Lessons learned and knowledge generation: Results from the project will be disseminated within and beyond the project intervention area through existing information sharing networks and forums. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to the project. The project will identify, analyse and share lessons learned that might be beneficial to the design and implementation of similar projects and disseminate these lessons widely. There will be continuous information exchange between this project and other projects of similar focus in the same country, region and globally.
333. Independent Mid-term Review (MTR): The terms of reference, the review process and the MTR report will follow the standard templates and guidance prepared by the UNDP IEO for GEF-financed projects available on the [UNDP Evaluation Resource Centre \(ERC\)](#). The evaluation will be 'independent, impartial and rigorous'. The evaluators that will be hired to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. Equally, the evaluators should not be in a position where there may be the possibility of future contracts regarding the project under review. The GEF Operational Focal Point and other stakeholders will be actively involved and consulted during the evaluation process. Additional quality assurance support is available from the BPPS/GEF Directorate. The final MTR report will be publicly available in English and will be posted on the UNDP ERC by Sep 2024. A management response to MTR recommendations will be posted in the ERC within six weeks of the MTR report's completion.
- Terminal Evaluation (TE):
334. An independent terminal evaluation (TE) will take place upon completion of all major project outputs and activities. The terms of reference, the evaluation process and the final TE report will follow the standard templates and guidance for GEF-financed projects available on the [UNDP Evaluation Resource Center](#). TE should be completed 3 months before the estimated operational closure date, set from the signature of the ProDoc and according to the duration of the project. Provisions should be taken to complete the TE in due time to avoid delay in project closure. Therefore, TE must start no later than 6 months to the expected date of completion of the TE (or 9 months prior to the estimated operational closure date).
335. The evaluation will be 'independent, impartial and rigorous'. The evaluators that UNDP will hire to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. Equally, the evaluators should not be in a position where there may be the possibility of future contracts regarding the project being evaluated. The GEF Operational Focal Point and other stakeholders will be actively involved and consulted during the terminal evaluation process. Additional quality assurance support is available from the BPPS/NCE-VF Directorate.
336. The final TE report and TE TOR will be publicly available in English and posted on the UNDP ERC by March 2028. A management response to the TE recommendations will be posted to the ERC within six weeks of the TE report's completion.

337. **Final Report:** The project's terminal GEF PIR along with the terminal evaluation (TE) report and corresponding management response will serve as the final project report package. The final project report package shall be discussed with the Project Board during an end-of-project review meeting to discuss lesson learned and opportunities for scaling up.

338. **Agreement on intellectual property rights and use of logo on the project's deliverables and disclosure of information** To accord proper acknowledgement to the GEF for providing grant funding, the GEF logo will appear together with the UNDP logo on all promotional materials, other written materials like publications developed by the project, and project hardware. Any citation on publications regarding projects funded by the GEF will also accord proper acknowledgement to the GEF. Information will be disclosed in accordance with relevant policies notably the UNDP Disclosure Policy⁶⁶ and the GEF policy on public involvement⁶⁷.

Table 2. Monitoring and evaluation plan and budget.

Monitoring and Evaluation Plan and Budget			
GEF M&E requirements	Responsible	Indicative costs (US\$)	Time frame
Inception Workshop	Implementing Partner NTSO/Coordinator/ CTA	\$10,000	Within 60 days of CEO endorsement of this project.
Inception Report	NTSO/Coordinator/ CTA	None	Within 90 days of CEO endorsement of this project.
Monitoring of indicators in project results framework	NTSO/Coordinator/ CTA	\$16,600	Annually prior to GEF PIR. This will include GEF core indicators at mid-point and project closure.
GEF Project Implementation Report (PIR)	UNDP Country Office NTSO/Coordinator/ CTA RTA	\$9,000	Annually typically between June-August. Annual meeting for Technical Advisory Committee and stakeholders to review progress of annual workplan implementation as well as annual monitoring of key indicators.
Monitoring of safeguards: ESMF, ESIA/SESA, ESMP and SESP	Project Safeguards Officer (50% of their time allocated)	\$88,770	On-going.
Supervision missions		None	Annually
Independent Mid-term Review (MTR)	UNDP Country Office PM/Coordinator/ CTA Independent evaluators	\$60,000	Sept 2024
Independent Terminal Evaluation (TE)	UNDP Country Office PM/Coordinator/ CTA Independent evaluators	\$64,000	March 2028
TOTAL indicative COST		\$248,370	

8 GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Section 1: General Roles and responsibilities of the project's governance mechanism

339. **Implementing Partner:** The Implementing Partner for this project is the Conservation and Environmental Protection Authority (CEPA) under the Ministry of Environment, Conservation and Climate Change (MOECCC). National Implementation Modality (NIM) will be used for implementation with assisted NIM support. This is based on the findings of the micro assessment conducted for the partners and the risk rating associated with the internal control framework as reflected below:

⁶⁶ See http://Pisin.undp.org/content/undp/en/home/operations/transparency/information_disclosurepolicy/

⁶⁷ See https://Pisin.thegef.org/gef/policies_guidelines

- In 2018, the Macro Assessment for PNG was conducted (see Annex 17). The report viewed the risk rating associated with the public financial management environment focusing on the budget, resource utilization, reporting, internal control framework and other areas can be viewed in Annex 17. Among different areas the assessment was focusing on, the ICF was analysed based on two parts 1) the structure of the ICF 2) the “climate” within which the systems operate. It is found that while there are controls in place, the control environment is weak and inconsistent, and the overall risk rating for this area has been recognised to be High. Further, the Audit General Office has also noted constantly the inadequate internal control procedures in many Government departments.
- In 2019, the Micro Assessment for the Implementing Partner - CEPA was conducted (see Annex 16). The overall risk rating identified for the IP was Significant. The Micro Assessment viewed different risk ratings for different areas, for instance, the risk rating for the Implementing Partner’s capacity; Accounting, policies and procedures; Financial Audit and information system are Significant, while the Internal Audit; Reporting and Procurement viewed to be High, the Fund Flow risk level is low.

340. The same applies to all Government Departments in Papua New Guinea. UNDP’s responsibility is to ensure appropriate accountability of the IP in terms of:

- Managing the project to deliver the planned outputs and managing risk in accordance with the agreed project document.
- Reporting fairly and accurately on project’s progress and risk against agreed workplans and results framework, in accordance with the reporting schedule and formats included in the project agreement.
- Maintaining documentation and evidence that describes the proper and prudent use of project resources in conformity with the project agreement, and applicable regulations and procedures. This documentation will be available on request to project quality assurers and designated auditors.

341. 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.

342. The Implementing Partner’s specific tasks include:

- Project planning, coordination, management, monitoring, evaluation and reporting. This includes providing all required information and data necessary for timely, comprehensive and evidence-based project reporting, including results and financial data, as necessary. The Implementing Partner will strive to ensure project-level M&E is undertaken by national institutes and is aligned with national systems so that the data used and generated by the project supports national systems.
- Risk management as outlined in the Project Document. Overseeing the management of project risks as included in this project document and new risks that may emerge during project implementation.
- Approving and signing the multi-year workplan.
- Approving and signing the combined delivery report at the end of the year.
- Signing the financial report and certifying expenditures in line with approved budgets and work plans.

343. The project identified two technical partners that will coordinate the work under component 1 and 2 namely, Department of Lands and Physical Planning (DLPP) and Department of Agriculture and Livestock (DAL). They will be represented in the PB.

344. 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 board 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.

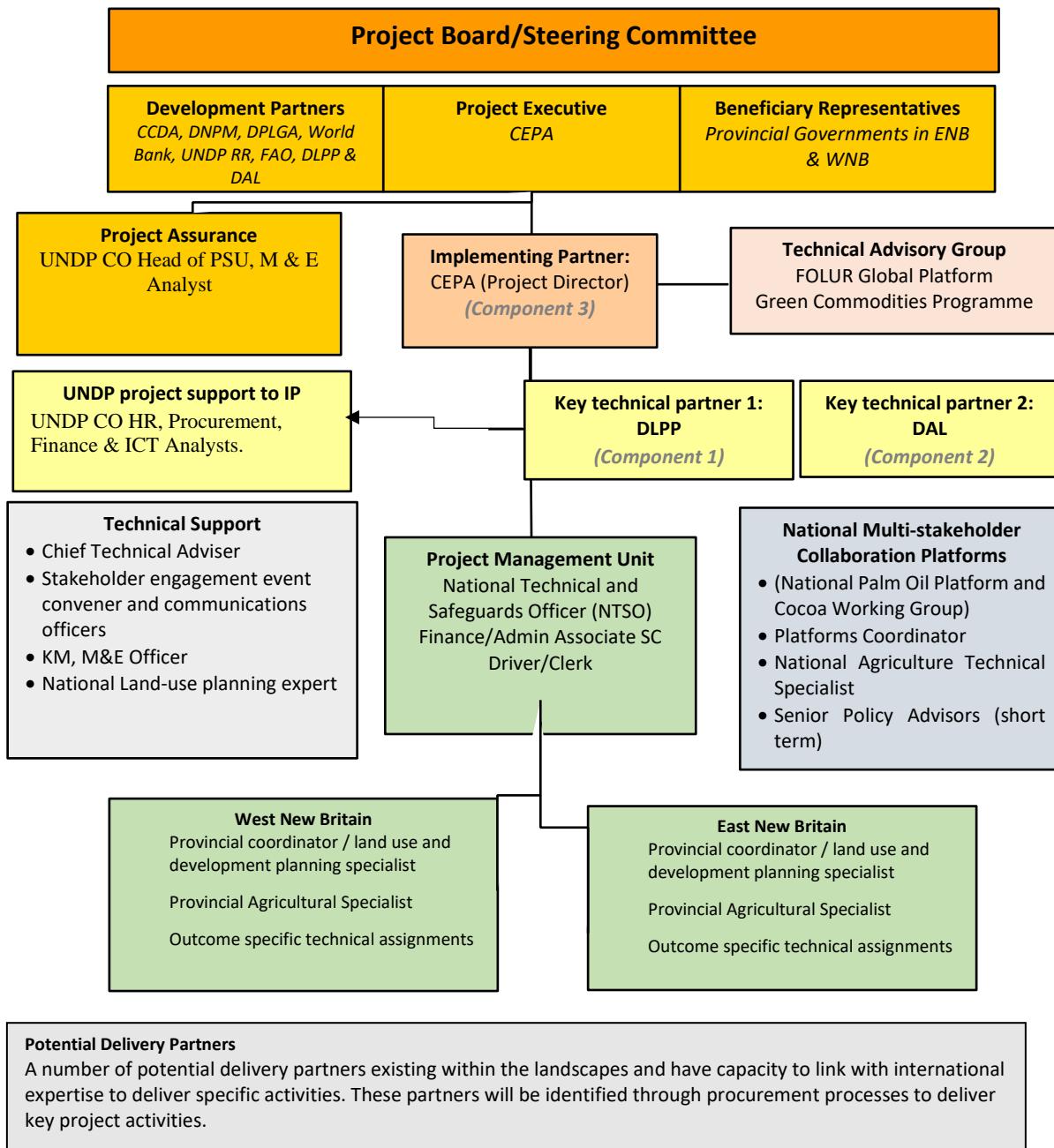
345. Representatives from Private Sector will also be invited to attend the project board as observers to ensure they have clear awareness of project decision-making. They will also be able to input into the design and development of project activities through engagement within the cocoa and palm oil 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.

346. At least two civil society groups will also be asked to join the board to represent the interests of land-owning communities within the project implementation.

347. **UNDP**: UNDP is accountable to the GEF for the implementation of this project. This includes overseeing project execution undertaken by the Implementing Partner to ensure that the project is being carried out in accordance with UNDP and GEF policies and procedures and the standards and provisions outlined in the Delegation of Authority (DOA) letter for this project. **The UNDP GEF Executive Coordinator, in consultation with UNDP Bureaus and the Implementing Partner, retains the right to revoke the project DOA, suspend or cancel this GEF project.** UNDP is responsible for the Project Assurance function in the project governance structure and presents to the Project Board and attends Project Board meetings as a non-voting member.

Section2: Project organization structure.

Assisted NIM with Government as Implementing Partner



348. **First line of defense:** UNDP oversight of project support to IP cannot be UNDP staff providing project assurance or providing programmatic oversight support to the RR.

Second line of defense:

- Regional Bureau oversees RR and Country Office compliance at portfolio level;
- BPPS NCE RTA oversees technical quality assurance and GEF compliance. BPPS NCE PTA oversees RTA function; and
- UNDP NCE Executive Coordinator and Regional Bureau Director can revoke DOA/cancel/suspend project or provide enhanced oversight.

The UNDP Resident Representative assumes full responsibility and accountability for oversight and quality assurance of this Project and ensures its timely implementation in compliance with the GEF-specific requirements and UNDP's Programme and Operations Policies and Procedures (POPP), its Financial Regulations and Rules and Internal Control Framework. A representative of the UNDP Country Office will assume the assurance role and will present assurance findings to the Project Board, and therefore attends Project Board meetings as a non-voting member.

349. UNDP project support: The GEF OFP has requested UNDP to provide execution support services for the full duration of the project. The GEF agency execution support letter (signed by the GEF OFP) including associated cost of US\$ 222,443, detailing these support services is included in Annex 11a. A Letter of Agreement (LoA) detailing these services are agreed and signed between the IP (CEPA) and UNDP (Annex 11b). To ensure strict independence required by the GEF and in accordance with the UNDP Internal Control Framework, these execution services will be delivered independent from the GEF-specific oversight and quality assurance services (i.e. not done by the same person to avoid conflict of interest). Oversight functions will be rendered by the Management specialist and senior management of UNDP Papua New Guinea country office. Services related to procurement of good and services will be provided by the procurement officers from the Operations Unit of UNDP PNG; services related to contracting and hiring personnel including travel will be assisted by HR officers of the Operations Unit. The team that provides procurement and HR support will be under the guidance and direction of the Operations Manager and Deputy Resident Representative, who will provide another layer of oversight to ensure adherence to UNDP rules and regulations. The staffs responsible for project oversight and those that provide execution support services are listed in the Audit Checklist (Annex 22). An enhanced oversight will be provided by the Regional Bureau through the Bangkok Regional Hub to ensure that the CO ensures project implementation in compliance with all UNDP rules and regulations. Technical oversight on the nature, climate and energy aspects of this project will be provided by the Regional Technical Advisor (RTA) on Ecosystem and Biodiversity will provide. Oversight to ensure this project complies with GEF policies and procedures will be provided by the RTA, Principal Technical Advisor (PTA), the Regional Team Leader (RTL) and other staff of BPPS/NCE Unit.

Section 3: Segregation of duties and firewalls vis-à-vis UNDP representation on the project board:

350. As noted in the [Minimum Fiduciary Standards for GEF Partner Agencies](#), in cases where a GEF Partner Agency (i.e. UNDP) carries out both implementation oversight and execution of a project, the GEF Partner Agency (i.e. UNDP) must separate its project implementation oversight and execution duties, and describe in the relevant project document a: 1) Satisfactory institutional arrangement for the separation of implementation oversight and executing functions in different departments of the GEF Partner Agency; and 2) Clear lines of responsibility, reporting and accountability within the GEF Partner Agency between the project implementation oversight and execution functions.

351. In this case, UNDP's implementation oversight role in the project – as represented in the project board and via the project assurance function – is performed by [Resident Representative, Head of Programme Support Unit, Monitoring and Evaluation Analyst, Programme Analyst, Programme Associate] UNDP's execution role in the project (as requested by the implementing partner and approved by the GEF) is performed by [Operations Team] who will report to [Deputy Resident Representative and Operations Manager]

Section 4: Roles and Responsibilities of the Project Organization Structure:

352. **Project Board:** All UNDP projects must be governed by a multi-stakeholder board or committee established to review performance based on monitoring and evaluation, and implementation issues to ensure quality delivery of results. The Project Board (also called the Project Steering Committee) is the most senior, dedicated oversight body for a project.

The two main (mandatory) roles of the project board are as follows:

- 1) **High-level oversight of the execution of the project by the Implementing Partner** (as explained in the "[Provide Oversight](#)" section of the POPP). This is the primary function of the project board and includes annual (and as-needed) assessments of any major risks to the project, and decisions/agreements on any management actions or

remedial measures to address them effectively. The Project Board reviews evidence of project performance based on monitoring, evaluation and reporting, including progress reports, evaluations, risk logs and the combined delivery report. The Project Board is responsible for taking corrective action as needed to ensure the project achieves the desired results.

- 2) **Approval of strategic project execution decisions of the Implementing Partner** with a view to assess and manage risks, monitor and ensure the overall achievement of projected results and impacts and ensure long term sustainability of project execution decisions of the Implementing Partner (as explained in the "[Manage Change](#)" section of the POPP).

Requirements to serve on the Project Board:

- ✓ Agree to the Terms of Reference of the Board and the rules on protocols, quorum and minuting.
- ✓ Meet annually; at least once.
- ✓ Disclose any conflict of interest in performing the functions of a Project Board member and take all measures to avoid any real or perceived conflicts of interest. This disclosure must be documented and kept on record by UNDP.
- ✓ Discharge the functions of the Project Board in accordance with UNDP policies and procedures.
- ✓ Ensure highest levels of transparency and ensure Project Board meeting minutes are recorded and shared with project stakeholders.

Responsibilities of the Project Board:

- ✓ Consensus decision making:
 - The project board provides overall overall guidance and direction to the project, ensuring it remains within any specified constraints, and providing overall oversight of the project implementation.
 - Review project performance based on monitoring, evaluation and reporting, including progress reports, risk logs and the combined delivery report;
 - The project board is responsible for making management decisions by consensus.
 - In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition.
 - In case consensus cannot be reached within the Board, the UNDP representative on the board will mediate to find consensus and, if this cannot be found, will take the final decision to ensure project implementation is not unduly delayed.
- ✓ Oversee project execution:
 - Agree on project manager's tolerances as required, within the parameters outlined in the project document, and provide direction and advice for exceptional situations when the project manager's tolerances are exceeded.
 - Appraise annual work plans prepared by the Implementing Partner for the Project; review combined delivery reports prior to certification by the implementing partner.
 - Address any high-level project issues as raised by the project manager and project assurance;
 - Advise on major and minor amendments to the project within the parameters set by UNDP and the donor and refer such proposed major and minor amendments to the UNDP BPPS Nature, Climate and Energy Executive Coordinator (and the GEF, as required by GEF policies);
 - Provide high-level direction and recommendations to the project management unit to ensure that the agreed deliverables are produced satisfactorily and according to plans.
 - Track and monitor co-financed activities and realisation of co-financing amounts of this project.
 - Approve the Inception Report, GEF annual project implementation reports, mid-term review and terminal evaluation reports.
 - Ensure commitment of human resources to support project implementation, arbitrating any issues within the project.
- ✓ Risk Management:
 - Provide guidance on evolving or materialized project risks and agree on possible mitigation and management actions to address specific risks.
 - Review and update the project risk register and associated management plans based on the information prepared by the Implementing Partner. This includes risks related that can be directly managed by this project, as well as contextual risks that may affect project delivery or continued UNDP compliance and reputation but are outside of the control of the project. For example, social and environmental risks

- associated with co-financed activities or activities taking place in the project's area of influence that have implications for the project.
- Address project-level grievances.
- ✓ Coordination:
 - Ensure coordination between various donor and government-funded projects and programmes.
 - Ensure coordination with various government agencies and their participation in project activities.

Composition of the Project Board: The composition of the Project Board must include individuals assigned to the following three roles:

1. **Project Executive:** This is an individual who represents ownership of the project and chairs (or co-chairs) the Project Board. The Executive usually is the senior national counterpart for nationally implemented projects (typically from the same entity as the Implementing Partner), and it must be UNDP for projects that are direct implementation (DIM). In exceptional cases, two individuals from different entities can co-share this role and/or co-chair the Project Board. If the project executive co-chairs the project board with representatives of another category, it typically does so with a development partner representative. The Project Executive is: **Director of Sustainable Environment Programme in CEPA.**
2. **Beneficiary Representative(s):** Individuals or groups representing the interests of those groups of stakeholders who will ultimately benefit from the project. Their primary function within the board is to ensure the realization of project results from the perspective of project beneficiaries. Often representatives from civil society, industry associations, or other government entities benefiting from the project can fulfil this role. There can be multiple beneficiary representatives in a Project Board. The Beneficiary representative (s) is/are:
 - 1) West New Britain Provincial Government, Office of the Governor
 - 2) East New Britain Provincial Government, Office of the Governor
 - 3) Institute of National Affairs – Managing Director
 - 4) Oil Palm Growers Association
 - 5) Cocoa Growers Association
3. **Development Partner(s):** Individuals or groups representing the interests of the parties concerned that provide funding, strategic guidance and/or technical expertise to the project. The Development Partner(s) is/are:
 - 1) UNDP – represented by the Resident Representative or his delegated authority /Head of Environment Portfolio;
 - 2) The Department of National Planning & Monitoring;
 - 3) The Department of Provincial and Local Level Government Affairs;
 - 4) Department of Lands and Physical Planning (DLPP)
 - 5) Department of Agriculture and Livestock (DAL)
 - 6) World Bank – based on their support the PACD project and potential close links between project implementation.
 - 7) Food and Agriculture Organization (FAO) – based on links with GEF CEIBT project in development of deforestation monitoring tool as well as and the Integrated land management, restoration of degraded landscapes and natural capital assessment in the mountains of Papua New Guinea Project in terms of land use planning, conservation action and value chain development which will also be a focus for links with engagement in Cocoa value chain through the STREIT project
 - 8) Department of Foreign Affairs and Trade (DFAT) – based on links with PHARMA project.

353. **Project Assurance:** Project assurance is the responsibility of each project board member; however, UNDP has a distinct assurance role for all UNDP projects in carrying out objective and independent project oversight and monitoring functions. UNDP performs quality assurance and supports the Project Board (and Project Management Unit) by carrying out objective and independent project oversight and monitoring functions, including compliance with the risk management and social and environmental standards of UNDP. The Project Board cannot delegate any of its quality assurance responsibilities to the Project Manager. Project assurance is totally independent of project execution.

354. A designated representative of UNDP playing the project assurance role is expected to attend all board meetings and support board processes as a non-voting representative. It should be noted that while in certain cases UNDP's project assurance role across the project may encompass activities happening at several levels (e.g. global, regional), at least one UNDP representative playing that function must, as part of their duties, specifically attend board meeting and provide board members with the required documentation required to perform their duties. The UNDP representative playing the main project assurance function is/are: **Head of Programme Support Unit, Monitoring and Evaluation Analyst.**

355. **Project Management – Execution of the Project:** The Project Manager (PM) (also called project coordinator) is the senior most representative of the Project Management Unit (PMU) and is responsible for the overall day-to-day management of the project on behalf of the Implementing Partner, including the mobilization of all project inputs, supervision over project staff, responsible parties, consultants and sub-contractors. The project manager typically presents key deliverables and documents to the board for their review and approval, including progress reports, annual work plans, adjustments to tolerance levels and risk registers. A designated representative of the PMU is expected to attend all board meetings and support board processes as a non-voting representative. The primary PMU representative attending board meetings is: **National Technical and Safeguards Officer**

356. **Technical Advisory Group:** A Technical Advisory Group will provide advisory support to the Project Board, Project Management Unit and Technical Support team. The group will comprise of representatives from the FOLUR Global Programme as well as the Green Commodities programme and other key projects that are not represented within the Project Board or who are able to provide a technical role to the group, with target groups including other GEF financed projects (UNEP, FAO, UNDP) as well as other major commodity of biodiversity projects (representatives of USAID biodiversity project, EU projects). The group will liaise primarily with the National Project Director, with support from the National Project Coordinator and Chief Technical Advisor, and will provide additional input into project workplans and the design of specific project activities as well as supporting quality assurance and inputs on key technical assignments.

357. **Project Management Unit:** Project management services will be delivered by the Project Management Unit that will be based in CEPA. The PMU supported by technical specialists will be central to building capacity of the IP, technical partners, and the local level governments. The PMU will be staffed as follows:

- National Technical and Safeguards Officer
- Admin/Finance Associate
- Office Clerk/Driver

358. The National Technical and Safeguards Officer (NTSO) has the authority to run the project on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Board. The NTSO is responsible for day-to-day management and decision-making for the project. The NTSO's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The NTSO will have both project management and technical functions (see [Annex 6](#) for draft TOR). In addition to the NTSO, the PMU will include an **Administrative & Financial Officer** (AFA) to support the NTSO. The AFA will also have some technical obligations in the project – particularly with reference to building capacity and systems for outstanding financial planning and management among partner organisations.

359. All personnel of PMU will be contracted by UNDP and will fall under the line management of UNDP and will provide weekly updates on project progress to UNDP CO. Monthly meetings will also be held between the PMU staff, representatives of UNDP CO and CEPA management to ensure that project progress is in line with CEPA and GoPNG needs and address any operational or technical issues.

360. **Technical support:** the following full-time positions will provide technical support to the Project Management Unit:

- *Chief Technical Advisor (CTA)*. This is a specifically technical position – with specific reference to business planning, financial planning, systems and capacity building. The CTA will not substitute the NTSO in terms of project management. Indeed, the CTA will have the specific responsibility to provide high level technical advise to the Government and Responsible Parties.
- *Stakeholder engagement event convener and communications officers* – The national export will have a central role in coordinating stakeholder engagement and facilitating and convening events. They will act as a key link between different actions at landscape, national and international levels and form a link between project activities and key stakeholders. As part of this role they will also work to develop information materials and link with technical

consultancies to ensure that information is provided in formats appropriate to stakeholders and that can be used for circulation domestically and where appropriate internationally.

- *National Knowledge Management and M&E expert*. The national expert will coordinate action with regard to knowledge management (KM) and M&E, bringing together data and information collection to ensure that there is clear information on project performance as well as effectively disseminating lessons learned and information on the project to stakeholders. The officer will work closely with targeted consultancies in the development of impact evaluation, knowledge management and information frameworks as well as with the NTSO with regard to collection of information and reporting on safeguards.
- *Platform Coordinator*. He/she will play a central role in coordinating action on both Palm oil and cocoa platforms. They will act as the key focal point to facilitate communication between government, private sector and civil society as well as guiding technical inputs under Component 2 of the project and ensuring that these are fully integrated into the workplan of the platforms and that these link and integrate with actions from other components. They will also play an important role in linking action at national level with that at provincial level through coordination with provincial agricultural specialists. Work will be conducted in close coordination with the NTSO and CTA.
- *National Agricultural Specialist* – a national agricultural specialist will play a key technical role in supporting the operations of the platform and actions under Component 2 of the project. They will work closely with technical consultancies to ensure integration with broader policies and programmes as well as providing a focal point for government and private sector groups on technical issues.
- *Senior Policy Advisors* – these short term roles will engage senior figures within PNG community to gain their inputs and assistance with key elements of the reform process. Their technical knowledge will also link with a deep understanding of decision making in PNG and capacity to help facilitate the project link with the right decision making processes to drive change.
- *Provincial Coordinator and Land Use Experts* in the target provinces of East and West New Britain. The recruited officers will be based within the provincial government office and support coordination at provincial level on land use and development planning helping to link action between national, provincial, district and ward level as well as the integration of work on land use planning, sector development (particularly agriculture under project Component 2 and conservation under project Component 3) into development planning processes at provincial level. Through this they will work closely with the NLUE as well national agricultural platform coordinator and technical expert as well as provincial agricultural specialists.
- *Provincial Agricultural Specialists* in the target provinces of East and West New Britain. The recruited officers will be based within the provincial government office and support coordination at provincial level with a focus on agricultural activities under Component 2. They will work closely with the provincial coordinators as well as the national level team working through the commodity platforms. They will engage directly with processes for improvements in extension services and provide a direct link between farmers, subnational government and the project.
- *Short-term International and National Experts* – they will also 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.

9 FINANCIAL PLANNING AND MANAGEMENT

361. The total cost of the project is **USD 61,275,688**. This is financed through a GEF grant of **USD 10,709,174**, and **USD 50,566,514** in parallel co-financing. UNDP, as the GEF Implementing Agency, is responsible for the oversight of the GEF resources and the cash co-financing transferred to UNDP bank account only.

362. Confirmed Co-financing: The actual realization of project co-financing will be monitored during the Mid-term Review and terminal evaluation process and will be reported to the GEF. Note that all project activities included in the project results framework that will be delivered by co-financing partners (even if the funds do not pass through UNDP accounts) must comply with UNDP's social and environmental standards. Co-financing will be used for the following project activities/outputs:

Table 15. Project Co-financing

Co-financing source	Co-financing type	Co-financing amount (US\$)	Planned Co-financing Activities/ Outputs	Risks	Risk Mitigation Measures
Conservation and Environmental Protection Authority	<i>In kind/Grant</i>	2,000,000 (<i>600,000 In-kind, 1,400,000 grant</i>)	Across all components and outcomes but with focus on Component 3 and 4 as well as support through provision of office space and engagement of staff and equipment.	Moderate risk linked to GoPNG commitment to finance for CEPA and staff capacity.	PMU will monitor co-financing commitments and engagement and seek to address limitations through Project Steering Committee if required.
Department of Lands and Physical Planning	Grant	6,000,000 (<i>2,000,000 in kind and 4,000,000 investment</i>)	Across all components and outcomes but with focus on Component 1, as well as support through engagement of staff and equipment.	Moderate risk linked to GoPNG commitment to finance for CEPA and staff capacity.	PMU will monitor co-financing commitments and engagement and seek to address limitations through Project Steering Committee if required.
Department of Agriculture and Livestock	Grant	6,000,000 (<i>2,000,000 in kind and 4,000,000 investment</i>)	Across all components and outcomes but with focus on Component 2 as well as support through provision of office space and engagement of staff and equipment.	Moderate risk linked to GoPNG commitment to finance for CEPA and staff capacity.	PMU will monitor co-financing commitments and engagement and seek to address limitations through Project Steering Committee if required.
Climate Change and Development Authority	<i>In kind/Grant</i>	300,000 (<i>200,000 in in-kind and 100,000 in Grant</i>)	Across all components and outcomes but with focus on Component 1, and 4.	Moderate risk linked to GoPNG commitment to finance for CEPA and staff capacity.	PMU will monitor co-financing commitments and engagement and seek to address limitations through Project Steering Committee if required.
UNDP/European Union	Grant	10,000,000	Support to action on land use planning under component 1 as well as work to developing key value chains for cocoa and oil palm under component 2 through action on agricultural value chains linked to STREIT project,	Low risk linked to diversion of finance to tackle other emergency events including COVID19 or redirection of finance to other provinces	PMU will work closely with UNDP and EU team to identify potential challenges with option to engage through Project Steering Committee if needed as well as to effectively plan and programme activities without this co-finance.

FAO/European Union	<i>Grant</i>	10,000,000	Support to action on improved agricultural value chains based on action through STREIT project with particular focus on functioning of cocoa platform as well as development of improved extension services,	Low risk linked to diversion of finance to tackle other emergency events including COVID19 or redirection of finance to other provinces	PMU will work closely with FAO and EU team to identify potential challenges with option to engage through Project Steering Committee if needed as well as to effectively plan and programme activities without this co-finance.
West New Britain Provincial Authority	<i>In-kind / grant</i>	4,410,014 (2,058,006 in kind, 2,352,007 in Grant)	Supporting action on agricultural development through provision of extension officers and support personal, as well as action on policy revision and development. Actions on land use planning and revision on provincial plans as well as support to action on conservation and restoration actions.	Moderate linked to political changes as well as impacts of COVID19 or other natural disasters.	PMU will monitor co-financing commitments and engagement and seek to address limitations through Project Steering Committee if required while also working closely with the Provincial administration to ensure effective communication and engagement.
Oil Palm Industry Cooperation	<i>In-kind/ Grant</i>	4,000,000 (600,000 in in-kind and 3.4M in Grant)	Support to component 2	Medium risk due to impacts on global supply chains of COVID19.	PMU to maintain strong engagement with companies and to ensure effective programming should finance change.
Forests for Certain (FORCERT)	<i>In-kind / grant</i>	3,100,000 (2million in kind and 1.1 million in investment)	Support to all components through engagement with communities and subnational governments on land use planning, agricultural development and conservation and restoration action.	Medium risk due to potential impacts of funding cycles to NGO.	PMU to maintain strong engagement with FORCERT and to ensure effective programming should finance change.
NBPOL	<i>Grant</i>	2,710,000	Support to component 2	Medium risk due to impacts on global supply chains of COVID19.	PMU to maintain strong engagement with companies and to ensure effective programming should finance change.
Hargy	<i>Grant</i>	906,500	Support to component 2	Medium risk due to impacts on global supply chains of COVID19.	PMU to maintain strong engagement with companies and to ensure effective programming should finance change.
Outspan	<i>Grant</i>	870,000	Support to component 2	Medium risk due to impacts on global supply chains of COVID19.	PMU to maintain strong engagement with companies and to ensure effective programming should finance change.
Agmark	<i>Grant</i>	270,000	Support to component 2	Medium risk due to impacts on global supply chains of COVID19.	PMU to maintain strong engagement with companies and to ensure effective programming should finance change.

TOTAL CO-FINANCING		USD 50,566,514		
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363. **Budget Revision and Tolerance:** As per UNDP POPP, the project board may agree with the project manager on a tolerance level for each detailed plan under the overall multi-year workplan. The agreed tolerance should be written in the project document or approved project board meeting minutes. It should normally not exceed 10 percent of the agreed annual budget at the activity level, but within the overall approved multi-year workplan at the activity level. Within the agreed tolerances, the project manager can operate without intervention from the project board. Restrictions apply as follows:

364. Should the following deviations occur, the Project Manager/IP through UNDP Country Office will seek the approval of the BPPS/NCE-VF team to ensure accurate reporting to the GEF. It is **strongly encouraged** to maintain the expenditures within the approved budget at the budgetary account and at the component level:

- a) Budget reallocations must prove that the suggested changes in the budget will not lead to material changes in the results to be achieved by the project. A strong justification is required and will be approved on an exceptional basis. Budget re-allocations among the components (including PMC) of the approved Total Budget and Work Plans (TBWP) that represent a value greater than 10% of the total GEF grant.
- b) Introduction of new outputs/activities (i.e. budget items) that were not part of the agreed project document and TBWP that represent a value greater than 5% of the total GEF grant. The new budget items must be eligible as per the [GEF and UNDP policies](#).
- c) Project management cost (PMC): budget under PMC component is capped and cannot be increased.

Any over expenditure incurred beyond the available GEF grant amount must be absorbed by non-GEF resources (e.g. UNDP TRAC or cash co-financing).

365. **Project extensions:** The UNDP Resident Representative and the UNDP-GEF Executive Coordinator must approve all project extension requests. Note that all extensions incur costs and the GEF project budget cannot be increased. A single extension may be granted on an exceptional basis and only if the following conditions are met: one extension only for a project for a maximum of six months; the project management costs during the extension period must remain within the originally approved amount, and any increase in PMC costs will be covered by non-GEF resources; the UNDP Country Office oversight costs in excess of the CO's Agency fee specified in the DOA during the extension period must be covered by non-GEF resources.

366. **Audit:** The project will be audited as per UNDP Financial Regulations and Rules and applicable audit policies. Audit cycle and process must be discussed during the Inception workshop. If the Implementing Partner is an UN Agency, the project will be audited according to that Agencies applicable audit policies.

367. **Project Closure:** Project closure will be conducted as per UNDP requirements outlined in the UNDP POPP. All costs incurred to close the project must be included in the project closure budget and reported as final project commitments presented to the Project Board during the final project review. The only costs a project may incur following the final project review are those included in the project closure budget.

368. **Operational completion:** The project will be operationally completed when the last UNDP-financed inputs have been provided and the related activities have been completed. This includes the final clearance of the Terminal Evaluation Report (that will be available in English) and the corresponding management response, and the end-of-project review Project Board meeting. Operational closure must happen at the end date calculated by the approved duration after the Project Document signature or at the revised operational closure date as approved in the project extension. Any expected activity after the operational date requires project extension approval. The Implementing Partner through a Project Board decision will notify the UNDP Country Office when operational closure has been completed. At this time, the relevant parties will have already agreed and confirmed in writing on the arrangements for the disposal of any equipment that is still the property of UNDP.

369. **Transfer or disposal of assets:** In consultation with the Implementing Partner and other parties of the project, UNDP is responsible for deciding on the transfer or other disposal of assets. Transfer or disposal of assets is recommended to be reviewed and endorsed by the project board following UNDP rules and regulations. Assets may be transferred to the

government for project activities managed by a national institution at any time during the life of a project. In all cases of transfer, a transfer document must be prepared and kept on file⁶⁸. The transfer should be done before Project Management Unit complete their assignments.

370. Financial completion (closure): The project will be financially closed when the following conditions have been met: a) the project is operationally completed or has been cancelled; b) the Implementing Partner has reported all financial transactions to UNDP; c) UNDP has closed the accounts for the project; d) UNDP and the Implementing Partner have certified a final Combined Delivery Report (which serves as final budget revision).

371. The project will be financially completed **within 6 months of operational closure or after the date of cancellation**. If Operational Closure is delayed for any justified and approved reason, the Country Office should do all efforts to Financially Close the project within 9 months after TE is completed. Between operational and financial closure, the implementing partner will identify and settle all financial obligations and prepare a final expenditure report. The UNDP Country Office will send the final signed closure documents including confirmation of final cumulative expenditure and unspent balance to the BPPS/NCE-VF Unit for confirmation before the project will be financially closed in Atlas by the UNDP Country Office.

372. Refund to GEF: Should a refund of unspent funds to the GEF be necessary, this will be managed directly by the BPPS/GEF Directorate in New York. No action is required by the UNDP Country Office on the actual refund from UNDP project to the GEF Trustee.

⁶⁸ See

https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PPM_Project%20Management_Closing.docx&action=default.

10 TOTAL BUDGET AND WORK PLAN

Total Budget and Work Plan									
Atlas Award ID:	00130711	Atlas Output Project ID:	00123940						
Atlas Proposal or Award Title:	Establishing systems for sustainable integrated land-use planning across New-Britain Island in Papua New Guinea								
Atlas Business Unit	PNG10								
Atlas Primary Output Project Title	Establishing systems for sustainable integrated land-use planning across New-Britain Island in Papua New Guinea								
UNDP-GEF PIMS No.	6394								
Implementing Partner	Conservation and Environment Protection Authority (CEPA)								

GEF Component/Atlas Activity	Responsible Party/[1]	Atlas Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Account Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	Amount Year 6 (USD)	Total (USD)	See Budget Note:
	(Atlas Implementing Agent)												
Component 1: Development of integrated landscape management systems	UNDP	62000	GEF	74200	Audio Visual & Print Prod Costs	5,000	-	-	-	-	-	5,000	1
				72100	Contractual Services-Companies	89,886	262,867	357,781	79,728	-	-	790,262	2
				72800	Information Technology Equipment	-	90,000	20,000	-	-	-	110,000	3
				71200	International Consultants	31,381	31,381	31,381	31,381	-	-	125,524	4
				71300	Local Consultants	77,941	138,365	138,365	138,365	138,365	45,540	676,941	5
				74500	Miscellaneous Expenses							-	
				75700	Training, Workshops and Confer	12,000	65,000	55,000	17,000	6,000	2,000	157,000	6
				71600	Travel	10,000	52,094	50,000	10,000	-	-	122,094	7
				Total Component 1		226,208	639,707	652,527	276,474	144,365	47,540	1,986,821	

Component 2: Promotion of sustainable food production practices and responsible value chains to reduce land stress and avert degradation and deforestation	UNDP	6200 0	GEF	72100	Contractual Services- Companies	188,336	819,613	658,846	231,631	23,000	23,000	1,944,426	8a, 8b, 8c
				72800	Information Technology Equipment	7,000	8,000	32,000	35,300	-	-	82,300	9a, 9c
				71200	International Consultants	219,668	249,668	219,668	219,668	-	-	908,672	10a, 10b, 10c
				71300	Local Consultants	184,398	184,398	184,398	184,396	105,937	27,117	870,644	11a, 11b, 11c
				74500	Miscellaneous Expenses								
				75700	Training, Workshops and Confer	29,000	108,000	122,500	92,500	48,500	46,500	447,000	12a, 12b, 12c
				71600	Travel	22,000	62,000	82,200	48,000	8,000	6,000	228,200	13a, 13b, 13c
				Total Component 2		650,402	1,431,679	1,299,612	811,495	185,437	102,617	4,481,242	
Component 3: Conservation and restoration of natural habitats through public- private- community partnerships	CEPA	6200 0	GEF	72100	Contractual Services- Companies	15,200	427,761	420,327	150,498	-	-	1,013,786	14a, 14b
				72200	Equipment and Furniture	-	40,000	20,000	20,000	-	-	80,000	15
				72800	Information Technology Equipment	20,500	25,500	30,500	10,000	-	20,500	107,000	16
				71200	International Consultants	63,782	52,982	31,382	31,380	-	-	179,526	17a, 17b
				71300	Local Consultants	68,020	68,020	47,020	47,020	21,952	13,596	265,628	18a, 18b
				74500	Miscellaneous Expenses							-	
				75700	Training, Workshops and Confer	10,000	70,000	60,000	36,000	8,000	10,000	194,000	19a, 19b
				71600	Travel	8,000	66,000	56,000	32,000	4,000	6,000	172,000	20a, 20b
				Total Component 3		185,502	750,263	665,229	326,898	33,952	50,096	2,011,940	
Component 4: Knowledge management and M&E	CEPA	6200 0	GEF	74200	Audio Visual & Print Prod Costs	500	750	750	750	750	750	4,250	21
				72100	Contractual Services- Companies	137,868	128,053	90,768	90,768	45,384	-	492,841	22
				72800	Information Technology Equipment	1,720	120	120	120	120	120	2,320	23
				71200	International Consultants	105,381	31,381	67,381	31,381	-	40,000	275,524	24
				71300	Local Consultants	47,912	35,912	47,912	26,912	26,912	47,912	233,472	25
				71400	Contractual Services - Individual	22,356	22,356	22,356	22,356	22,356	22,356	134,136	26

				74500	Miscellaneous Expenses									
				75700	Training, Workshops and Confer	21,917	57,217	18,617	18,617	41,951	3,350	161,669	27	
				71600	Travel	86,033	79,033	74,813	64,593	64,593	45,933	414,998	28	
					Total Component 4	423,687	354,822	322,717	255,497	202,066	160,421	1,719,210		
Project Management Unit	UNDP	6200 0	GEF	74200	Audio Visual & Print Prod Costs	813	500	500	500	500	500	3,313	29	
				71400	Contractual Services - Individual	40,368	40,368	40,368	40,368	40,368	40,368	242,208	30	
				72200	Equipment and Furniture	3,000	-	-	3,000	-	-	6,000	31	
				72400	Communication & AV Equipments	3,167	3,166	3,166	3,166	3,166	3,166	18,997	32	
				72800	Information Technology Equipment	5,600	-	-	2,400	-	-	8,000	33	
				74100	Professional Services	1,500	1,500	1,500	1,500	1,500	1,500	9,000	34	
				74596	Services to projects - GOE for CO	37,074	37,074	37,074	37,074	37,074	37,073	222,443	35	
					Subtotal Project management	91,522	82,608	82,608	88,008	82,608	82,607	509,961		
					SUB-TOTAL GEF	1,577,321	3,259,079	3,022,693	1,758,372	648,428	443,281	10,709,174		
					PROJECT TOTAL	1,577,321	3,259,079	3,022,693	1,758,372	648,428	443,281	10,709,174		

Summary of Funds:

Donor	Amount Year 1	Amount Year 2	Amount Year 3	Amount Year 4	Amount Year 5	Amount Year 6	Total
GEF grant	1,577,321	3,259,079	3,022,693	1,758,372	648,428	443,281	10,709,174
Total Co-financing	10,670,303	11,031,953	11,031,953	10,670,303	3,581,001	3,581,001	50,566,514
<i>Government</i>							
Climate Change and Development Authority	60,000	60,000	60,000	60,000	30,000	30,000	300,000
Conservation and Environmental Protection Authority	400,000	400,000	400,000	400,000	200,000	200,000	2,000,000
Department of Agriculture and Livestock	1,200,000	1,200,000	1,200,000	1,200,000	600,000	600,000	6,000,000
Department of Lands and Physical Planning	1,200,000	1,200,000	1,200,000	1,200,000	600,000	600,000	6,000,000
West New Britain Provincial Authority	882,003	882,003	882,003	882,003	441,001	441,001	4,410,014
FAO/European Union	2,000,000	2,000,000	2,000,000	2,000,000	1,000,000	1,000,000	10,000,000

Private Sector							
Hargy	181,300	271,950	271,950	181,300	-	-	906,500
Agmark	67,500	67,500	67,500	67,500	-	-	270,000
NBPOL	542,000	813,000	813,000	542,000	-	-	2,710,000
Oil Palm Industry Cooperation	800,000	800,000	800,000	800,000	400,000	400,000	4,000,000
Outspan	217,500	217,500	217,500	217,500	-	-	870,000
UNDP/European Union	2,500,000	2,500,000	2,500,000	2,500,000	-	-	10,000,000
NGO							
FORCET	620,000	620,000	620,000	620,000	310,000	310,000	3,100,000
TOTAL	12,247,624	14,291,032	14,054,646	12,428,675	4,229,429	4,024,282	61,275,688

Budget Notes:

No.	Description
	Component 1: Development of integrated landscape management systems \$1,986,821
	Outcome 1: National Sustainable Land Use Planning Policy Framework, supporting effective management of development activities, formulated, legalized and mainstreamed into the development planning process for two provinces, four districts and four LLGs \$1,986,821
1	Audio Visual and Print Production Costs (74200) – Total value for Outcome 1 - \$5000 Print costs linked to development of information materials for NSLUP and supporting regulations - Budget: \$5000
2	Contractual services – Companies (72100) – Total Value for Outcome 1 - \$790,262 Under Component 1, a number of contractual services that will be procured to support project delivery these are shown below with links to their outputs: <i>Support endorsement, implementation and sustainable financing of National Sustainable Land-use planning policy (Output 1.1).</i> – Budget \$54,000 lump sum contract based on 60 days work at \$600 per day: \$36,000 and consultant travel (6 visits at \$3,000): \$18,000 to undertake: <ul style="list-style-type: none">• Support to the development of guidelines and regulations for implementation of the NSLUP. Review the existing legislations to identify how to coordinate sector-based approaches to land use planning and how to integrate with subnational planning process and how these can be financed• Review the existing land use planning approaches through government / NGOs / PS / Communities and challenges/ opportunities to foster integration within government's recognized land use planning processes including identification of key zoning categories and their implications• Develop guidance and regulations for ward, LLG, district, provincial and sustainable land use planning and its financing <i>Support to establishment of a national land use planning information and coordination system (Output 1.2)</i> Budget: \$103,500 – lump sum contract based on 80 days work for IC at \$600 per day: \$48,000 and 85 days work for a LC at \$300 \$25,500, as well as consultant travel at \$30,000. Actions will also be supported by the PMU and the National and Subnational Land use Planning experts. This contract will undertake: <ul style="list-style-type: none">• Convene series of consultations on the design, including user-needs assessment, and development of information hub• Support the establishment of a cross sector NSLUP technical working group focused on hub development• Support the technical development of hub including purchase of equipment, and development of SOP for the hub• Provide capacity training for the key government officers on the SOP of the hub• Develop communication materials and convene events on awareness raising on hub• Identify sustainability strategies for the hub's operations including financing

	<p><i>Support the review of two provincial, four district and four ILG development plans to consider SLM including participatory development of land use zoning maps for these jurisdictions and their integration with development plans (Output 1.3)</i></p> <p>Budget \$632,762 - Lump sum contract based on 390 days' work for IC at \$600 per day: \$234,000, 700 days' work for LC at \$300 per day: \$210,000 (with support from subnational land use planning focal points) and consultant travel \$188,762</p> <ul style="list-style-type: none"> • Support awareness raising across provincial, district and LLG officers and other key stakeholders on nature of plan development as well as potential impacts of unsustainable land use on future development within the provinces • Through participatory process, and building on HCV/HCS mapping work conducted and ELVIS tool develop potential land use and development scenarios linking existing targets and stated objectives with potential changes in land use development at provincial, district levels. • Develop a TSA of different development pathways building on existing information and assess the impact of different policy and land use management instruments • Conduct public consultations on the draft scenarios with TSA results, revise findings and identify key elements of a proposed scenarios for adoption within Provincial and Local level planning processes. • Support the operation of multi-stakeholder engagement process in development plan development including operation of cross sector and planning committees for plan revision at provincial level • Provide technical support to revision of plans at district, LLG and Ward level development plans and development of land use plans including consultation processes, mapping activities, drafting and baseline data review and assessment (building on actions below) • Support the establishment of information management and monitoring system, which brings together information from different technical line agencies and committees, to help improve cross sector and non-governmental access to information; this activity will link closely with technical support provided to information system development under Output 1.2.
3	<p>Information Technology Equipment (72800) – Total Value for Outcome 1 - \$110,000</p> <p>Under Component 1 equipment will be purchased for the development of the national land use planning information and coordination system (Output 1.2.) this will include purchase of computers, improved network capacity, GPS systems, printers and other elements.</p> <p>Estimate based on equipment needed – goods: \$110,000</p>
4	<p>International Consultants (71200) – Total Value for Outcome 1 - \$125,524</p> <p>This is based on partial cost of Chief Technical Advisor - Technical Advisor's costs are spread across all components and outcomes based on contribution to technical oversight of those elements (\$313,812 per year x 4 years with 10% allocated to Outcome 1 = \$125,524). The CTA will be the technical lead across the project and will have primary responsibility for guiding technical inputs and ensuring the coherence and integration of different project components, outcomes and outputs. CTA will bring significant international experience to the project and will help to guide inputs from international and national consultants and contracted companies as well as maintaining strong links with government and other development partners.</p>
5	<p>Local Consultants (71300) – Total Value for Outcome 1 - \$676,941</p> <ul style="list-style-type: none"> • <i>National Land use expert</i> – \$270,000 total project cost based on working 4.5. years at \$60,000 per year (position will begin 6 months after project has started and finish a year before project end) • <i>2 Subnational land use planning focal points</i> – \$334,240 total project cost recruited – one officer in each province (\$33,424 per officer per year) will be based within the provincial government office and support coordination at provincial level on land use and development planning over 5 years (position will begin after project has started and finish before the last year of the project) <p>A technical support team including a knowledge management specialist and stakeholder engagement specialist will work across all Outputs:</p> <ul style="list-style-type: none"> • <i>Knowledge Management and M&E expert</i> – to coordinate the implementation of KM outputs of the project, contribute to the design and maintenance of the project websites/webpage and ensure effective dissemination of lessons and information generated from the project to all stakeholders. - \$29,590 x 6 years with 12.55% allocated to Outcome 1 = \$22,193 • <i>Stakeholder engagement event convener and communications officer</i> – to support coordination of action across landscapes and national level with a focus on ensuring coherent engagement with target stakeholders across project outcomes; facilitate and convene events. \$33,672 per year x 6 years with 25% allocated to Outcome 1 = \$50,508)
6	Training, Workshops and Conferences (75700) – Total Value for Outcome 1 - \$157,000

	<ul style="list-style-type: none"> • <i>Actions under Output 1.1. – Budget \$32,000</i> Operation of NSLUP implementation committee – Output 1.1. – Quarterly meetings at \$500 per meeting – Total cost \$10,000 Development guidelines for implementation of NSLUP – Output 1.1. – Consultation and training workshops on guidelines – 11 regional and national events at \$2,000 – total cost \$22,000 • <i>Actions under Output 1.2. – Budget \$37,000</i> Series of consultations on the design, including user-needs assessment, and development of information hub – 2 meetings at \$2,000 - \$4,000 Support the establishment of a cross sector NSLUP technical working group focused on hub development – 9 meetings at \$1,000 - \$9,000 Develop communication materials and convene events on awareness raising on hub – 8 meetings at \$3,000 - \$24,000 • <i>Actions under Output 1.3. – Budget \$88,000</i> Awareness raising, data collection and consultation events across provinces– 40 meetings at \$2,000 - \$80,000 Operations of provincial level land use committees – 8 meetings at \$1,000 – total cost \$8,000
7	<p>Travel (71600) – Total Value for Outcome 1 - \$122,094</p> <p>Under Component 1 there will be costs required for stakeholders and project staff/ consultants to travel to awareness raising events, trainings and workshops – these are summarized by output below (note travel for international consultants and contractual services are covered under respective budget lines):</p> <ul style="list-style-type: none"> • <i>Actions under Output 1.1. – Budget \$22,000</i> Travel cost to attendconsultation workshops on guidelines – 11 regional and national events at \$2,000 – total cost \$22,000, • <i>Actions under Output 1.2. – Budget \$20,000</i> Travel for consultations on system design – 2 trips at \$2,000 – total \$4,000 Travel for training workshops on system use – 8 trips at \$2,000 – total \$16,000 • <i>Actions under Output 1.3. – Budget \$80,094</i> Travel for awareness raising, data collection and consultation events across provinces- \$80,094

	Component 2: Promotion of sustainable food production practices and responsible value chains to reduce land stress and avert degradation and deforestation	\$4,481,242
	Outcome 2: Strengthened cooperation and coordination within Cocoa and Palm Oil sectors for improved productivity and investment	\$2,011,388
8a	<p>Contractual services – Companies (72100) – Total Value for Outcome 2 - \$851,182</p> <p>Under Component 2, a number of contractual services that will be procured to support project delivery these are shown below with links to their outputs:</p> <ul style="list-style-type: none"> • <i>Backstopping support to National level Palm Oil and Cocoa Platforms (Output 2.1) – support (over full project timeline) to the development and functioning of the Cocoa and Palm oil platforms until they are fully operational and linked with subnational coordination systems</i> – based on 250 days technical support at \$600, and \$80,000 for travel - Budget \$230,000 <p>In addition to this a number of other assignments are also planned.</p> <ul style="list-style-type: none"> • <i>Development of Targeted Scenario Analysis for Cocoa and Oil Palm Sectors (Output 2.2)</i> Budget – \$311,182 Lump sum to include consultant time and travel – costs of consultations budgeted separately to undertake: <ul style="list-style-type: none"> • Assessment of existing information on the costs and benefits of different oil palm and cocoa models in PNG and identification of potential international proxy data • Through a consultative process develop a set of potential scenarios including BAU, High Sustainability and No regrets • Development of TSA for potential scenarios for two commodities at national scale including in-depth information on case study provinces • Consultation on potential scenarios and costings and examination of key policy, regulatory and operational levers • Through a multi-stakeholder process work to identify a shared view of a future development pathway • <i>Support to the development of revised oil palm and cocoa policy and guidance at national and subnational level including assessment of financial incentive systems (Output 2.3)</i> Budget \$310,000 Lump sum to include consultant time and travel – costs of consultations budgeted separately to undertake: 	

	<ul style="list-style-type: none"> • Review the existing policies/regulations and legal framework for oil palm including OPIC act, and small holder pricing formula, (work in this area will also be closely linked with actions under 5.3) • Review the existing policies/regulations and legal framework for cocoa • Review of existing financial incentives for rural agricultural development activities to support increased incentives for sustainable practices • Utilizing the palm oil and cocoa platforms, facilitate the development of sustainable action plans for palm oil and cocoa • Facilitate the development of guiding policy for sustainable oil palm and cocoa
9a	<p>Information Technology Equipment (72800) – Total Value for Outcome 2 - \$10,300</p> <p>Under component 2 equipment will be purchased for:</p> <p>Establishment of the agricultural platforms support office (Output 2.1.) – Budget \$10,300</p>
10a	<p>International Consultants (71200) – Total Value for Outcome 2 - \$326,364</p> <p>This is based on partial cost of Chief Technical Advisor - Technical Advisor's costs are spread across all components and outcomes based on contribution to technical oversight of those elements (\$313,812 per year x 4 years with 26% allocated to Outcome 2 = \$326,364).</p>
11a	<p>Local Consultants (71300) – Total Value for Outcome 2 - \$512,542</p> <ul style="list-style-type: none"> • <i>Admin and logistics support</i> (for commodity platforms) - \$10,000 for 6 years - \$60,000 • <i>Communications, media and info management</i> (part time contracted support) - \$10,000 per annum for 4 years \$6,000 and \$5,000 for last two years respectively - \$51,000 • <i>National Agricultural Specialist</i> - (to lead technical work and coordinate actions across Component 2) \$37,260 per year for 4.5 years, allocated to Outcome 2.1. - \$12,420 per annum for 4.5 years – total. \$55,890 • <i>Platform Coordinator</i> - \$45,063 for 4.5 years - \$202,783 • <i>Provincial Agricultural specialists</i> – 2 specialists to lead technical work and coordinate actions across Component 2 at provincial level) \$33,299 per year for 4.5 years, allocated to Outcome 2.1. - \$11,100 per specialist for 4.5 years each – total - \$99,897 • <i>Senior national consultants</i> – to provide high level policy and advocacy support - \$16,800 <p>A technical support team including a knowledge management specialist and stakeholder engagement specialist will work across all Outputs:</p> <ul style="list-style-type: none"> • <i>Knowledge Management and M&E expert</i> - \$29,590 x 6 years with 4.5% allocated to Outcome 2 = \$7,989 • Stakeholder engagement event convener and communications officers – \$33,672 per year x 6 years with 9% allocated to Outcome 2 = \$18,183)
12a	<p>Training, Workshops and Conferences (75700) – Total Value for Outcome 2 - \$261,000</p> <p>Under Component 2 number of trainings and workshops will be organised linked to the delivery of the outcome and outputs with proposed budgets as follows – travel for many of these events will also be supported under the travel budget line – see note 15a:</p> <ul style="list-style-type: none"> • <i>Output 2.1. Operation of the Palm oil and Cocoa Platforms</i> – Total Budget - \$211,000 38 quarterly meetings for each platform at \$1,500 per meeting, 20 provincial meetings at \$2,000 per meeting, 20 national workshops at \$3,000 each, and 18 provincial workshops at \$3,000 each • <i>Output 2.2. TSA for Oil Palm and Cocoa</i> – Total budget \$14,000 7 consultation and training events at \$2,000 • <i>Output 2.3. Policy and Action plans for Cocoa and Oil Palm</i> - Budget \$36,000 18 events (9 for each commodity) – at \$2,000
13a	<p>Travel (71600) – Total Value for Outcome 2 - \$50,000</p> <p>Under Component 2 there will be costs required for stakeholders and consultants to travel to collect information for stakeholder preferences and practices, for policy reviews of oil palm and cocoa commodities and for facilitating access to higher value and international markets – these are summarized by output below (note travel for international consultants and contractual services are covered under respective budget lines):</p> <ul style="list-style-type: none"> • <i>Actions under Output 2.2. – Budget \$14,000</i> Travel for consultation workshops with stakeholder on Targeted Scenario Analyses (TSA) of cocoa and oil palm development, 7 workshops at \$2,000 – total \$14,000

	<ul style="list-style-type: none"> <i>Actions under Output 2.3. – Budget \$36,000</i> Travel for policy reviews and for consultations of policy reviews 	
	Outcome 3: Strengthened Smallholders Support Systems that promote sustainable agricultural practices through enhanced access to technical support, finance, and markets	\$1,083,463
8b	<p>Contractual services – Companies (72100) – Total Value for Outcome 3 - \$500,062 Under Component 2, a number of contractual services that will be procured to support project delivery these are shown below with links to their outputs:</p> <ul style="list-style-type: none"> <i>Output 3.1. Backstopping support to diagnostic study of extension services in PNG – Budget \$12,000</i> Based on 20 days at \$600 with support expected to be linked with that contracted for platform support under budget note 9a, Output 2.1. Outcome 2. <i>Output 3.2 - Improving extension education methodology by new materials development, training of trainers, outreach, and testing. Development of enhanced materials to support provision of integrated extension services to smallholders in the oil palm and cocoa sectors including hybrid livelihoods and business planning developed and piloted</i> Budget \$488,062– Lump sum contract based on inputs per commodity - \$244,031 for 2 commodities (palm oil and cocoa) <ul style="list-style-type: none"> Review of existing extension materials and international best practice (linked with assessment work under Output 3.1) for cocoa and palm oil respectively Develop cocoa extension materials Develop palm oil extension materials Testing of materials Consolidate materials into a guiding standard – and revision of standard at end of project Provide Training of trainers 	
10b	<p>International Consultants (71200) – Total Value for Outcome 3 - \$255,944</p> <ul style="list-style-type: none"> <i>IC to support to diagnostic study of extension services</i> - focused on identifications for options for sustainable financing of systems (Output 3.1.) – 40 days at \$600 and travel based on 2 trips at \$3,000 - \$30,000 <i>Chief Technical Advisor</i> - Technical Advisor's costs are spread across all components and outcomes based on contribution to technical oversight of those elements (\$313,812 per year x 4 years with 18% allocated to Outcome 3 = \$225,944). 	
11b	<p>Local Consultants (71300) – Total Value for Outcome 3 - \$175,255</p> <ul style="list-style-type: none"> <i>National Agricultural Specialist</i> - (to lead technical work and coordinate actions across Component 2) \$37,260 per year for 4.5 years, allocated to Outcome 2.1. - \$12,420 per annum for 4.5 years – total. \$55,890 <i>Provincial Agricultural specialists</i> – 2 specialist to lead technical work and coordinate actions across Component 2 at provincial level) \$33,299 per year for 4.5 years, allocated to Outcome 2.1. - \$11,100 per specialist for 4.5 years each – total - \$99,897 <p>A technical support team including a knowledge management specialist and stakeholder engagement specialist will work across all Outputs:</p> <ul style="list-style-type: none"> <i>Knowledge Management and M&E expert</i> – \$29,590 x 6 years with 3% allocated to Outcome 3 = \$5,326 <i>Stakeholder engagement event convener and communications officers</i> – \$33,672 per year x 6 years with 7% allocated to Outcome 3 = \$14,142) 	
12b	<p>Training, Workshops and Conferences (75700) – Total Value for Outcome 3 - \$76,000</p> <ul style="list-style-type: none"> <i>Output 3.1. Extension diagnostic study</i> Budget \$16,000 8 consultation events at \$2,000 <i>Output 3.2. Development and trialling of extension materials</i> Budget \$60,000 30 consultation and training events at \$2,000 (15 per commodity) 	
13b	<p>Travel (71600) – Total Value for Outcome 3 - \$76,200</p> <ul style="list-style-type: none"> <i>Actions under Output 3.1. – Budget \$16,000</i> Travel for consultations of development plans for extension systems for oil palm and cocoa – 8 workshops at \$2,000 – total \$16,000 <i>Actions under Output 3.2. – Budget \$60,200</i> Travel for consultation for review of existing extension materials and international best practice (linked with assessment work under Output 3.1) for cocoa and palm oil (1 trip per commodity) 2 trips at \$2,000 – total \$4,000 	

	<p>Travel for consultation to develop cocoa and oil palm extension materials (2 trips per commodity) 2 trips at \$2,000, 2 trips at \$2,100 – total \$8,200</p> <p>Travel for training workshops for testing of materials cocoa and integration into guiding standard cocoa and for oil palm and integration into guiding standard oil palm (2 trips per commodity) 4 trips at \$2,000 – total \$8,000</p> <p>Travel for training of trainers workshops for cocoa and oil palm (10 trips per commodity) 20 trips at \$2,000 – total \$40,000</p>	
	Outcome 4: Strengthened value chains to enable sustainable agricultural production	\$1,385,393
8c	<p>Contractual services – Companies (72100) – Total Value for Outcome 4 - \$593,182</p> <p>Under Component 2, a number of contractual services that will be procured to support project delivery these are shown below with links to their outputs:</p> <ul style="list-style-type: none"> • <i>Support to development of business capacity amongst small holders</i> (Output 4.1.) Budget \$251,000 - Lump sum contract to develop business skills support training modules for smallholders including financial literacy and small-business management including based on 200 days IC at \$600, 320 days national at consultant at \$300 and travel of \$35,000 – costs of workshops and participant travel under 14c and 15c. • <i>Developing and improving traceability systems and payment processes for cocoa in partnership with key private sector institutions</i> (Output 4.2.) Budget \$183,182 Lump sum contract to review the existing traceability systems, work with Cocoa Board and private sector buyers in development and installation of updated traceability system, training materials and SOPs and implementation of trainings with cocoa board staff as well as smallholders. Based on 210 days IC at \$600 and 170 days NC at \$300 and \$30,182 for travel. costs of workshops and participant travel under 14c and 15c. • <i>Support to Establishment of international buyers groups for PNG cocoa and palm oil</i> Budget (Output 4.3) Budget. - \$159,000 Lump sum contract based on support to develop an international buyers group(s) for target commodities, helping to increase on-going involvement and support of international buyers in the development of the sector, support representation of PNG palm oil and cocoa at international forums, engage with international sustainable palm oil and cocoa initiatives in key demand country markets, particularly in Europe. Based on 165 days for IC at \$600, as well as \$36,000 for events and \$24,000 for travel. 	
9c	<p>Information Technology Equipment (72800) – Total Value for Outcome 4 - \$72,000</p> <p>Equipment to support strengthening of traceability systems (Output 4.2) – 9 units of \$8,000 - Budget \$72,000</p>	
10c	<p>International Consultants (71200) – Total Value for Outcome 4 - \$326,364</p> <p><i>Chief Technical Advisor</i> - Technical Advisor's costs are spread across all components and outcomes based on contribution to technical oversight of those elements (\$313,812 per year x 4 years with 26% allocated to Outcome 4 = \$326,364).</p>	
11c	<p>Local Consultants (71300) – Total Value for Outcome 4 -\$182,847</p> <ul style="list-style-type: none"> • <i>National Agricultural Specialist</i> - (to lead technical work and coordinate actions across Component 2) \$37,260 per year for 4.5 years, allocated to Outcome 2.1. - \$12,420 per annum for 4.5 years – total. \$55,890 • <i>Provincial Agricultural specialists</i> – 2 specialist to lead technical work and coordinate actions across Component 2 at provincial level) \$33,299 per year for 4.5 years, allocated to Outcome 2.1. - \$11,100 per specialist for 4.5 years each – total - \$99,897 <p>A technical support team including a knowledge management specialist and stakeholder engagement specialist will work across all Outputs:</p> <ul style="list-style-type: none"> • <i>Knowledge Management and M&E expert</i> – \$29,590 x 6 years with 5% allocated to Outcome 4 = \$8,877 • <i>Stakeholder engagement event convener and communications officers</i> – \$33,672 per year x 6 years with 9% allocated to Outcome 4 = \$18,183) 	
12c	<p>Training, Workshops and Conferences (75700) – Total Value for Outcome 4 - \$110,000</p> <p>Outcome 4</p> <ul style="list-style-type: none"> • <i>Output 4.1. Strengthened management and networks for small holders</i> Budget \$90,000 7 field visits to provincial areas of PNG, 18 consultation and training events and 20 network meetings • <i>Output 4.2. Support to strengthened traceability systems</i> Budget \$20,000 8 trainings on traceability and payment process and 2 consultation events 	
13c	<p>Travel (71600) – Total Value for Outcome 4 - \$102,000</p> <ul style="list-style-type: none"> • <i>Actions under Output 4.1. – Budget \$50,000</i> Travel for consultation for business-oriented management practices – 3 trips at \$2,000 – total \$6,000 Travel for training (training of trainers) for business-oriented management practices – 15 trips at \$2,000 – total \$30,000 	

	<p>Travel for field visits across PNG for development of information management for traceability systems – 7 trips at \$2,000 – total \$14,000</p> <ul style="list-style-type: none"> ● <i>Actions under Output 4.2. – Budget \$16,000</i> Travel to monitor the installation of the updated traceability systems – 2 trips at \$2,000 – total \$4,000 Travel for training of development of information management for traceability systems – 6 trips at \$2,000 – total \$12,000 <p>● <i>Actions under Output 4.3. – Budget \$36,000 (under GCP)</i> Travel to represent PNG at international fora for oil palm – 6 trips at \$6,000 – total \$36,000</p>
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	Component 3. Conservation and restoration of natural habitats through public-private-community partnerships	\$2,011,940
	Outcome 5. Strengthened governance structures and institutional capacity for integrated action on conservation and restoration of natural habitats	\$1,311,680
14a	<p>Contractual services – Companies (72100) – Total Value for Outcome 5 - \$574,816</p> <p>Under Component 3 there are a number of proposed actions that will be implemented through use of contracted companies / NGOs or other groups. These include:</p> <ul style="list-style-type: none"> ● Output 5.2 - Support to Establishment of Integrated Environmental Monitoring and Reporting System – including remote deforestation monitoring and field verification reporting app – total \$76,000 ● Output 5.2 - Establishing a drone system – total \$106,000 ● Output 5.2 - Establishing a remote deforesting system – total \$119,657 ● Output 5.3 - Land degradation assessment – total \$113,000 ● Output 5.3 - Development of training materials on woodlot development and management – total \$27,000 ● Output 5.3 - Establishment of nurseries in target areas – total \$38,359 ● Output 5.3 - Training to farmers on woodlot development and forest rehabilitation activities – total \$46,800 ● Output 5.3 - Development of business model for small scale woodlot development and ongoing technical support – total \$48,000 	
15	<p>Equipment and Furniture (72200) – Total Value for Outcome 5 - \$80,000</p> <p>Budget for equipment for woodlot and nursery development – Output 5.3 – 4 units at \$5,000 and 4 units at \$15,000 – Budget: \$80,000</p>	
16	<p>Information Technology Equipment (72800) – Total Value for Outcome 5 - \$107,000</p> <ul style="list-style-type: none"> ● Under Output 5.1 – Budget \$25,000 Computers, GPS and other materials ● Under Output 5.2 – Budget \$82,000 Equipment for the monitoring system \$48,000 Equipment for the drone system \$34,000 	
17a	<p>International Consultants (71200) – Total Value for Outcome 5 - \$129,316</p> <ul style="list-style-type: none"> ● Output 5.1. International consultants to develop capacities matrix, assess existing government capacities, develop a capacity training program, and rollout and follow up on that program – 60 days at \$600 per day – \$36,000 and associated travel for provincial capacity building - 6 trips at \$3,000 - \$18,000 total \$54,000 ● <i>Chief Technical Advisor</i> - Technical Advisor's costs are spread across all components and outcomes based on contribution to technical oversight of those elements (\$313,812 per year x 4 years with 6% allocated to Outcome 5 = \$75,316). 	
18a	<p>Local Consultants (71300) – Total Value for Outcome 5 - \$236,548</p> <ul style="list-style-type: none"> ● Output 5.1. Capacity building support consultant - \$42,000 Local consultants to develop capacities matrix, assess existing government capacities, develop a capacity training program, and facilitate early roll out of capacity training and follow up support to provincial and district officers. Based on 140 days at \$300, ● Output 5.2 – Support to development of remote de 	

	<ul style="list-style-type: none"> forestation system \$142,051 Local consultants for establishment of remote deforestation system – based on 4.25 years of engagement at \$33,424 per annum <p>A technical support team including a knowledge management specialist and stakeholder engagement specialist will work across all Outputs:</p> <ul style="list-style-type: none"> <i>Knowledge Management and M&E expert – \$29,590 x 6 years with 12.5% allocated to Outcome 5 = \$22,192</i> <i>Stakeholder engagement event convener and communications officers – \$33,672 per year x 6 years with 15% allocated to Outcome 5 = \$30,305</i>
19a	<p>Training, Workshops and Conferences (75700) – Total Value for Outcome 5 - \$92,000</p> <ul style="list-style-type: none"> <i>Output 5.1. - \$26,000</i> Workshop to assess existing government capacities – 3 workshops at \$2000 each – total \$6,000 Training for early roll out of capacity and follow up support to provincial and district officers - 10 trainings at \$2000 each – total \$20,000 <i>Output 5.2 - \$38,000</i> National and subnational trainings to establish the deforestation monitoring and field verification reporting app – 10 meetings at \$2000 each – total \$20,000 Field testing and training of the deforestation monitoring and field verification reporting app – 9 meetings at \$2,000 each – total \$18,000 <i>Output 5.3 – \$28,000</i> Workshops for consultation and training for woodlot rehabilitation
20a	<p>Travel (71600) – Total Value for Outcome 5 - \$92,000</p> <ul style="list-style-type: none"> <i>Output 5.1. - \$26,000</i> Travel for workshops to enhance capacity of provincial officers to take action with regard to environmental issues – 13 trips (for 13 workshops, see budget note 21) at \$2,000 each - total \$26,000 <i>Output 5.2 - \$38,000</i> Travel for workshops to establish an integrated environmental monitoring and reporting system – 19 trips (for 19 workshops, see budget note 21) at \$2,000 each - total \$38,000 <i>Output 5.3 – \$28,000</i> Travel for workshops to strengthen action on restoration of degraded areas and conservation to prevent environmental risks – 12 trips at \$2,000 each - total \$28,000
Outcome 6: Enhanced uptake and effective planning and management of buffer zones, set aside and restoration actions the target provinces,	
	\$700,260
14b	<p>Contractual services – Companies (72100) – Total Value for Outcome 6 - \$438,970</p> <ul style="list-style-type: none"> <i>Output 6.1 – Development of sustainable financing strategies for conservation management - \$195,970</i> Lump sum for consultant days and travel <i>Output 6.2 Support to development of land use and restoration plans and use planning and management - \$243,000</i> Lump sum for: Consultant travel, travel for consultant team, IC Backstopping of planning processes, IC Technical support to plan development, Int consultant to develop training, NC Backstopping of planning processes, NC Technical support to plan development
17b	<p>International Consultants (71200) – Total Value for Outcome 6 - \$50,210</p> <p><i>Chief Technical Advisor</i> - Technical Advisor's costs are spread across all components and outcomes based on contribution to technical oversight of those elements (\$313,812 per year x 4 years with 4% allocated to Outcome 6 = \$50,210).</p>
	<p>Local Consultants (71300) – Total Value for Outcome 5 - \$29,080</p> <p>A technical support team including a knowledge management specialist and stakeholder engagement specialist will work across all Outputs:</p> <ul style="list-style-type: none"> <i>Knowledge Management and M&E expert – \$29,590 x 6 years with 5% allocated to Outcome 6 = \$8,877</i> <i>Stakeholder engagement event convener and communications officers – \$33,672 per year x 6 years with 10% allocated to Outcome 6 = \$20,203</i>

19b	Training, Workshops and Conferences (75700) – Total Value for Outcome 6 - \$102,000 <ul style="list-style-type: none"> • <i>Output 6.1 – \$58,000</i> CCA Network meetings – 4 meetings per year over the course of the project – 11 meetings at \$2,000 – total \$22,000 Workshops for training on land use management and planning – 11 meetings at \$2,000 – total \$22,000 Workshops to review findings for development of outline financing strategy for CCA's across province and site-specific plans – 7 meetings at \$2,000 – total \$14,000 • <i>Output 6.2 - \$44,000</i> Workshops for consultation on material for sustainable land management - 10 meetings at \$2,000 each - \$20,000 Workshops for participatory mapping exercises – 5 meetings at \$2,000 each - \$10,000 Workshops to develop a management plan to support land use mapping and plan – 7 meetings at \$2,000 each - \$14,000
20b	Travel (71600) – Total Value for Outcome 6 - \$80,000 <ul style="list-style-type: none"> • <i>Output 6.1 – \$36,000</i> Travel for workshops for increasing the capacity of community groups to effectively manage CCA's – 18 trips (for 18 workshops, see budget note 21) at \$2,000 each - total \$36,000 • <i>Output 6.2 - \$44,000</i> Travel for workshops for development of management and restoration plans for CCA formulation, implementation and monitoring – 22 trips (for 22 workshops, see budget note 21) at \$2,000 each - total \$44,000

	Component 4: Knowledge management and impact monitoring	\$1,719,210
	Outcome 7: Integrated knowledge management, coordination and collaboration to enhance knowledge of factors to foster lessons learned for replication in other areas	\$1,719,210
21	Audio Visual and Print Production Costs (74200) – Total value for Outcome 7 - \$4,250 Output 7.3 - Audiovisual and print production for communicating ESMP issues 5 meetings at \$250 per meeting – total \$1,250 M&E Sub-total – \$3,000 Print prod costs for PB and steering committee meetings 6 meetings at \$500 per meeting – total \$ 3,000	
22	Contractual services – Companies (72100) – Total Value for Outcome 7 - \$492,841 <ul style="list-style-type: none"> • <i>Output 7.1. Systems Leadership - \$372,841</i> Six year programme of trainings and follow up support. • <i>Output 7.2 - ESIA / ESMP Development \$39,000</i> International consultant for 55 days at \$600 per day – total \$33,000ESIA mission travel and DSA expenses – 2 travel missions at \$3000 per trip – total \$6,000 • <i>Output 7.5- Contractual services to capture lessons learnt and knowledge products generated and disseminated globally, regionally, nationally and across target provinces and landscapes - \$81,000</i> KM consultancy (prepare strategy, develop KM products, facilitate events) – 85 days at \$600 per day. – total \$51,000 Travel for consultant team – 8 trips at \$3000 each – total \$24,000 Audiovisual and print production for various KM products 6 production runs at \$1000 each - total \$6,000 	
23	Information Technology Equipment (72800) – Total Value for Outcome 7 - \$2,320 Equipment for site validations and monitoring (Output 7.2) \$1,600	

	<p>Output 7.5 – \$720: Google Drive subscription for information management for project duration – 6 years at \$120 per year – total \$720</p> <p>M&E Sub-total – \$1,600</p> <p>Garmin GPS units for quarterly/annual/MTR/TR site validation (restoration, farmers, etc) – 4 units at \$400 each – total \$1,600</p>
24	<p>International Consultants (71200) – Total Value for Outcome 7 - \$275,524</p> <p>Under Component 4 there are a number of proposed actions that will be implemented through use of International Consultants. These include:</p> <ul style="list-style-type: none"> • <i>Indigenous People's Plan development (Output 7.3) – Total Budget \$26,000</i> 30 days of consultation at \$600 per day - \$18,000 and 2 trips at \$4,000 each to inform consultations \$8,000 • <i>ESMP development (Output 7.3) – Total Budget \$24,000</i> 30 days of consultation at \$600 per day - \$18,000 and 2 trips at \$3,000 each to inform consultations \$6,000 • <i>Development of Impact Evaluation framework (Output 7.4) - Total Budget \$24,000</i> 30 days of consultation at \$600 per day - \$18,000 and 2 trips at \$3,000 each to inform consultations \$6,000 Consultant will develop impact evaluation framework for project. Consultant will be engaged in Y1 and be supported by a National consultant who will conduct ongoing monitoring • <i>Chief Technical Advisor</i> - Technical Advisor's costs are spread across all components and outcomes based on contribution to technical oversight of those elements (\$313,812 per year x 4 years with 10% allocated to Outcome 7 = \$125,524). <p>M&E Sub-total – \$76,000</p> <ul style="list-style-type: none"> • Mid-Term Evaluation (Output 7.2) – \$36,000 Mid-term evaluation in line with project monitoring framework based on IC for 40days at \$600 – total \$24,000 and consultant travel of \$12,000 • Terminal Evaluation (Output 7.2) – \$40,000 Terminal evaluation in line with project monitoring framework based on IC for 45days at \$600 – total \$27,000 and consultant travel of \$13,000
25	<p>Local Consultants (71300) – Total Value for Outcome 7 - \$233,472</p> <ul style="list-style-type: none"> • <i>Gender specialist (Output 7.3) - \$18,000</i> Based on 60 days at \$300 • <i>Impact evaluation Specialist (Output 7.4) - \$12,000</i> Based on 40days and \$300 <p>A technical support team including a knowledge management specialist and stakeholder engagement specialist will work across all Outputs:</p> <ul style="list-style-type: none"> • <i>Knowledge Management and M&E expert</i> – \$29,590 x 6 years with 12.5% allocated to Outcome 7 = \$22,194 • <i>Stakeholder engagement event convener and communications officers</i> – \$33,672 per year x 6 years with 25% allocated to Outcome 7 = \$50,508 <p>M&E sub-total - \$130,770</p> <ul style="list-style-type: none"> • Midterm Review Consultant (Output 7.2) - \$21,000 Based on 70 days at \$300 to conduct review of indicators and assessment of project • Terminal Evaluation Consultant (Output 7.2) – \$21,000 Based on 70 days at \$300 to conduct review of indicators and assessment of project • Knowledge Management and M&E expert- \$88,770 \$29,590 x 6 years with 50% allocated to M&E for the monitoring of Safeguards under Output 7.2
26	<p>Contractual services – Individual (71400) – Total - \$134,136</p> <p>National Technical and Safeguards Officer (NTSO) - total - \$223,560 (6 years at \$37,260) with 60% allocated to Outcome 7 = \$134,136</p>

27	<p>Training, Workshops and Conferences (75700) – Total Value for Outcome 7 - \$ 161,669</p> <ul style="list-style-type: none"> • <i>Output 7.1 - \$128,669</i> Organize/host 2 of the regional FOLUR events – 2 events at \$18,000 each – total \$36,000 Organize/host 1 of CGP conference - 1 conference at \$5,000 – total \$5,000 Trainings and landscape level workshops (19 trainings, 20 workshops)- \$87,668 • <i>Output 7.2 - \$12,000</i> ESIA public consultations – 2 consultations at \$2000 each – total \$4,000 Gender, ESMP training during implementation – 4 workshops at \$2,000 each - \$8,000 • <i>Output 7.4 - \$12,000</i> Convene annual FOLUR-PNG workshops – 6 workshops at \$2,000 each – total \$12,000 <p><u>M&E</u> Sub-total - \$9,000</p> <ul style="list-style-type: none"> • Project inception workshop - \$3,000 • Annual project board meetings, inviting relevant stakeholders - \$3,000 • Annual Technical Advisory Committee meetings - \$3,000
28	<p>Travel (71600) – Total Value for Outcome 7 - \$414,998</p> <ul style="list-style-type: none"> • Travel for development of a network of leaders and experts nationally and internationally through capacity building and links with the Global FOLUR community of practice including Y1: travel and DSA for participants (4 trainings in all), Y2: travel and DSA for ToT trainings (2 trainings), Travel and DSA for landscape level workshops (2 per province for 18 people each), Participation in annual FOLUR global event (6 events throughout project period, 2 Technical support team, 3 govs), Participation in annual FOLUR regional commodity events (6 events throughout project period, 2 Technical support team, 3 govs), and Participation in GCP conference (3 events throughout project period, 2 Technical support team, 3 govs) - \$361,000 • Consultant's travel cost for Quarterly Impact Evaluation missions, travel expenses to ensure implementation is monitored and evaluated to assess causal impacts and systemic change - \$11,998 • Travel cost for Annual FOLUR-PNG workshops, travel expenses for Lessons learnt captured, and knowledge products generated and disseminated globally, regionally, nationally and across target provinces and landscapes - \$14,000 <p><u>M&E</u> Sub-total – \$28,000</p> <ul style="list-style-type: none"> • Annual M&E missions for Knowledge Management and M&E expert and CTA– 6 trips at \$2,000 each – total \$12,000 • Project inception workshop – 1 trip at \$7,000 each – total \$7,000 • PB and Technical Advisory Committee meeting- \$3,000 • Midterm assessment of GEF core indicators and project results – 1 trip at \$3,000 – total \$3,000 • Terminal assessment of GEF core indicators and project results – 1 trip at \$3,000 each – total \$3,000

Project Management Unit		\$509,961.00
29	Audio Visual and Print Production Costs (74200) – Total - \$3,313 Printing costs for meetings with various stakeholders – total \$3,313	
30	Contractual services – Individual (71400) – Total - \$242,208 National Technical and Safeguards Officer (NTSO) - total \$223,560 (6 years at \$37,260) with 40% allocated to PMU = \$89,424 Admin and Finance Associate 6 years at \$25,464 – total - \$152,784	

31	Equipment and Furniture (72200) – Total - \$6,000 Office equipment – 2 offices at \$3,000 each – total \$6,000
32	Communication & AV Equipment (72400) – Total \$18,997 Phone, Internet connection and email services for PMU
33	Information Technology Equipment (72800) – Total - \$8,000 IT equipment (laptops and printers) for Project Management Unit
34	Professional services (74100) – Total - \$9,000 Annual audit \$1,500 x 6 years = \$9,000
35	Services to projects - GOE for CO (74596) – Total - \$222,443 Administrative and operation supports for 6 years. Details are provided in LoA for UNDP support services

11 LEGAL CONTEXT

373. 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."

374. This project will be implemented by Conservation and Environmental Protection Authority (CEPA, 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.

375. 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.

12 RISK MANAGEMENT

376. Consistent with the Article III of the SBAA [or the Supplemental Provisions to the Project Document], the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

- a. 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;
- b. assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

377. 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 Implementing Partner's obligations under this Project Document.

378. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document 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://Pisin.un.org/sc/committees/1267/aq_sanctions_list.shtml.

379. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.

380. In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").

381. Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected

or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment.

382. In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities), and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:

- a) Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
- b) Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;
- c) Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;
- d) Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
- e) Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

383. The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

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

385. The Implementing Partner shall: (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.

386. 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.

387. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner 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.

388. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at Pisin.undp.org.

389. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes in accordance with UNDP's regulations, rules, policies and procedures. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', 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 the Implementing Partner to find a solution.

390. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

391. Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

392. UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.

393. Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

394. 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.

395. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.

396. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

397. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, mutatis mutandis, in all sub-contracts or sub-agreements entered into further to this Project Document.

13 ANNEXES

The following Annexes are included within this Project Document:

1. [Project Map and geospatial coordinates of the project area](#)
2. [Multiyear Workplan](#)
3. [Monitoring Plan](#)
4. [Social and Environmental Screening Procedure \(SESP\)](#)
5. [UNDP Atlas Risk Register](#)
6. [Overview of technical consultancies/subcontracts](#)
22. GEF Budget Template

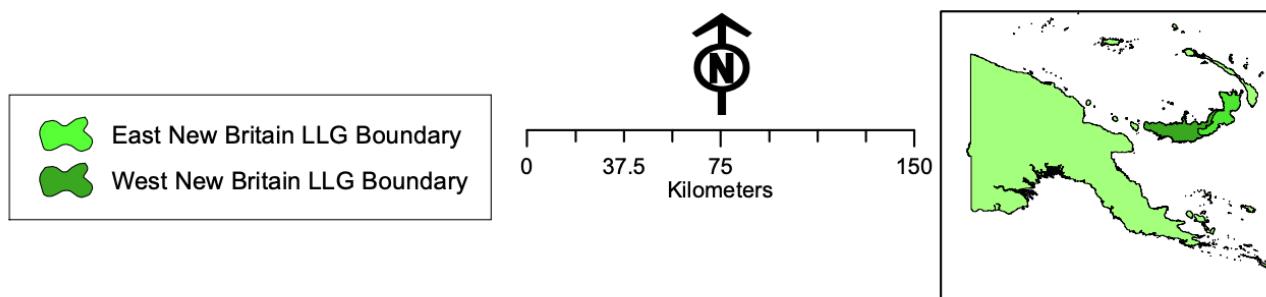
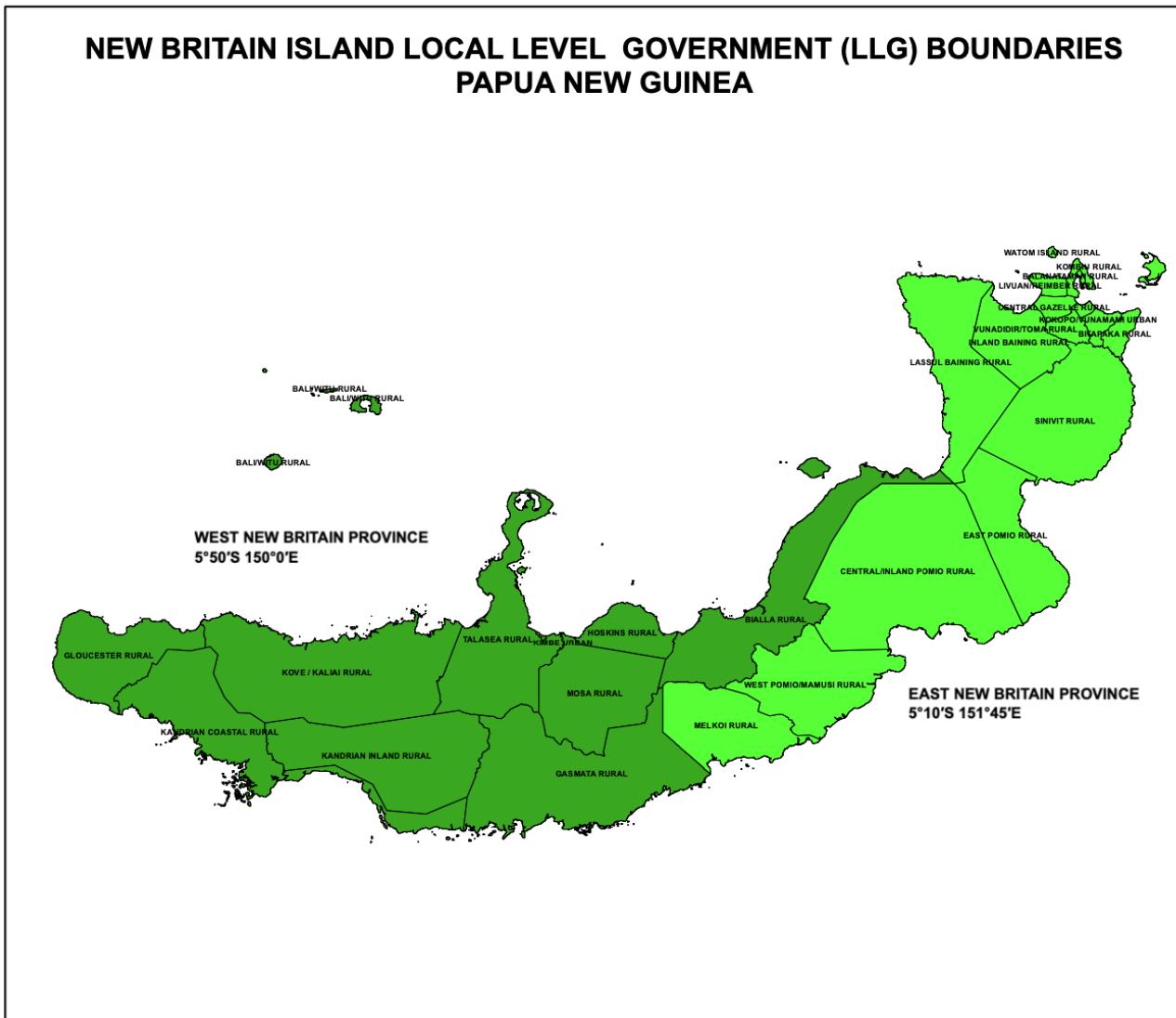
The following Annexes are included as part of the submission package to the GEF, but are not included as part of the Project Document:

7. a) Stakeholder Engagement Plan ; b) PPG Stakeholder Consultation Table
8. Environmental Social Management Framework
9. Gender Assessment and Action Plan
10. Procurement Plan
11. Standard Letter of Agreement between UNDP and GoPNG for the Provision of Support Services
12. GEF focal area specific annexes:
 - a) Landscape Profile
 - b) Cocoa Value Chain Assessment
 - c) Integrated Land Use and Development Planning
 - d) Conservation and Restoration Feasibility
 - e) Oil Palm Baseline Assessment
13. Additional agreements
 - a) CEPA Co-financing Letter
 - b) CCDA Co-financing Letter
 - c) HOPL Letter
 - d) Outspan Project
 - e) OPIC Co-financing Letter
 - f) NBPOL Co-financing Letter
 - g) DAL co-financing Letter
 - h) UNDP co-financing Letter
 - i) DLPP co-financing Letter
 - j) WNB co-financing Letter
 - k) FORCERT co-financing Letter
 - l) FAO Co-financing Letter
 - m) Agmark Co-financing Letter

The following Annexes are available as separate documents:

14. Core indicator Contributions
15. GEF Taxonomy
16. CEPA Micro HACT Assessment
17. PNG Macro HACT assessment
18. UNDP Project Quality Assurance Report (to be completed in UNDP online corporate planning system)
19. COVID-19 Risks and Opportunities
20. Climate and Disaster Risk Screening
21. Ladder of Change
22. UNDP Check list to be used for projects when submitted to the GEF for CEO endorsement/approval

Annex 1. Project map and geospatial coordinates of project jurisdictions



Annex 2. Multi-Year Work Plan

Activity	Output 3.2. Testing and roll out of enhanced sustainably focused extension services to smallholders in the oil palm and cocoa sectors including hybrid livelihoods																					
3.2.1	Review of existing extension materials and international best practice (linked with assessment work under Output 3.1) for cocoa and palm oil respectively					X	X	X	X	X	X	X	X									DAL PMU; Cocoa Board and Palm Oil Platform
3.2.2	Develop cocoa extension materials					X	X	X	X	X	X	X	X									DAL PMU; Cocoa Board
3.2.3	Develop palm oil extension materials					X	X	X	X	X	X	X	X									DAL PMU;
3.2.4	Testing of materials including testing with different groups within communities, including women, youths and other vulnerable groups							X	X	X	X	X	X	X								
3.2.5	Consolidate materials into a guiding standard – and revision of standard at end of project							X	X	X	X	X	X	X								DAL,PMU
3.2.6	Provide training of trainers for at least 50 selected extension officers across the two target landscapes							X	X	X	X	X	X	X								DAL PMU;
Activity	Output 4.1 Improved access to high value markets through development of business capacity, networking and coordination across smallholders including women and those most vulnerable within communities																					
4.1.1	Identify 12,305 target oil palm and cocoa smallholders in the project landscapes	X	X	X	X	X	X															DAL, PMU, Cocoa Board and Palm Oil Platform
4.1.2	Support network/linkage between the target smallholders and their groups/unions/cooperatives with local commodity off-taker companies (such as NBPOL, Hargy, Agmark)					X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	DAL, PMU, Cocoa Board and Palm Oil Platform	

	female representatives and those from land owning communities																									
5.1.5	Conduct post-training survey to measure updates of the training programme by these officers																									
Activity	Output 5.2. Establishment of Integrated Environmental Monitoring and Reporting System including remote deforestation monitoring and field verification reporting app																									
5.2.1	Strengthen operation of real time deforestation monitoring system	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	CEPA, PMU	
5.2.2	Development of field verification app	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	CEPA, PMU	
5.2.3	Integration of drone based monitoring systems	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	CEPA, PMU	
5.2.4	Early roll out of capacity training and follow up support to provincial and district officers	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	CEPA, PMU	
Activity	Output 5.3. Strengthened action on restoration of degraded areas and conservation to prevent environmental risks																									
5.3.1	Baseline assessment of land degradation across New Britain					X	X	X	X																	CEPA, PMU
5.3.2	Identification of restoration areas (10,000 ha within agricultural lands, and 90,000 within forest lands)					X	X	X	X																	
5.3.3	Development of training materials on woodlot development and management					X	X	X	X																	CEPA, PMU
5.3.4	Establishment of nurseries in target areas					X	X	X	X	X	X	X	X	X	X	X									CEPA, PMU	
5.3.5	Training to farmers, including women and other vulnerable groups within communities					X	X	X	X	X	X	X	X	X	X	X									CEPA, PMU	

	of the project, according to UNDP and GEF guidelines.																									
7.2.6	Carry out an end-of-project assessment of the GEF core indicators for the project and other results	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	GoPNG/UNDP
7.2.7	Undertake independent terminal evaluation of the project, according to UNDP and GEF guidelines (see also output 7.3)																X	X	X	X	X	X	X	X	X	GoPNG/UNDP
7.2.8	Prepare the final report for the project; including the PIR for the last year of implementation, the terminal evaluation report, and the management response to the terminal evaluation report.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	GoPNG/UNDP
Activity	Output 7.3. Inclusive participation of local communities, including women and indigenous peoples, facilitated through effective implementation of environmental and social management plan																									
7.3.1	Carry out an Environmental and Social Impact Assessment (ESIA) and develop an Environmental and Social Management Plan (ESMP) including review of SESP for any new risks to the project.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	GoPNG/UNDP
7.3.2	Implement the ESMP and monitor potential environmental and social impacts, as well as co-benefits generated through implementation of relevant mitigation measures. In Year 4, social benefits/impacts associated with the project interventions in the target landscapes will be evaluated	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	GoPNG/UNDP

	through a participatory assessment.																										
7.3.3	Implement the gender action plan.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
Activity	Output 7.4. Implementation is monitored and evaluated to assess causal impacts and systemic change.																										
7.4.1	Develop the most appropriate Impact Evaluation Design for FOLUR Project based on the established ToC	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
7.4.2	Referring to the ToC, conduct the Evaluability Assessment, which main output is a report detailing the analytical and methodological approach of the impact evaluation	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
7.4.3	Finalize the Impact Evaluation framework for FOLUR PNG Project	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
7.4.4	Conduct quarterly monitoring and evaluation, as well as impact evaluation of the project, and generate two reports (below)	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
7.4.5	Mandatory quarter M&E reports	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
7.4.6	Reports on impacts and systemic changes driven by the Project at the national and sub-national levels	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
7.4.7	Based on these reports, conduct adaptive management where necessary	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
Activity	Output 7.5. Lessons learnt captured, and knowledge products generated and disseminated globally, regionally, nationally and across target provinces and landscapes.																										
7.5.1	Knowledge Management and Outreach Strategy and Action Plan developed	X	X	X																							GoPNG/UNDP

Annex 3. Monitoring Plan.

Monitoring	Indicators	Targets	Description of indicators and targets	Data source/Collection Methods ⁶⁹	Frequency	Responsible for data collection	Means verification of	Risks/Assumptions
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⁶⁹ Data collection methods should outline specific tools used to collect data and additional information as necessary to support monitoring. The PIR cannot be used as a source of verification.

<p>Project objective: 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.</p>	<p>Mandatory Indicator 1: <u>(GEF-7 Core Indicator 11):</u> # direct project beneficiaries disaggregated by gender (individual people)⁷⁰⁷¹</p>	<p>Midterm: 30,000 individuals (12,900 females and 17,100 males) receiving direct benefits from project interventions End of Project: 66,647 individuals (28,838 females and 37,809 males) receiving direct benefits from project interventions</p>	<p>The indicator is derived from project interventions across the 4 components. See Annex 14 for details.</p>	<p>Records of trainings provided as well as household surveys to assess improvements in income for farmers.</p>	<p>Mid term and terminal evaluation</p>	<p>PMU</p>	<p>Surveys</p>	
	<p>Mandatory Indicator 2 <u>(GEF-7 Core Indicator 3):</u> Area of land</p>	<p>Midterm: Restoration plans formulated where 50,000 ha of areas of</p>	<p>The target corresponds to the restoration of 10,000 ha agricultural lands through</p>	<p>Formal agreements /designation documents for restoration interventions,</p>	<p>Verify at project inception, and assess at midterm</p>	<p>CTA, M&E Officer</p>	<p>Review of formal agreements /designation documents, review of</p>	<p>Risks: Communities or local governments decline to take part in restoration schemes; possible</p>

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⁷¹ Provide total number of all direct project beneficiaries expected to benefit from all project activities until project closure. Separate the total number by female and male. This indicator captures the number of individual people who receive targeted support from a given GEF project and/or who use the specific resources that the project maintains or enhances. Support is defined as direct assistance from the project. Direct beneficiaries are all individuals receiving targeted support from a given project. Targeted support is the intentional and direct assistance of a project to individuals or groups of individuals who are aware that they are receiving that support and/or who use the specific resources.

	restored (hectares)	degraded land delineated and designated upon for restoration. <u>End of Project:</u> 50,000 ha of agriculture and forest lands restored including 10,000 ha of degraded agricultural lands, and 40,000 of forest lands restored	shifting of annual crop-based agriculture to multi-strata agroforestry system, and 40,000 ha of forest lands through designation of this area for natural restoration process.	GIS maps, baseline reports, restoration plans, funding agreements	and end of project		restoration plans and funding agreements, baseline and end of project reports	land conflicts with local communities on designation of areas for restoration Assumptions: Areas for restoration agreed; restoration-rehabilitation plans are implemented and monitored according to plan; re-encroachment does not happen post-project.
Mandatory Indicator 3, (GEF-7 Core Indicator 4): Area of landscapes under improved practices (excluding protected areas)	<u>Midterm:</u> 2,712,364 ha; 2,690,870 ha outside PA/CA endorsed for SLM implementation, where 200K ha of set-aside areas endorsed for conservation and limited cultivation of which 21,494 ha designated	Through the legal adoption of the SLM plans in target provinces, the project will legally set-aside at least 200,000 of productive production landscapes for conservation of biodiversity and limited cultivation; and will improve	Information contained in the approved SLM plans, set-aside agreements and other; estimation and review of annual forest cover change occurring in the target landscapes e.g. digitized landcover maps, forest map from Hansen Dataset	Verify at project inception, and assess at midterm and end of project	CTA, M&E Officer	Review of approved SLM plans (e.g., endorsed by local governments); set-aside agreements, other; review of GIS maps on land cover and forest cover changes; review of other information	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	

		for complete conservation <u>End of Project:</u> 2,712,364 ha: where 2,690,870 ha of landscapes under improved practices to benefit biodiversity (4.1), where 200K ha of set-aside areas designated legally for conservation and limited cultivation of which 21,494 ha designated for complete protection leading to HCV forest loss avoided (4.4))	the management of 2,690,870 ha of landscapes outside the existing protected and conservation areas. This will lead to HCVF loss avoided by 21,494 ha. The breakdown of targets is specified in Annex 1.4	or Global Forest Watch.			included in M&E reports.	significant change in the land use plan/designation; national or local priorities change due to political or other factors. Assumptions: SLM plans adopted and implemented by stakeholders; enforcement mechanisms in place to control unsustainable activities.
Mandatory Indicator 4, (GEF-7 Core Indicator 6:) Greenhouse	Midterm: 0 metric tons of direct post-project; 0 metric tons of	GHG mitigation is derived from: restoration of degraded agricultural and	Ex-Ante Carbon-balance Tool (EX-ACT); mapping and review of actual/agreed	Verify at project inception, and assess at midterm	CTA, M&E Officer	EX-ACT calculation results documented in project M&E	Risks: restoration, set-aside and improved management targets as	

	Gas Emissions Mitigated (million metric tons of CO2e)	indirect post project End of Project Target: 32.3 million metric tons of direct post-project; lifetime indirect target will be estimated at MTR	forest lands, set-aside area designation and improved management through adoption of SLM plans. The GHG calculations are presented in Annex 14 to the project document.	restoration areas; estimation and review of annual forest cover of the target landscapes	and end of project by comparing various data from Hanset Dataset, GFW, and digitized land cover estimates utilizing the most recent composite images from Landsat, Modis, SPOT, Sentinel.		reports or consultant reports	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. Assumptions: restoration, set-aside and improved management targets are achieved. Improved practices will continue after the GEF funding ceases (post-project).
Project Outcome 1:	Indicator 5: No. of national	Mid -term Target: NSLUP	The target is the legalization	Review of the draft revision of	Quarterly, and	CTA, M&E Officer	Documents signed by NEC,	Risks: Passage of policy and

<p>National Sustainable Land Use Planning Policy Framework, supporting effective management of development activities, formulated, legalized and mainstreamed into the development planning process for two provinces, four districts and four LLGs</p>	<p>plans and supportive legislative instrument passed by NEC - NSLUP - Supportive regulations of NSLUP implementation</p>	<p>passed, one draft national regulation and two draft provincial policies and regulations</p> <p>End of Project Target: One national regulation approved by NEC and supporting guidance approved at department level and two provincial policies and regulations passed at PEC level and supporting guidance developed.</p>	<p>of the NSLUP by the NEC. Currently, the draft NSLUP is available, and the project will work on strengthening this regulation and facilitate its legalization.</p>	<p>NSLUP; review of endorsement document provided by NEC showing the submission of the final NSLUP to the legal bureau; meeting records; review of legal records showing the passing of the NSLUP.</p>	<p>reflected in Quarter M&E progress report</p>		<p>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>
	<p>Indicator 6: Number of jurisdictions utilizing SLUP guidance for NSLUP passed</p>	<p>Mid -term Target: Supportive legislation for NSLUP passed</p>	<p>The achievement of this indicator is reflected by the adoption and</p>	<p>Review of Legal documents showing the adoption of SLUP guidance by 2</p>	<p>Quarterly, and reflected in Quarter M&E</p>	<p>CTA, M&E Officer</p>	<p>Legal documents showing the adoption of SLUP guidance</p> <p>Risk: changes in political priorities of provincial, district and local governments;</p>

	development of land use plans	by NEC in two provinces, four districts and four LLGs have initiated use of guidance End of Project Target: Two provinces, four districts and four LLGs have fully utilized guidance.	application of SLUP guidance in jurisdictional development plans by 2 target provinces, 4 districts and 4 LLGs.	target provinces, 4 districts and 4 LLGs.	progress report		by provincial, district, LLG and Ward level officials in development of land use plans.	poor consultation on SLUP approach resulting in rejection of SLUP approach. Assumptions: provincial, district and local governments remain committed to enhancing levels of sustainable land management; draft SLUP and its approach are properly consulted to multi-stakeholders to ensure buy-in.
Project Outcome 2: Strengthened cooperation and coordination within Cocoa and Palm Oil sectors for improved productivity and investment	Indicator 7: Number of policies and action plans approved that fully integrate sustainable production.	Mid-Term Target: Action plans for Cocoa and Palm Oil approved at department level with 2 provincial plans approved at PEC	. Achievement of this indicator is reflected by the development of action plans and policy that reflect a shared vision of the future of the cocoa and oil palm sectors by	NEC and department documents	Quarterly, and reflected in Quarter M&E progress report; and Annual review as reflected in PIR	CTA, M&E Officer	NEC approval documents and department approval documents.	Risk – investment environment remains too challenging for effective partnerships. <i>Assumption - private sector groups have interest in strengthening value chains within PNG and</i>

		End of Project Target: Palm oil policy and cocoa policy revised and approved at NEC level	a range of stakeholders.					specifically target landscape.
	Indicator 8: Percentage of the operational costs of multi-stakeholder platform structures sustainably financed through government and private sector	Mid-Term Target: Commitments towards 25% of relevant platform operation. End of Project Target: Costs for maintaining relevant levels of platform operation 100% covered	This indicator is related to financial commitment by governments and other stakeholders to finance the cost of operations of the platforms. Here, the ultimate achievement is to have all platforms' operational costs being covered by multi-stakeholders, not by FOLUR project.	. Review of records showing the payment for platform's operations (such as workshop and transport costs) by multi-stakeholders; review of official financial commitments by governments for platforms' operations	Annually, and assess at midterm and end of project	CTA, M&E Officer	Financial records showing payment for platforms' operations by governments and other stakeholders; official financial commitments by governments for platforms' operations	<i>Risks:</i> economic conditions result in private sector and government being unwilling to take on additional costs; lack of buy-in and ownership for the platforms by stakeholders; change in political commitments related to sustainable commodity. <i>Assumptions :</i> stakeholders have full buy-in and ownership for the platforms; stakeholders are committed in pursuing sustainable commodity; stakeholders fully understand the

								benefits of multi-stakeholders dialogues and discussions to achieve sustainability.
Project Outcome 3: Strengthened Smallholders Support Systems that promote sustainable agricultural practices through enhanced access to technical support, finance, and markets,	Indicator 9: % increase in income of smallholder farmers through adoption of good agricultural practices	Mid-Term Target: 10% increase in incomes against pre-project baseline. End of Project Target: 30% increase in incomes against pre-project baseline.	The indicator focuses on % increase in income from target commodities as well as other diversified livelihood products linked to project capacity building. Before the training starts, farmer beneficiaries will be mapped and assessed through field survey in terms of baseline agronomic practices including their productivity, income, level of knowledge	Documentary of records from survey at baseline before the training starts; survey at the completion of the training; survey after 6-month post-training; surveys at midterm and TE	At baseline (pre-training); 6 months after training completion ; at midterm and terminal evaluation	CTA, M&E Officer	Field surveys	<i>Risk – unforeseen events such as extreme weather or pests impact farmers and reduce income; low capacity among farmers to purchase sufficient agri-inputs as prescribed in GAP 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.</i>

			related to commodity cultivation. 6 months after the completion of the training, the application of GAP by the farmers and their income will be monitored through post-training field surveys. The success of this indicator will show the increase in income by 10% by midterm and 30% by end of project.					<i>Assumptions –</i> farmers will adopt GAPs if 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; farmers are willing to implement GAPs.
Indicator 10: Number of farmers adopting enhanced sustainable agricultural practices disaggregated by gender	Mid-Term Target: 5,000 farmers (1,500 females, 3,500 males and 50% those impacted by COVID-19) receiving improved	Indicator to focus on enhanced access to improved extension services for farmers focused on two target commodities.	Baseline to be identified during early project implementation linked to assessment of effectiveness of extension services – Output 3.1.	Midterm and terminal evaluation	PMU	Field survey	<i>Risk –</i> lack of political commitment within government extension support systems to work with private sector and enhance delivery.	

		extension support End of Project Target: 12,305 farmers (3,692 females, 8,613 males and 50% those impacted by COVID-19) receiving improved extension support						Assumptions – improved coordination between private sector and government combined with technical support with enhance service delivery.
Project Outcome 4: Strengthened value chains to enable sustainable agricultural production	Indicator 11: Number of farmers by new purchase agreements and integrated into higher value global supply chains.	Midterm: At least 2,000 farmers (600 females, 1,400 males) End of Project: At least 4,000 farmers (1,200 females, 2,800 males)	Before interventions start farmer beneficiaries will be mapped and assessed through field survey in terms of baseline agronomic practices and market access. By the end of the project implementation , target farmers will again be assessed to	Documentary of records from survey at baseline, assessments carried out at MTR and TE as well as reporting by farmers and buying firms.	MTR and TE	CTA, M&E Officer	Review of documentary records.	Risks: low capacity among farmers to purchase sufficient agri-inputs as prescribed in BMP, due to (i) the fall in commodity price will lead 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

			identify which farmers have been integrated into higher value, sustainable supply chains as indicated by the unit value of produce as well as levels of certification and presence of purchase agreements with companies.				household priorities. Assumptions: 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; farmers are willing to implement BMP.
Project Outcome 5: Strengthened governance structures and institutional capacity for integrated action on	Indicator 12: Percentage of environmental infringements reported and percentage of which follow up monitoring and	Mid Term Target: Established reporting and monitoring system and at least 30% increase in reported infringements	Through development of monitoring and reporting systems transparent information on infringement reporting and follow up	Review of infringement reports issued by the digital reporting system developed through project	Annually	CTA, M&E Officer/ CEPA	Annual monitoring reports from CEPA generated by the digital reporting system developed by the project <i>Risk – reporting system takes too long to develop and gain traction within key groups resulting in lack of full adoption in project life time.</i> <i>Assumptions – desire to see</i>

conservation and restoration of natural habitats	enforcement action is taken.	and 80% increase in follow up actions End of Project Target: Monitoring and reporting systems fully operational across landscape and at least 80% increase in reported infringements and 100% increase in follow up actions..	activities will become available.					action on environmental infringements at site level will help to drive uptake of reporting and demand for follow up.
Indicator 13: % increase in investment in environmental planting and small-scale woodlots.	Mid-Term Target: 20% increase in investment End of Project Target: 40% increase in investment	Indicator based on levels of public and private investment in environmental planting and woodlot development. Baseline to be determined in inception phase based on provincial	Review of documentation of public and private investments in environmental planting and woodlot development.	Verify at project inception, and assess at midterm and terminal evaluation	CTA, M&E Officer	Documentation of provincial government budgets, development partner finance, disclosed private sector investment and estimated smallholder investment.	<i>Risk – economic conditions deter public and large scale private investment.</i> <i>Development partner funds are diverted towards COVID-19 relief.</i> <i>Assumptions – governments, private entities and communities have great commitment and</i>	

			government budgets, development partner finance, disclosed private sector investment and estimated smallholder investment.					are interested in investing in small-scale woodlots to support their access to merchantable timber as well as supporting environmental services.
Project Outcome 6: Enhanced uptake and effective planning and management of buffer zones, set aside and restoration actions the target provinces	Indicator 14: Percentage of communities in target areas engaging in enhanced set aside, buffer zone management and restoration activities.	Mid-Term Project Target: 30% of communities in target areas undertaking restoration, set aside and conservation action End of Project Target: 60% of communities in target areas undertaking restoration, set aside and conservation action	Indicator based on assessment against PNG buffer zones	10% of communities undertaking active action on buffer and set aside activities.	Midterm and terminal evaluation	PMU / CEPA		<i>Risk –</i> Communities decide to move away from conservation actions. <i>Assumption –</i> That increased networking and capacity building support will deliver effective changes in area managementt.
Project Outcome 7: Integrated knowledge management, coordination	Indicator 15. Improvements in multi-stakeholder process ladder of change	Mid-Term Project Target: No set targets due to significant period needed	Indicator based on GCF assessment tool	Baseline developed during inception phase.	Midterm and terminal evaluation	PMU / CEPA	Ladder of change	<i>Risk –</i> Limited engagement by key actors within the target sectors. <i>Assumption –</i> That stakeholders are

and collaboration to enhance knowledge of factors to foster		<p>to deliver change.</p> <p>Monitoring of progress to be reported.</p> <p>End of Project Target:</p> <p>Improvement of at least one step across all elements of the ladder for cocoa, palm oil and land use planning processes</p>					<p>willing to engage in lesson learning processes and through this will support enhanced engagement.</p>
Indicator 16: Documentation of sustainable production and sustainable landscape management associated knowledge, as indicated by the number of systems developed or strengthened	<u>Midterm:</u> 7 total components (a) 3 knowledge products (at least 1 of which highlighting gender mainstreaming), (b) 3 communication pieces/stories, (c) 1 traditional knowledge registers, (d) 0 research papers	This indicator measures the number of knowledge, communications and research products being produced throughout the project implementation .	Documentation of knowledge, communications and research products developed by the project.	Quarterly	National Project Coordinator, M&E-Knowledge Management Specialist, Private Sector Engagement Specialist, Farming Systems-Livelihoods Specialist	Publicly available knowledge, communications and research products developed by the project.	<u>Risks:</u> knowledge, communications and research products are not developed by the project. <u>Assumptions:</u> project allocates sufficient resource to produce knowledge, communications and research products developed by the project.

	<p>including: (a) knowledge products, (b) communication pieces/stories (c) traditional knowledge registers, (d) research papers</p>	<p><u>End of project:</u> 19 total components (a) 10 knowledge products (at least 3 of which highlight gender mainstreaming), (b) 6 communication pieces/stories (c) 2 traditional knowledge registers, (d) 1 research papers</p>					
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Annex 4. UNDP Social and Environmental Screening Procedure (SESP)

Project Information

Project Information	
Project Title	FOLUR IP: Establishing systems for sustainable integrated land-use planning across New-Britain Island in Papua New Guinea
Project Number	6394
Location (Global/Region/Country)	Papua New Guinea – East (Pomio and Gazelle Districts) and West New Britain (Talasea and Kendiran Gloucester District)

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 has been 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 PNG Oil Palm Platform establishes a multi-stakeholder platform 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 CESCR - 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 cocoa and palm oil 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 integrate sustainable land use and development planning will include a strong focus on environmental sustainability including improved protection and management of key habitats and environmental services. 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?</p> <p><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?</p> <p><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>		
Risk Description	Impact and Probability (1-5)	Significance (Low, Moderate, High)	Comments	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>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</p>	I = 4 P = 3	High	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.	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

<p>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>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>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 7). Initial FPIC 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</p> <p>Improved enforcement of landscape protections and development of zoning could result in changes to current access to resources, potentially leading to economic displacement.</p> <p>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</p>

		High		<p>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 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>
Risk 3: Loss of access to natural resources Improved enforcement of landscape protections and new approaches to land management could result in changes to current access to resources. Principle 1, q.2, Standard 1, q.1., Standard 6, q.3.	I = 3 P = 2	Moderate	<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>
Risk 4: “Elite Capture” could result in a failure of vulnerable groups to benefit from the project.	I = 4 P = 4	High	<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,</p>	<p>The ESIA, which will assess potential downstream impacts in this SESP (and any others identified) will be specifically targeted towards poor and</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>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 palm oil and cocoa development is controlled by smallholders who are often LOs/block owners. 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>	<p>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>
<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. 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 contributing to and benefitting from these initiatives.</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>
<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. 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</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</p>	<p>This risk is assessed in the gender analysis and managed through the Gender Action Plan, which will be</p>

<p>and girls, or ensure equitable opportunities for their involvement and benefit.</p> <p>Principle 2, q2, q4</p>		<p>the subnational level, or cocoa 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 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 cases⁷²) land ownership.</p> <p>Women may be denied additional monetary benefits from increased commodity yields.</p>	<p>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>
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⁷² Matrilineal societies in PNG.

<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 palm oil and cocoa, 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 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 transactions ⁷³ 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</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>
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⁷³ 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.

			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.	
Risk 10: Cultural Heritage Potential for adverse impact on sites, structures, or objects with historical, cultural, artistic, traditional or religious values. Standard 4, q.1, Standard 6, q.9	I=3 P=1	Low	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.	
Risk 11: Loss of intangible forms of culture , such as knowledge, innovations, practices. Standard 4, q1, Standard 6, q.9.	I=3 P=1	Low	Introduced forms of cash cropping such as commercial sustainable oil palm development, and cocoa production could become more attractive to the younger generation of LOs/local communities, eventually replacing the traditional agricultural practices, resulting in loss of traditional knowledge. 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.	
Risk 12: Damage to Protected Areas and/or biodiversity. Poorly designed or executed project activities could damage critical or sensitive habitats, including	I=3 P=3	Moderate	As part of the actions to improve degraded areas of land through forest rehabilitation there is a possibility that invasive species may be	Restoration will be carried out in accordance with management plans developed through participatory processes informed by the ESIA, and in

through the introduction of invasive alien species during forest restoration activities. Standard 1: q1, 2, 3, 5, 6			introduced which would threaten the native species (plants/wildlife).	accordance with the ESMP. No IASs will be used, and preference will be given to native species.
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). Standard 7, q.1	I = 3 P = 2	Moderate	Excessive use of fertilizers as part of oil palm and cocoa 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.	The project design will include appropriate safeguards, including training and monitoring, based on the ESIA and covered in the ESMP.
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. Standard 3: q7; Standard 7: q3, q4	I = 3 P = 4	Moderate	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.	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 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.
Risk 15: Project activities and outcomes will be vulnerable to the potential impacts of climate change.		High	Climate change is contributing to changes in the viability of different crops within landscapes as well changes in the nature and transmission of	Further studies will be included in the SESA and ESIA, which will establish appropriate risk management

Standard 2, q2; Standard 3, q5	I = 5 P = 5		<p>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>	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.
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. <ul style="list-style-type: none"> • Standard 1, q11. 	I=4 P=2		<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>	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 with a focus on HCV or HCS land, and improving resources and systems.
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	I=4 P=4 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</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

landscape for project implementation and enhanced risk of negative impacts.			target landscapes. How these impacts will continue to manifest however remains unclear but could include. 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.	integrated into the environmental and social management plan (ESMP).
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QUESTION 4: What is the overall Project risk categorization?

Select one (see SESPR for guidance)			Comments
Low Risk	<input type="checkbox"/>		
Moderate Risk	<input type="checkbox"/>		
High Risk	<input checked="" type="checkbox"/>		<p>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.</p> <p>An Environmental and Social Impact Assessment (ESIA) will be commissioned during project implementation, to assess all risks, with a particular focus on adverse</p>

		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		Ans wer (Yes / No)
Principles 1: Human Rights		
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? ⁷⁴	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

⁷⁴ 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.

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
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 ⁷⁵ 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		

⁷⁵ 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.]

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		

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? ⁷⁶	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

⁷⁶ 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.

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
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 5. UNDP Risk Register

Description	Type	Impact & Probability	Mitigation Measures	Owner
Risk 1: The government does not allocate adequate resources (both human and financial) in response to the result from the project's incremental processes and impacts. This project will build capacity of government agencies, hence will demand a higher (or additive) level of resource allocation from the government during and following the project implementation.	Financial, Organizational	<p>Currently there are few resources within government agencies. As the project is scaled up, there is risk that this scaling may not be feasible or sustainable given conditions in PNG.</p> <p>Likelihood: 4 Impact: 3 High</p>	<p>The project will strive to strengthen approaches to sustainable land use and development planning as well as support to conservation and restoration as well as sustainable agricultural development. Many of these elements will require future budgetary commitments from government to support action and sustainability of approaches.</p> <p>Mainstreamed within the project design is work on financial sustainability mechanism and incentive systems for almost all elements of the project from land use planning (and performance monitoring) to extension service provision and community conservation area management. Within these approaches the project is targeting initiatives to support access to new streams of finance (for example carbon finance), sustainable funds under development (e.g. the conservation trust fund being developed through GEF6) or cost neutral finance linked to the reallocation of resources or removal of subsidies from activities that go against the project's objectives. In this way the project design seeks to mitigate a significant element of the project risk.</p> <p>In addition, the project has a targeted approach to multi-stakeholder engagement that is intended to help adoption of shared approaches to change and development within the different action areas. Through this process it is expected that additional financial commitments and approaches can be mobilized through shared understanding of their need as well as pressure from key drivers of economic growth as well as citizens who elect decision makers.</p>	GoPNG, UNDP-CO, National Project Coordinator, Project Board
Risk 2: Limited institutional capacity, mandate, and ownership.	Organizational, Political	<p>Commodity production patterns are dependent upon several factors, including governmental policy directives. If governmental policies are inconsistent with the sustainable and resilient</p>	<p>UNDP has policies and procedures relating to Its National Implementation Modality (NIM) 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</p>	GoPNG, UNDP-CO, National Project Coordinator, Project Board, DAL,

		<p>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 GEF funding ceases.</p> <p>Likelihood: 4 Impact: 3 High</p>	<p>be taken to ensure clear understanding and ownership of target activities as well as support coordination between agencies.</p>	Commodity Boards
Risk 3: Project implementation may be afflicted by mismanagement and corruption.	Operational, Regulatory	<p>Mismanagement and corruption occur frequently in natural resource projects in PNG, with the nation ranking among the most kleptocratic in the world. There is thus a risk that funds will be misappropriated, though many measures will be put in place to prevent this.</p> <p>Likelihood: 3 Impact: 3 Moderate</p>	<p>The project has been designed with numerous measures to ensure its effectiveness and efficiency, and the governance arrangements are such that the project will be implemented in a transparent and accountable way. UNDP will be working closely with on-the-ground teams to ensure that funds are effectively managed at all levels.</p>	GoPNG, UNDP-CO, National Project Coordinator, Project Board
Risk 4: “Land grabbing” and corrupt practices leads to failure of land use management plans and loss of community conservation areas.	Social, Environmental, Regulatory	<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 (this occurred particularly in areas impact by mining).</p>	<p>The project has been designed to address many of the challenges of land grabbing and by engagement of key agencies responsible for issuing development permits (DLPP, CEPA, PNGFA) as well as key staff within provincial government the project aims to mitigate this risk and indeed create a framework to reduce its impact in the future. The enhanced collaboration and coordination between these provincial and national agencies will also play a critical role within this process.</p>	GoPNG, UNDP-CO, National Project Coordinator, Project Board, Cocoa Board

		<p>Additionally, conflict between adjacent landowning groups which did not previously exist might be ignited if activities on demarcation of land boundaries/spatial planning/zoning is introduced. Conflicts could result between local communities on which land to allocate for community forestry, areas designated for tree planting etc. as part of environmental planting activities. Land titling may result in friction between communities by formalizing tenure for specific individuals or groups whereas previously there may have been informal, tacit agreements on use and extraction by multiple parties.</p> <p>Likelihood: 2 Impact: 4 Moderate</p>	<p>This approach is also strengthened by increasing participation of local communities in land use planning processes both through the land use and development planning activities of component 1 and through the community conservation activities of component 3 to help ensure there is a strong local commitment to sustainable management. These elements will also be supported by improvements in access to sustainable commodity value chains that will reduce interest in alternative land uses.</p>	
Risk 5: Major natural and climate induced disasters including other environmental risks – may affect the implementation and results of project initiatives.	Operational, 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</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, National Project Coordinator, Project Board

		<p>in the disaster area but also on the natural environment.</p> <p>Likelihood: 2 Impact: 4</p> <p>LOW</p>		
Risk 6: Lack of coordination leads to deviation from sustainable practices. As this project aims to facilitate oil palm 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.	Political, 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>Outcome 2.2 of this project has a strong emphasis on coordination and providing technical support and platforms 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, National Project Coordinator, Project Board, DAL
Risk 7: Risk that National Sustainable Land-use planning policy and regulations not passing NEC or transitioning to implementation.	Operational, Organizational, Political, Regulatory	<p>An important part of the project strategy is development of landscape management plans, which are envisaged to institutionalized and operationalized by local governments and regional stakeholders. If these groups are not adequately engaged, then it could be difficult to achieve the objectives that stem from approved land management plans.</p> <p>Likelihood: 2</p>	<p>While the NSLUP is expected to be passed prior to project start the project is equipped to further support revisions and improvements to the policy to move it towards approval by the NEC through actions under Output 1.1. with potential for action on guidance and regulation to be combined with work on policy. This approach would also be expected to mitigate many potential issues linked with the slow approval of the policy as key agencies and stakeholders gain a more detailed idea of the nature and implications of the policy and its implementation.</p> <p>The development of awareness raising materials combined with extensive stakeholder engagement and consultation (under Output 1.1.) will also help strengthen broad commitment to the policy and regulatory reforms. The selection of two provinces that already have a stated interest in integrated land use planning combined with a number of NGO projects will also aid in establishing a community that</p>	GoPNG, UNDP-CO, National Project Coordinator, Project Board, DLPP

		Impact: 2 LOW	are supportive of and able to effectively inform early implementation of integrated land use and development planning approach. Its link with improved agricultural investments as well as support to community conservation actions will also provide a strong basis for the provinces to adopt the updated guidance and regulations.	
Risk 8: Operationalising platforms that are not adopted in practice.	Operational	<p>Lack of genuine participation from LLG and Ward representatives could impact the effectiveness and sustainability and momentum of the project. The results of policy revision, for instance, will require procedural changes that have been previously longstanding.</p> <p>Likelihood: 3 Impact: 2 Moderate</p>	<p>Platforms will be sufficiently resourced to support initial action and provide strong technical inputs and facilitate high levels of early engagement and communication on the nature and value of the platforms. Through adoption of an effective multi-stakeholder process different groups will also be empowered to engage with and see the value in cross sector engagement to support a shared vision for the sectors. This approach is facilitated by early engagement of key private sector companies that account for almost all palm oil exports and over 60% of cocoa exports, as well as important donor bodies within the cocoa sector that will help to demonstrate early value of the platform process. By building on existing networks within cocoa and ground work undertaken within the palm oil sector through the FCPF project the project will also seek to "develop" as opposed to initiate / replace existing structures – this will help to support broader engagement and consensus on platform value.</p>	GoPNG, UNDP-CO, National Project Coordinator, Project Board, DAL
Risk 9: Stakeholder buy-in will be limited, particularly for innovative practices that require behavioural and procedural change.	Operational	<p>Lack of genuine participation from the national and regional levels of government, private sector or communities could impact the effectiveness and sustainability and momentum of the project without active participation from each key area.</p> <p>Likelihood: 2 Impact: 3 Moderate</p>	The breadth of this project is highly stakeholder-driven, with adaptive consultation periods throughout the project. A comprehensive stakeholder engagement plan has been developed and all elements of the project are designed to focus on effective consultation and adaptive management based on this feedback.	GoPNG, UNDP-CO, National Project Coordinator, Project Board

Risk 10: Risk of disrupting supply chain so that costs are higher for upstream stakeholders without guaranteed increased benefits.	Strategic, Operational, Financial	<p>Considering the GEF funding is incremental, it is imperative that durable partnerships, including with the private sector, are realized to affect durable transformational change that has positive impacts throughout the whole supply chain, and not just at one end of it.</p> <p>Likelihood: 3 Impact: 2</p> <p>Moderate</p>	<p>Relationships with the private sector will be fostered in this project, including training and increasing traceability. Although global markets cannot be controlled, response capacity across the supply chain will increase, particularly by improved extension education and by information management (4.2).</p>	GoPNG, UNDP-CO, National Project Coordinator, Project Board
Risk 11: 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.	Strategic, Operational	<p>The project preparation phase coincided with the outbreak of the COVID-19 pandemic. Project implementation activities could be suspended or delayed in case of recurrence of the COVID-19 pandemic or similar.</p> <p>Likelihood: 4 Impact: 4</p> <p>Substantial</p>	<p>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 and varied challenges. Through a strong central management framework, the project will have the capacity to respond to both operational variations and the needs to key target beneficiaries should this be required. Measures including adoption of clauses within contracted assignments to address potential travel delays and cancellations will also help to maintain the project's capacity to respond to changes as required.</p> <p>Many elements of the project linked to improved agricultural production and productivity as well as strengthened value chains and linkages with international markets which remain highly relevant within the context of the pandemic's impact including uncertain market demand and price variations, with improved relationships with buyers and increased yield per unit areas helping to support the resilience of the supply chain. In addition extension support while targeted through oil palm and cocoa supply chains is also focused on hybrid livelihoods with support to development of subsistence agricultural systems within the commercial landscape to ensure that communities and households have increased resilience to shocks</p>	GoPNG, UNDP-CO, National Project Coordinator, Project Board

			<p>within commercial supply chains be is plant diseases, climatic or market driven.</p> <p>In addition, elements of the project (such as work on policy and regulatory reform) can be initiated and developed during periods where travel or field level operations may be more challenging. The close links between project and key private sector operators also provide opportunities for activities to be mainstreamed into their core operations reducing the need for additional staff travel.</p>	
Risk 12: Lack of access to information.	Operational, Social	<p>Insufficient public information regarding the project and affected people's rights could result in their views not being taken fully into account. In particular, this might exclude some stakeholders from fully participating in decisions that may affect them.</p> <p>Likelihood: 2 Impact: 3 Moderate</p>	<p>Effective stakeholder engagement, including stakeholder feedback mechanisms, is integrated into the management framework, and comprehensive engagement has been carried out during PPG. The Impact rating of 3 represents a worst case scenario. Such exclusion, if it occurred "under the radar" would be reversible with additional stakeholder consultation.</p>	GoPNG, UNDP-CO, National Project Coordinator, Project Board
Risk 13: Public Health and Safety Project construction, operation, or decommissioning poses potential safety risks to local communities.	Operational, Regulatory	<p>Health and safety risks must always be addressed and minimised, particularly in any project that has elements of physical labour, construction, and agricultural applications of hazardous chemicals, etc. These risks are low but must be addressed and minimised.</p> <p>Likelihood: 2 Impact: 2 LOW</p>	<p>The development of small-scale woodlots, undertaking of conservation commodities, improved environmental management practices and the development of sustainable commercial agricultural farming could possibly require the construction of sheds to store seedlings, offcuts, plants construct minor roads to transport the seedlings or materials and temporary shelters for the workers to stay during the implementation activities. All these activities could pose some safety risks to LO's/local communities and or any vulnerable groups involved (children etc).</p>	GoPNG, UNDP-CO, National Project Coordinator, Project Board

Note, additional risks relating social and environmental elements are identified in **Annex 4** UNDP Social and Environmental Screening Procedure

Annex 6. Overview of technical consultancies/subcontracts

Programme Management:

Project Implementation (Management) unit

Including:

- National Technical and Safeguards Officer and Finance Associate
- Driver/Clerk

Title: National Technical and Safeguards Officer (NTSO) (Budget note 30)	
Contract type: Local Consultants – Contract Value: \$223,560 Contracted	
Time period: 2021-2026	Link with Outputs: All

The NTSO will provide central technical coordination and leadership across project activities and ensuring that safeguard considerations are fully integrated into project delivery. Through this role the NTSO will work closely with the CTA to provide both technical leadership and inputs into key project areas as well as ensuring that technical assignments contracted are delivered to the highest standard and in line with project safeguards. The NTSO will maintain strong links with government, private sector and civil society counterparts to ensure and effective and ongoing stream of communication between them and the project and will have responsibility for ensuring that there is the full and effective engagement of all stakeholders in the process. S/he will also assume a central role in managing the PMU team and ensuring technical and operational reports are provided in a timely manner.

Summary of Responsibilities/Activities:

- Supervise and coordinate the production of project outputs, as per the project document, including ensuring technical quality and compatibility of the outputs with the objectives of the project;
- Mobilize all project inputs in accordance with UNDP procedures for nationally executed projects;
- Supervise and coordinate the work, including technical aspects, of all implementing partners, project staff, consultants and sub-contractors;
- Coordinate the recruitment and selection of project personnel and contractors as needed, especially with a view to the large infrastructure investments made by this project;
- Ensure that gender is mainstreamed into operational plans, as well as markers are reported on as part of regular reporting;
- Prepare and revise project work and financial plans, as required by the PB, CEPA and UNDP;
- Liaise with UNDP, CEPA, relevant government agencies, and all project partners, including donor organizations and NGOs for effective coordination of all project activities;
- Facilitate administrative backstopping and provide technical backstopping to subcontractors and activities supported by the Project;
- Oversee and ensure timely submission – and ensure adequate quality – of the Inception Report, Combined Project Implementation Review/Annual Project Report (PIR/APR), Technical reports, quarterly financial reports, and other reports as may be required by UNDP, GEF, EWCA and other oversight agencies;
- Disseminate project reports and respond to queries from concerned stakeholders;
- Report progress of project to the Project Board, and ensure the fulfilment of PB directives.
- Oversee the exchange and sharing of experiences and lessons learned with relevant actors nationally and internationally;
- Address key communication need and support the development and implementation of a project communication plan;
- Ensures the timely and effective implementation of all components of the project;
- Carry regular, announced and unannounced inspections of all sites and the activities of the project site management units
- Review the stakeholder participation plan and Gender Action Plan annually, and update and revise as necessary;

- Ensure reporting, monitoring and evaluation fully address the gender issues of the project;
- Monitor progress in development/implementation of the project risk management plan(s) (e.g. ESMP/ESMF), ensuring that UNDPs SES policy is fully met and the reporting requirements are fulfilled (including arising requirements and documentation to address COVID-19);
- Oversee/develop/coordinate implementation of all safeguard related plans, including the project-level Grievance Redress Mechanism;
- Ensure social and environmental grievances are managed effectively and transparently;
- Review the SESP annually, and update and revise corresponding risk log; mitigation/management plans as necessary;
- Ensure full disclosure with concerned stakeholders;
- Ensure environmental and social risks are identified, avoided, mitigated and managed throughout project implementation;
- Monitor progress in implementation of the project Gender Action Plan ensuring that targets are fully met and the reporting requirements are fulfilled;

Qualifications:

- Diploma (Master's degree preferable) in Forestry, Natural Resource Management, or other relevant discipline.
- At least 7 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.
- Experience in working on sustainable land use planning is an advantage.
- High computer literacy.
- Fluency in spoken and written Tok Pisin and English.

Additional Notes:

Title: Administration and Finance Associate (Budget note 30)	
Contract type: Contractual services – Lump Sum	Contract Value: \$152,784
Time period: 2021-2026	Link with Outputs: PMU
The AFA will provide a central role in project implementation and will be responsible for coordinating all elements of project finance, budgeting and procurement with close engagement with the NTSO and CTA as well as UNDP CO.	
<p>Summary of Responsibilities:</p> <ul style="list-style-type: none"> • Assist the NTSO in day-to-day management and oversight of project activities; • Assist the KMCME in matters related to M&E and knowledge resources management; • Assist in the preparation of progress reports; • Ensure all project documentation (progress reports, consulting and other technical reports, minutes of meetings, etc.) are properly maintained in hard and electronic copies in an efficient and readily accessible filing system, for when required by PB, UNDP, project consultants and other PMU staff; • Provide PMU-related administrative and logistical assistance. • Keep records of project funds and expenditures, and ensure all project-related financial documentation are well maintained and readily available when required by the NTSO • Review project expenditures and ensure that project funds are used in compliance with the Project Document and UNDP financial rules and procedures; • Provide necessary financial information as and when required for project management decisions; 	

- Provide necessary financial information during project audit(s);
- Review annual budgets and project expenditure reports, and notify the NTSO if there are any discrepancies or issues;
- Consolidate financial progress reports submitted by the responsible parties for implementation of project activities;
- Liaise and follow up with the responsible parties for implementation of project activities in matters related to project funds and financial progress reports.
- Facilitate auditing and financial controls with respect to the Project;
- Ensure that all procurements and disbursements are carried out in accordance with the UNDP/GEF and Government of Papua New Guinea's requirements, which requires familiarity with the financial management procedures;
- Implementation of procurement related to the large infrastructure investments to be made under this project, in particular;
- Ensure that project-related disbursements are carried out in a timely and efficient manner;
- Ensure the smooth flow of funds to enable the timely implementation of project activities amongst the various implementation partners, including the timely replenishment of the project account;
- Compile the quarterly and annual financial reports in a timely manner, with a focus on the financial delivery of the project;
- Prepare a monthly project bank reconciliation;
- Maintain a logical and comprehensive record of financial transactions, with supporting documentation, for reference and audit purposes;
- Provide the necessary assistance and documentation for the statutory audit of annual financial statements;
- Perform all other duties as requested by the PM;
- Perform any other duty relevant to the assignment.

With respect to Procurement for the UNDP-GEF-supported Project

- Prepare and implement procurement strategies, plans and, where applicable, procedures, including sourcing strategies and e-procurement tools and procurement plans, based on the during the PPG phase developed infrastructure and procurement plans and guidance, and in line with existing procedures within the implementation partners.
- Ensure that all procurement activities under the UNDP-supported project are implemented in full compliance of procurement activities applicable.
- Elaboration and implementation of cost saving and cost reduction strategies.
- Implementation of a well-functioning strategic procurement processes, from sourcing strategy, tendering, supplier selection and evaluation, quality management, customer relationship management, to performance measurement.
- Implements and guidance to, contracts management and administration strategy within the project, constantly guided by legal framework of the organization and assessing/minimizing all forms of risks in procurement.
- Evaluate offers and make recommendations for the finalization of purchases and the award of contracts; analyse and evaluate commodity tender results;
- Managing reporting requirements to Project Management on delivery of procurement services.

Qualifications:

Diploma (Bachelor's degree preferable) in Finance, Economics, Accounting, Administration or a related field.
At least 7 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 English.

Additional Notes:

Title: Driver/Clerk (Budget note 33) THIS POSITION NO LONGER EXISTS IN THE BUDGET	
Contract type: Contractual services – Companies – Lump Sum	Contract Value: \$60,612 (Annual costs of \$10,102 across the project lifetime)
Time period: 2021-2026	Link with Outputs: PMU
The driver/ clerk will provide a key role in supporting project activities providing logistical and administrative support across the project and working in close coordination with the AFA for financial management and reporting.	
<p>Summary of Responsibilities:</p> <ul style="list-style-type: none"> - Ensure provision of reliable and secure driving services and supporting the administrative services. - Ensure cost saving through proper use of the vehicle through accurate maintenance of daily vehicle logs. - Ensure proper day-to-day maintenance of the assigned vehicle. - Ensure availability of all the required documents/ supplies. - Provide logistical and administrative support. 	
<p>Qualifications:</p> <ul style="list-style-type: none"> - Driver license. - Experience in administrative work, preferably in an international organisation. - Excellent communication skills, including inter-personal. - Good knowledge of Word and Excel is necessary. - Fluency in spoken and written Tok Pisin and English. 	
Additional Notes:	

Technical Assignments – Embedded within Project Implementation Structure

Cross Cutting

Title: Chief Technical Advisor (CTA) (Budget notes 4, 10 (all), 17 (all), 24)	
Contract type: International Consultants – Contracted	Contract Value: \$1,255,246 for the project lifetime. (Annual costs split across all four Components)
Time period: 2021-2024	Link with Outputs: All
The CTA will act as the key technical lead across the project and will have primary responsibility for guiding technical inputs and ensuring the coherence and integration of different project components, outcomes and outputs. Working closely with the NTSO the CTA will bring significant international experience to the project and will help to guide inputs from international and national consultants and contracted companies as well as maintaining strong links with government and other development partners. They will play a key role in ensuring that the project catalyses existing and planned resources and delivers incremental change.	
Summary of Responsibilities/Activities:	

- Provide technical and strategic assistance and oversight for project activities.
- Develop an inclusive, participatory and deliberative plan to implement best practices across supply chains and improve land use decisions to improve sustainability, livelihoods and businesses with the involvement of stakeholders. S/he will be required to facilitate all meetings and workshops required for the development of this plan, including deliberative consultations as well as facilitating legacy plans towards the end of the current project.
- Provide support to the NTC, CEPA, DLPP and DAL staff and other government counterparts in the areas of project management and planning, management of site activities, monitoring, and impact assessment.
- Ensure the technical aspects of the work of all consultants and sub-contractors is of the highest standard.
- Assist the NTC in the preparation and revision of the Annual Work Plans and other documents and reports associated with the project. as well as with the preparation of monitoring, evaluation, compliance and review documentation as required.
- Perform other tasks as may be requested by the National Project Director, NTSO, Project Board and other project partners.

Qualifications:

- Tertiary university education (MSc or PhD) with expertise in the area of Environmental Economics, Business Planning associated to the environmental sector (and, if possible, protected areas in particular), or related fields of expertise;
- At least 12 years of professional experience
- Strong understanding of the interactions between land use, development and conservation action;
- Experience with commodity supply chains and advantage
- Awareness of institutional change management would be desirable
- Strong skills in monitoring and evaluation and experience in implementing projects with both financial and environmental aspects;
- Previous experience with GEF projects in the region would be desirable
- Ability to work in and with a large, multidisciplinary team of experts and consultants;
- Be an effective negotiator with excellent oral and presentation skills;
- Excellent writing skills in English..

Additional Notes:

Title: Stakeholder engagement event convener and communications officers (Budget note 5,11 (all), 18 (all), 25)

Contract type: Local Consultants	Contract Value: \$202,032
Time period: 2021-2026	Link with Outputs: All

The national export will have a central role in coordinating stakeholder engagement and facilitating and convening events. S/he will act as a key link between different actions at landscape, national and international levels and form a link between project activities and key stakeholders. As part of this role will also work to develop information materials and link with technical consultancies to ensure that information is provided in formats appropriate to stakeholders and that can be used for circulation domestically and where appropriate internationally.

Summary of Responsibilities:

- Establish and maintain strong relations with key stakeholder groups
- Support coordination of action across landscapes and national level with a focus on ensuring coherent engagement with target stakeholders across project outcomes
- Lead in organisation and facilitation of key events in partnership with PMU staff and other technical consultancies.

- Develop a project communications strategy / plan, incorporate it with the annual work plans and update it annually in consultation with project stakeholders; coordinate its implementation
- Coordinate and oversee the implementation of public awareness activities across all project components;
- Contribute to the design and maintenance of the project website/webpages and ensure it is up-to-date and dynamic;
- Work with NTSO on collection of information with relation to safeguards as well as annual reporting requirements

Qualifications:

- Diploma (Bachelor/Master degree preferable) in business management, social science, natural resource management or other relevant discipline.
- At least 5 years of professional experience in stakeholder engagement, social/community development or related discipline.
- Experience working with a range of different stakeholders to support their engagement and awareness of development programmes or private sector initiatives.
- Experience working with Government counterparts as well as representatives from development agencies.
- High computer literacy with experience of website design and maintenance and working with graphic design packages is an advantage.
- Fluency in spoken and written Tok Pisin and English.

Additional Notes:

Title: National Knowledge Management and M&E expert (Budget note 5,11 (all), 18 (all), 25)	
Contract type: Local Consultants	Contract Value: \$177,540
Time period: 2021-2026	Link with Outputs: All
The national expert will coordinate action with regard to knowledge management (KM) and M&E, bringing together data and information collection to ensure that there is clear information on project performance as well as effectively disseminating lessons learned and information on the project to stakeholders. The officer will work closely with targeted consultancies in the development of impact evaluation, knowledge management and information frameworks as well as with the NTSO with regard to collection of information and reporting on safeguards.	
<p>Summary of Responsibilities:</p> <ul style="list-style-type: none"> • Coordinate the implementation of knowledge management outputs of the project; • Contribute to the design and maintenance of the project website/webpages and ensure it is up-to-date and dynamic; • Facilitate learning and sharing of knowledge and experiences relevant to the project; • Work with NTSO on collection of information with relation to safeguards as well as annual reporting requirements 	
<p>Qualifications:</p> <ul style="list-style-type: none"> ○ Diploma (Bachelor/Master degree preferable) in business management, social science, natural resource management or other relevant discipline. ○ At least 5 years of professional experience in stakeholder engagement, social/community development or related discipline. ○ Experience working with a range of different stakeholders to support their engagement and awareness of development programmes or private sector initiatives. 	

- Experience working with Government counterparts as well as representatives from development agencies.
- High computer literacy with experience of website design and maintenance and working with graphic design packages is an advantage.
- Fluency in spoken and written Tok Pisin and English.

Additional Notes:

Land use Planning

The below Local Consultants will be recruited to play an on-going support and coordination role with regard to the integration of development and land use planning at national and provincial levels. The expert will play a key role in ensuring consistent engagement between the project and key stakeholders at national and provincial level while helping to coordinate programmed technical support as well as strengthening integration and coordination between components.

Title: National Land Use Expert (Budget note 5)	
Contract type: Local consultants – Contracted	Contract Value: Indicative annual cost of \$270,000 (over 4.5 years)
Time period: 2021-2026	Link with Outputs: 1.1
Based in Project Management Unit the NLUE will coordinate and lead action on the development of approaches to land use and development planning and will play a central role in bringing different sector agencies together, strengthening links between subnational and national action and ensuring that technical work contracted through the project is fully integrated with government plans and systems. The expert will be directly responsible for actions under Outcome 1 and will work closely with the provincial land use experts in implementation of sub-national engagement, training and land use planning activities. Working closely with the NTSO and the CTA the expert will play a key role in maintaining government relations as well as supporting the integration of technical inputs under components 2-4 within work under Outcome 1.	
<p>Summary of Responsibilities:</p> <ul style="list-style-type: none"> - Coordinate work on land use and development planning. - Support the establishment and operationalization of the NSLUP implementation committee and any sub-working groups. - Develop awareness raising materials and convene events on NSLUP to increase awareness and support adoption across government. - Support action on the review of existing legislations to identify how to coordinate sector-based approaches to land use planning and how to integrate with subnational planning process and how these can be financed. - Support action to review the existing land use planning approaches through government / NGOs / PS / Communities and challenges/ opportunities to foster integration within government's recognized land use planning processes including identification of key zoning categories and their implications. - Support the development of guidance and regulations for ward, LLG, district, provincial and sustainable land use planning and its financing. - Ensure close coordination and advocacy with the relevant government agencies to ensure the endorsement and adoption of these guidance and regulations. - Support consultation on and development of a national land use planning information management system 	
<p>Qualifications:</p> <ul style="list-style-type: none"> - Master's or Postgraduate Degree in political or social sciences, international relations, or law, history, public policy, international economics, agribusiness or other related fields. - Minimum 12 years of relevant experience in multilateral or civil society organization in a multi-cultural setting including at least 4 years' experience PNG or Pacific, preferably in green commodities, agriculture, or palm oil and/or cocoa sectors. - Excellent written and spoken Tok Pisin and English. 	

Additional Notes:

Title: Provincial Coordinator and Land Use Expert (Budget note 5)	
Contract type: Local consultants – Contracted	Contract Value: \$334,240 (Indicative annual cost of \$33,424 each for 2 positions for 5 years)
Time period: 2021-2026	Link with Outputs: 1.3
<p>The recruited officers (one in each province, two in total) will be based within the provincial government office and support coordination at provincial level on land use and development planning helping to link action between national, provincial, district and ward level as well as the integration of work on land use planning, sector development (particularly agriculture under project Component 2 and conservation under project Component 3) into development planning processes at provincial level. Through this they will work closely with the NLUE as well national agricultural platform coordinator and technical expert as well as provincial agricultural specialists.</p>	
<p>Summary of Responsibilities:</p> <ul style="list-style-type: none"> - Support the NTSO and CTA in coordination of project inputs at the provincial, district, LLG and ward level. - Support awareness raising across provincial, district and LLG officers and other key stakeholders on nature of plan development as well as potential impacts of unsustainable land use on future development within the provinces. - Support participatory processes and building on HCV/HCS mapping work conducted and ELVIS tool develop potential land use and development scenarios linking existing targets and stated objectives with potential changes in land use development at provincial, district levels. - Contribute to development of a TSA of different development pathways building on existing information and assess the impact of different policy and land use management instruments - Facilitate public consultations on the draft scenarios with TSA results, revise findings and identify key elements of a proposed scenarios for adoption within Provincial and Local level planning processes. - Support the operation of multi-stakeholder engagement process in development plan development including operation of cross sector and planning committees for plan revision at provincial level. - Provide technical support to revision of plans at district, LLG and Ward level development plans and development of land use plans including consultation processes, mapping activities, drafting and baseline data review and assessment. - Support the establishment of information management and monitoring system, which brings together information from different technical line agencies and committees, to help improve cross sector and non-governmental access to information; this activity will link closely with technical support provided to information system development under Output 1.2. 	
<p>Qualifications:</p> <ul style="list-style-type: none"> - Bachelor Degree in Agriculture Economics/Development Practices /Environmental Management/ Landscape Architecture, or other relevant fields. - Minimum 5 years of relevant experience in the field of sustainable development. - Experience working on agriculture and/or forests in PNG or Pacific, preferably in the palm oil and/or cocoa sectors. - Strong network and demonstrated ability to work closely with government officials, civil society and corporate sector. - Experience with multi-stakeholder initiatives, preferably with professional experience implementing projects with components of facilitating inter-sectoral and sectoral coordination. - Strong project management and organizational skills, with experience in organizing and facilitating meetings and workshops. - Fluency in written and spoken Tok Pisin and English 	
Additional Notes: May relate to contract under Output 1.2	

The National Oil Palm and Cocoa platforms will be coordinated through the support team that will work closely with the PMU and will consist of the following team of Local Consultants. This team will play an on-going support and coordination role with regard to platform activities, supporting linkages between national action and provincial action as well as coordinating inputs from technical assignments. They will play a key role in ensuring consistent engagement between the project and key stakeholders at national and provincial level while helping to coordinate programmed technical support as well as strengthening integration and coordination between components.

- Platform Coordinator
- Agriculture Technical Specialist
- 2 Provincial Agriculture specialists

Title: Platform Coordinator (Budget note 12)	
Contract type: Contractual Services – Contracted	Contract Value: Indicative annual cost \$202,783.50
Time period: 2021-2026	Link with Outputs: 2.1
The Platforms Coordinator will play a central role in coordinating action on both Palm oil and cocoa platforms. The Coordinator will act as the key focal point to facilitate communication between government, private sector and civil society as well as guiding technical inputs under Component 2 of the project and ensuring that these are fully integrated into the workplan of the platforms. S/he will also play an important role in linking action at national level with that at provincial level through coordination with provincial agricultural specialists. Work will be conducted in close coordination with the NTSO and CTA.	
<p>Summary of Responsibilities:</p> <ul style="list-style-type: none"> - Provide central coordination of all actions on sustainable land use and commodities project and policy reviews and the national and subnational commodity platforms. - Provide technical support in the implementation of the and achievement of results. - Collaborate across sectors in partnership with the PNG Department of Agriculture and Livestock and relevant commodity boards. - Create strategic partnerships and support to the implementation of resource mobilization. - Facilitate knowledge building and management for and from the commodity boards and platforms implementation. 	
<p>Qualifications:</p> <ul style="list-style-type: none"> - Master Degree in Agriculture Economics/Development Practices /Environmental Management/ Landscape Architecture, or other relevant fields. - Minimum 7 years of professional experience in providing management advisory services, hands-on experience in design, monitoring and evaluation, budget and financial resource Proven experience in project evaluation and reporting; management of the project, procurement and human resources management. - Experience working on agriculture and/or forests in PNG or Pacific, preferably in the palm oil or cocoa sector. - Solid experience in providing technical support and strategic coordination with government, development partners and NGO to address relevant issue and to ensure the smooth coordination of the project. - Experience in managing project in compliance with the requirement of the donor and other development agencies. Within this context, experience of working within UN agencies, government entities, various development partner agencies in managing donor funds is an asset. 	
Fluency in written and spoken Tok Pisin and English.	
Additional Notes:	

Title: Agriculture Technical Specialist (Budget note 12)

Contract type: Local consultants – Contracted	Contract Value: Indicative costs of \$167,670
Time period: 2021-2026	Link with Outputs: 2.1, 3.1, 4.1
The NATS will work closely with the PC to provide technical inputs into all outputs under Component 2. Sitting within the platforms office within DAL and will provide a key technical focal point for project inputs as well as other stakeholders.	
Summary of Responsibilities:	
<ul style="list-style-type: none"> - Work with the Platform Coordinator to provide technical inputs into the platforms and coordinate work of consultant groups. - Collaborate across sectors in partnership with the PNG Department of Agriculture and Livestock and relevant commodity boards. - Develop and implement strategies to engage stakeholders into the commodity boards activities. 	
Qualifications:	
<ul style="list-style-type: none"> - Master Degree in Agriculture Economics/Development Practices /Environmental Management/ Landscape Architecture, or other relevant fields. - Minimum 5 years of professional experience in providing management advisory services, hands-on experience in design, monitoring and evaluation, budget and financial resource Proven experience in project evaluation and reporting; management of the project, procurement and human resources management. - Experience working on agriculture and/or forests in PNG or Pacific, preferably in the palm oil or cocoa sector. - Solid experience in providing technical support and strategic coordination with government, development partners and NGO to address relevant issue and to ensure the smooth coordination of the project. - Experience in managing project in compliance with the requirement of the donor and other development agencies. Within this context, experience of working within UN agencies, government entities, various development partner agencies in managing donor funds is an asset. - Fluency in written and spoken Tok Pisin and English. 	
Additional Notes:	

Title: Provincial Agriculture Technical specialists – 2 positions (Budget note 12)	
Contract type: Local consultants – Contracted	Contract Value: Indicative costs of \$299,691 (total) for 2 specialists for 4.5 years each
Time period: 2021-2026	Link with Outputs: 2.1, 3.1, 4.1
The PATS will act as the central technical officer for agriculture at the provincial level. Working closely with the NATS they will help to coordinate, facilitate and input into all technical work linked to agriculture at the provincial level. They will also play an important role in integrating work under component 2 into the land use and development planning processes under Component 1 in close collaboration with the provincial coordinator and land use specialist.	
Summary of Responsibilities:	
<ul style="list-style-type: none"> - Collaborate with provincial stakeholders - Support to the development of multi-stakeholder engagement processes for cocoa and oil palm at provincial levels - Coordinate technical inputs under Component 2 of the project at provincial level to ensure that they build on existing actions and are effectively integrated into the work of provincial and other subnational levels of government. - Support the development of provincial agriculture action plans and policies for cocoa and oil palm ensuring links with national processes - 	
Qualifications	
<ul style="list-style-type: none"> - Bachelor Degree in Agriculture Economics/Development Practices /Environmental Management/ Landscape Architecture, or other relevant fields. - Minimum 5 years of relevant experience in the field of sustainable development. 	

- Experience working on agriculture and/or forests in PNG or Pacific, preferably in the palm oil sector.
- Strong network and demonstrated ability to work closely with South East Asian government officials, civil society and corporate sector.
- Experience with multi-stakeholder initiatives, preferably with professional experience implementing projects with components of facilitating inter-sectoral and sectoral coordination.
- Strong project management and organizational skills, with experience in organizing and facilitating meetings and workshops.
- Fluency in written and spoken Tok Pisin and English.

Additional Notes:

Technical Assistance – By Component

Component 1:

Title: Support endorsement, implementation and sustainable financing of National Sustainable Land-use planning policy (Budget note 2)	
Contract type: Contractual services – Lump Sum	Contract Value: \$66,000 (fees and consultant travel)
Duration: 2021-2026	Link with Outputs: 1.1
Summary of scope and responsibilities:	
<p>A consultant team will be recruited to provide support to the development of guidelines and regulations for implementation of the NSLUP. Key activities and responsibilities will include:</p> <ul style="list-style-type: none"> - Review the existing legislations to identify how to coordinate sector-based approaches to land use planning and how to integrate with subnational planning process and how these can be financed - Review the existing land use planning approaches through government / NGOs / PS / Communities and challenges/ opportunities to foster integration within government's recognized land use planning processes including identification of key zoning categories and their implications - Develop guidance and regulations for ward, LLG, district, provincial and sustainable land use planning and its financing - All activities must be conducted through a fully consultative and participatory approach with support provided through UNDP as well as National and Provincial Land use planning experts. 	
Additional Notes:	

Title: Support to establishment of a national land use planning information and coordination system (Budget note 2)	
Contract type: Contractual services – Lump Sum	Contract Value: \$103,500 (fees and consultant travel)
Duration: 2021-2026	Link with Outputs: 1.2
Summary of Responsibilities:	
<p>The contracted group will provide support to the development of the NSLUP information and coordination system. The system will build on existing databases and information systems held within DLPP as well as creating options for links with information management systems within other sectors.</p> <ul style="list-style-type: none"> o Convene series of consultations on the design, including user-needs assessment, and development of information hub o Support the establishment of a cross sector NSLUP technical working group focused on hub development o Identification of systems requirements including hardware and software. o Development of SOP for the hub o Provide capacity training for the key government officers on the SOP of the hub o Develop communication materials and convene events on awareness raising on hub o Identify sustainability strategies for the hub's operations including financing 	

Main inputs will be provided between years 1-3 of project with ongoing technical support also provided to project end to ensure system is able to be maintained.
Additional Notes:

Title: Support the review of two provincial, four district and four LLG development plans to consider SLM (Budget note 2)	
Contract type: Contractual services – Lump Sum	Contract Value: \$594,000 (fees and consultant travel)
Duration: 2021-2026	Link with Outputs: 1.3
Summary of Responsibilities:	
<p>The contracted group will work at provincial level in the development of integrated provincial, district and LLG development plans, which are based on and integrate SLMs.</p> <ul style="list-style-type: none"> Support awareness raising across provincial, district and LLG officers and other key stakeholders on nature of plan development as well as potential impacts of unsustainable land use on future development within the provinces Through participatory process, and building on HCV/HCS mapping work conducted and ELVIS tool develop potential land use and development scenarios linking existing targets and stated objectives with potential changes in land use development at provincial, district levels. Develop a TSA of different development pathways building on existing information and assess the impact of different policy and land use management instruments Conduct public consultations on the draft scenarios with TSA results, revise findings and identify key elements of a proposed scenarios for adoption within Provincial and Local level planning processes. Support the operation of multi-stakeholder engagement process in development plan development including operation of cross sector and planning committees for plan revision at provincial level Provide technical support to revision of plans at district, LLG and Ward level development plans and development of land use plans including consultation processes, mapping activities, drafting and baseline data review and assessment (building on actions below) Support the establishment of information management and monitoring system, which brings together information from different technical line agencies and committees, to help improve cross sector and non-governmental 	
Additional Notes:	
<p>Option for contract to be split to allow for technical work linked specifically with the TSA to be linked with TSA work on palm oil and cocoa (under Output 2.2.) with provider focusing more on support to review of plans, development of land use planning approach and work with provincial and local government and stakeholders. Contract can also be linked with work on development of national level regulations (Under Output 1.1.) to allow for stronger integration of approaches and potential cost savings.</p>	

Component 2:

Title: Admin and Logistics Support (Budget note 12)	
Contract type: Local consultants – Contracted	Contract Value: \$51,000 (fees)
Time period: 2021-2026	Link with Outputs: 2.1
Summary of Responsibilities:	
<ul style="list-style-type: none"> For project duration, provide support to achieve Output 2.1, to get the National level Palm Oil and Cocoa Platforms fully operational and linked with subnational coordination systems. Support for operationalizing platforms through establishment of secretariats (staff, logistics, operational costs), enabling platforms operations, legalizing platforms through NEC decisions and supporting advocacy for financing of platforms and development of future financing strategy and an operational plan. 	
Qualifications:	
<ul style="list-style-type: none"> Fluency in spoken and written Tok Pisin and English. 	

Additional Notes:

Title: Communications, Media and Information Management (Budget note 12)	
Contract type: Local consultants – Contracted	Contract Value: \$60,000 (fees)
Time period: 2021-2026	Link with Outputs: 2.1
Summary of Responsibilities:	
A local consultant will be utilised to provide support to development of communications and media information across the platforms.	
<ul style="list-style-type: none"> - For project duration, provide communications support to achieve Output 2.1, to get the National level Palm Oil and Cocoa Platforms fully operational and linked with subnational coordination systems, including informing stakeholders across communications mediums and reporting 	
Qualifications:	
<ul style="list-style-type: none"> - Diploma (Bachelor's degree preferable) in English, Information technology, media or other relevant discipline. - At least 5 years of professional experience in developing and implementing communication strategies. - Experience utilising communication tools to reach varied audiences from rural communities to successful business representatives and international representatives. - Experience working with Government counterparts as well as representatives from development agencies. - High computer literacy with experience of website design and maintenance and working with graphic design packages is an advantage. - Fluency in spoken and written Tok Pisin and English. 	

Additional Notes:

Title: Technical support to platform development (Budget note 8a and 8b)	
Contract type: Contractual services – Lump Sum	Contract Value: \$290,000 (fees and consultant travel)
Duration: 2021-2026	Link with Outputs: 2.1 and 3.1
The consultant firm will be recruited to support the work on development and operationalization of commodity platforms as well as support action on the development of extension systems. The firm will work closely with UNDP and GoPNG as well as the Green Commodities Programme to bring in international experiences and linkages as well as seeking to enhance coordination with other FOLUR projects.	
Summary of Responsibilities:	
<ul style="list-style-type: none"> • <i>Backstopping support to National level Palm Oil and Cocoa Platforms fully operational and linked with subnational coordination systems (2.1)</i> <ul style="list-style-type: none"> • Provide support and coordination to cocoa and palm oil platforms in liaising with official bodies and stakeholders • Provide administrative, logistical and technical support where needed to support platforms with unforeseen barriers to becoming operational. • <i>Backstopping support to diagnostic study of extension services in PNG (3.1)</i> <ul style="list-style-type: none"> • Provide organisational and coordinating support to diagnostic study • Engage stakeholders and attend workshops and consultations to conduct diagnostic study • Liaise with appropriate stakeholders, UNDP, GEF and GoPNG offices • <i>Support to Establishment of international buyers groups for PNG cocoa and palm oil (4.3)</i> <ul style="list-style-type: none"> • Organise regular meetings throughout the year to provide input into the Palm Oil Platform and to develop options for the on-going involvement and support of international buyers in the development of the sector 	

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| <ul style="list-style-type: none"> • Support representation of PNG palm oil at international forums • Engage with international sustainable palm oil initiatives in key demand country markets, particularly in Europe |
|--|

Additional Notes:

Title: Systems leadership Training (Budget note 22)	
Contract type: Contractual services – Lump Sum	Contract Value: \$372,842 (fees)
Duration: 2021-2026	Link with Outputs: 2.1

Summary of Responsibilities:

- Design a leadership training program linking PNG to the FOLUR region
- Support a network of leaders with mentoring, ongoing guidance and trainings both within PNG and with FOLUR collaborators to create a better network of experts
- Build capacity and linkages with PNG and Global FOLUR community of practice
- Run several trainings and short courses to support the development of in-country activities and leadership growth/coaching/training over the project period

Additional Notes:

Title: Development of Targeted Scenario Analysis for Cocoa and Oil Palm Sectors (Budget note 8a)	
Contract type: Contractual services – Lump Sum	Contract Value: \$311,182 (fees and consultant travel)
Duration: 2021-2026	Link with Outputs: 2.2

Summary of Responsibilities:

- Assessment of existing information on the costs and benefits of different oil palm and cocoa models in PNG and identification of potential international proxy data
- Through a consultative process develop a set of potential scenarios including BAU, High Sustainability and No regrets
- Development of TSA for potential scenarios for two commodities at national scale including in-depth information on case study provinces
- Consultation on potential scenarios and costings and examination of key policy, regulatory and operational levers
- Through a multi-stakeholder process work to identify a shared view of a future development pathway

Additional Notes:

Title: Support to the development of revised oil palm and cocoa policy (Budget note 8a)	
Contract type: Contractual services – Lump Sum	Contract Value: \$330,000 (fees and consultant travel)
Duration: 2021-2026	Link with Outputs: 2.3

Summary of Responsibilities:

- Review the existing policies/regulations and legal framework for oil palm including OPIC act, and smallholder pricing formula
- Review the existing policies/regulations and legal framework for cocoa
- Review of existing financial incentives for rural agricultural development activities to support increased incentives for sustainable practices
- Utilizing the palm oil and cocoa platforms, facilitate the development of sustainable action plans for palm oil and cocoa
- Facilitate the development of guiding policy for sustainable oil palm and cocoa

Additional Notes: Work in this area will also be closely linked with actions under 5.3

Title: Improving extension education methodology (Budget note 8b)	
Contract type: Contractual services – Lump Sum	Contract Value: \$488,062 (fees and consultant travel; \$123,000 for each commodity)
Duration: 2021-2026	Link with Outputs: 3.2
Summary of Responsibilities:	
<ul style="list-style-type: none"> • Review of existing extension materials and international best practice (linked with assessment work under Output 3.1) for cocoa and palm oil respectively • Develop cocoa extension materials • Develop palm oil extension materials • Testing of materials • Consolidate materials into a guiding standard – and revision of standard at end of project • Provide Training of trainers 	
Additional Notes: Contracts may be split to allow commodity specific providers to be selected.	

Title: Support to development of business capacity amongst smallholders (Budget note 8c)	
Contract type: Contractual services – Lump Sum	Contract Value: \$251,000(fees and consultant travel)
Duration: 2021-2026	Link with Outputs: 4.1
Summary of Responsibilities:	
<ul style="list-style-type: none"> • Develop business skills support training modules for smallholders including financial literacy and small-business management • Provide ToT and smallholders training on the modules, and awareness raising on current and potential international market demand including awareness of production and traceability standards 	
Additional Notes:	

Title: Developing and improving traceability systems and payment processes for cocoa in partnership with key private sector institutions (Budget note 9c)	
Contract type: Contractual services – Contracted	Contract Value: \$183,182 (fees and consultant travel)
Duration: 2021-2026	Link with Outputs: 4.2
Summary of Responsibilities:	
<ul style="list-style-type: none"> • Review the existing traceability systems • Work with Cocoa Board and private sector buyers in development and installation of updated traceability system, training materials and SOPs and implementation of trainings with cocoa board staff as well as smallholders. 	
Additional Notes:	

Title: International Consultant for Diagnostic Study of Extension Services - (Budget note 11b)	
Contract type: International Consultants – Lump sum	Contract Value: \$30,000 (fees and consultant travel)
Duration: 2021-2026	Link with Outputs: 3.1
Summary of Responsibilities:	
<ul style="list-style-type: none"> • Provide support to diagnostic study of extension services - focused on identifications for options for sustainable financing of systems. <ul style="list-style-type: none"> Facilitate assessment of existing provision of extension services Undertake diagnostic analysis through consultative workshops Develop costed action plans on extension support 	
Additional Notes:	

Title: Technical support to development of international buyers groups (Budget note 9c)
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Contract type: Contractual services – Lump Sum	Contract Value: \$168,000 (fees and consultant travel) [O4:159,000]
Duration: 2021-2026	Link with Outputs: 4.3
The consultants/consultancy firm will be recruited to support the work on development and operationalization of international buyers groups linked to cocoa and palm oil. The firm will work closely with UNDP and GoPNG as well as the Green Commodities Programme to leverage other actions through the FOLUR programme as well as existing buyer mechanisms..	
Summary of Responsibilities:	
<ul style="list-style-type: none"> • <i>Support to Establishment of international buyers groups for PNG cocoa and palm oil (4.3)</i> <ul style="list-style-type: none"> • Organise regular meetings throughout the year to provide input into the Palm Oil Platform and to develop options for the on-going involvement and support of international buyers in the development of the sector • Support representation of PNG palm oil at international forums • Engage with international sustainable palm oil initiatives in key demand country markets, particularly in Europe 	
Additional Notes:	

Component 3:

Title: Support to Establishment of Integrated Environmental Monitoring and Reporting System (Budget note 14a)	
Contract type: Contractual services – Lump Sum	Contract Value: \$76,000 (fees and consultant travel) <i>and</i> Subcontract Values: Drone system \$106,000 Remote deforesting system \$119,657
Duration: 2021-2026	Link with Outputs: 5.2
Summary of Responsibilities:	
<ul style="list-style-type: none"> • It is anticipated this will be divided across three suppliers – one focused on the deforestation and environmental monitoring systems another on integrating this within the framework of an application that can be used on tablets / smart phones and a final supplier to support integration of drone based monitoring information. All contracts time is included for development, training and ongoing technical support. • Subcontract with responsibility for deforestation and environmental monitoring system, including establishing technical set up for system and maintenance. • Subcontract for application development and liaising with communications and stakeholders consultants. • Subcontract for establishing drone monitoring systems. 	
Additional Notes:	

Title: Support to development of sustainable approach to woodlot development (Budget note 16a)	
Contract type: Contractual services – Lump Sum	Contract Value: \$113,000 (fees and consultant travel)
Duration: 2021-2026	Link with Outputs: 5.3
Summary of Responsibilities:	
<ul style="list-style-type: none"> • Development of training materials on woodlot development and management • Training to farmers on woodlot development and forest rehabilitation activities • Development of business model for small scale woodlot development and ongoing technical support 	

- Provide assistance in establishing baseline assessment of land degradation across New Britain, establishment of nurseries in target areas, facilitating training to farmers on woodlot development and forest rehabilitation activities, and development of a business model for small scale woodlot development and ongoing technical support.

Additional Notes:

Title: Increased capacity of community groups to effectively manage CCA's through capacity building of community groups and strengthening coordination networks (Budget note 14b)

Contract type: Contractual services – Lump Sum	Contract Value: \$438,469 (fees and consultant travel)
Duration: 2021-2026	Link with Outputs: 6.1 and 6.2

- Summary of Responsibilities:
- NGO or other group to support community conservation areas. Proposed that contract will combine training on land use planning, CCA management and financial planning, and support to development of management structures, development of land use plans, backstopping to ongoing support to plan implementation.
- Support activities and management of collaboration through network meetings, training on financial management and on land use management and planning
- Review of existing financing needs across proposed areas based on management plans and of potential financing sources.
- Development of outline financing strategy for CCA's across province and support to development of site specific financing plans, of a management plan to support land use mapping and plan, and of base level monitoring system for plan.
- Participatory mapping exercises drawing on and further developing information on land use values.
- Support to identification of key actions areas within the plan and opportunities for further development

Additional Notes:

Title: International Capacity Development Specialist (Budget note 17a)

Contract type: International Consultants - Contracted	Contract Value: \$54,000 (fees and consultant travel)
Duration: 2021-2026	Link with Outputs: 5.1

Summary of Responsibilities:

- Develop capacities matrix, assess existing government capacities, develop capacity training program. Early roll out of capacity training and follow up support to provincial and district officers
- Developing a training programme based on a constructed capacities matrix.

Additional Notes:

Title: Land Degradation Mapping Assessment (Budget note 14a)

Contract type: Contractual Services – lump sum	Contract Value: \$113,000
Duration: 2021-2026	Link with Outputs: 5.3

Summary of Responsibilities:

- International consultation for development of land degradation maps and ongoing technical support
- Collation, assessment and analysis of remote sensing data to establish a baseline assessment of land degradation across New Britain
- Development of user manual for ongoing monitoring and assessment of landscapes
- Liaising with project management unit and stakeholders to ensure data validity and appropriate communication and distribution of land degradation maps

Additional Notes:

Title: National Capacity Building Specialist (Budget note 18a)

Contract type: Local Consultants – Contracted	Contract Value: \$42,000 (fees)
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Duration: 2021-2026	Link with Outputs: 5.1
Summary of Responsibilities:	
<ul style="list-style-type: none"> Local consultants to develop capacities matrix, assess existing government capacities, develop a capacity training programme, and facilitate early roll out of capacity training and follow up support to provincial and district officers on the ground. 	

Additional Notes:	
Title: National Remote Deforestation System Specialist (Budget note 20a)	
Contract type: Local Consultants – Contracted	Contract Value: \$142,052 (fees)
Duration: 2021-2025	Link with Outputs: 5.1
Summary of Responsibilities:	
<ul style="list-style-type: none"> Local consultants to develop remote deforestation system and liaise with subcontractors and support provincial and district officers on the ground. 	
Additional Notes:	

Component 4:

Title: International Mid-Term Evaluation Consultant (Budget note 24)
Contract type: International consultants – Contracted
Time period: 2023-2026
The International Mid-Term Evaluation Consultant will work closely with a national consultant to collate data for the mid-term of the project and report on the status of the project against GEF and UNDP indicators.
Summary of Responsibilities:
<ul style="list-style-type: none"> Preparation and submission of the project's Mid-term Evaluation Documentation. Elicitation and organisation of feedback from stakeholders to produce the above documents. Conduct workshops and consultations, surveys, etc and analysis of the data collected. Report on data by output and outcome level and assess progress towards the achievement of the project objectives and outcomes as specified in the project document. <p>Assess early signs of project success or failure and identify future needs.</p>
Qualifications:
Advanced degree in Environment and Natural Resources Management (ENRM), Environmental Planning or Resource Economics, or other closely related field
At least 7 years of experience in the implementation of sustainable land management or in a relevant field
Demonstrated experience in conducting international development evaluations; prior experience in GEF Project evaluations would be an advantage
Demonstrated strong knowledge of Monitoring and Evaluation methods for development projects; knowledge of UNDP's results-based management orientation and practices
Familiarity with land management issues in the Asia-Pacific Region
Additional Notes: N/A

Title: International Consultant for Terminal Evaluation of the project, (Budget note 24)
Contract type: International consultants – Contracted
Time period: 2023-2026
The International Terminal Evaluation Consultant will work closely with a national consultant to collate data for the terminus of the project and report on the status of the project against GEF and UNDP indicators.
<ul style="list-style-type: none"> Preparation and submission of the project's Terminal Evaluation Documentation.

- Elicitation and organisation of feedback from stakeholders to produce the above documents.
- Conduct workshops and consultations, surveys, etc and analysis of the data collected.
- Report on data by output and outcome level and assess progress towards the achievement of the project objectives and outcomes as specified in the project document.
- Assess signs of project success or failure and identify future needs and possibility of project extension.

Qualifications:

Advanced degree in Environment and Natural Resources Management (ENRM), Environmental Planning or Resource Economics, or other closely related field

At least 7 years of experience in the implementation of sustainable land management or in a relevant field

Demonstrated experience in conducting international development evaluations; prior experience in GEF Project evaluations would be an advantage

Demonstrated strong knowledge of Monitoring and Evaluation methods for development projects; knowledge of UNDP's results-based management orientation and practices

Familiarity with land management issues in the Asia-Pacific Region

Additional Notes: N/A

Title: National Consultants for Mid-Term and Terminal Evaluations (Combined) (Budget note 25)

Contract type: Local consultants – Contracted	Contract Value: \$21,000 per evaluation (fees)
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Time period: 2023-2026	Link with Outputs: 7.2
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The National Mid-Term. and Terminal Evaluation Consultant will work closely with an international consultant (or multiple international consultants) to collate data for the mid-term and terminus of the project and report on the status of the project against GEF and UNDP indicators. The National Consultant will provide support to the international consultant, acting as the "on the ground" support.

Summary of Responsibilities:

- Preparation and support for the project's Mid-Term and Terminal Evaluation Documentation.
- Assisting in elicitation and organisation of feedback as well as data collation from data produced by stakeholder consultations to produce the above documents for mid-term and terminal project evaluations.
- Provide support to IC to conduct workshops and consultations, surveys, etc and analysis of the data collected.
- Assess and report project progress and work with IC to identify signs of project success or failure and identify future needs and adaptive management needs of the project during the mid-term evaluation and the possibility of project extension at the terminus of the project.

Qualifications:

University degree in Environment and Natural Resources Management (ENRM), Environmental Planning or Resource Economics, or other closely related field

At least 5 years of experience in the implementation of sustainable land management or in a relevant field

Demonstrated experience in conducting international development evaluations; prior experience in GEF Project evaluations would be an advantage

Demonstrated strong knowledge of Monitoring and Evaluation methods for development projects; knowledge of UNDP's results-based management orientation and practices

Familiarity with land management issues in the Asia-Pacific Region

Additional Notes: N/A

Title: Gender Specialist Consultant (Budget note 25)

Contract type: National Consultants – Contracted	Contract Value: \$18,000 (fees)
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Duration: 2021-2026	Link with Outputs: 7.3
<p>The Gender Specialist Consultant will work closely with stakeholders, including the National Council of Women, to create a gender action plan and to ensure active female participation across all aspects of this project and its management systems. The gender specialist will facilitate stakeholder consultation arrangements and required FPIC consultations to specifically and proactively include women and conduct participatory explorations of how best to improve project benefits for women.</p>	
<p>Summary of Responsibilities:</p> <p>Implement and develop the gender action plan.</p> <p>Collaborate with Safeguards Consultant in development and assistance in development and implementation of Environmental and Social Impact Assessment and Environmental and Social Management Plan</p> <p>Travel and conduct workshops with stakeholders, including establishing and maintaining lines of communication with women's groups, particularly the National Council of Women.</p>	
<p>Qualifications:</p> <p>International consultant</p> <p>University degree in gender studies, gender and development, environment, sustainable development or closely related area</p> <p>Demonstrated understanding of issues related to gender and sustainable development; at least 5 years of practical working experience in gender mainstreaming, women's empowerment and sustainable development in the Asia-Pacific Region</p> <p>Experience carrying out participatory gender analysis; experience collecting and formulating gender responsive indicators and sex-disaggregated data and preparing gender responsive project analysis; developing gender action plans.</p> <p>Proven experience in analysis of gender issues in developing country contexts</p> <p>Demonstrated understanding of the links between sustainable development, social and gender issues;</p> <p>Demonstrated experience working on policy and programmatic issues with national and local governments and civil society organizations including community organizations.</p> <p>Experience in facilitating gender responsive stakeholder meetings is highly desired;</p> <p>Experience with project development and results-based management methodologies is highly desired;</p> <p>Excellent analytical, writing, advocacy, presentation, and communications skills are required.</p>	
Additional Notes: N/A	

Title: ESIA / ESMP Development Specialists (Budget note 25)	
Contract type: Contractual services – Lump Sum	Contract Value: \$24,000
Duration: 2021-2026	Link with Outputs: 7.3
<p>The ESIA/ESMP Development Specialists will assess the risks and impacts associated with the project's physical footprint ("downstream" activities) by conducting an Environmental and Social Impact Assessment which (along with the SESA) 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. The ESMP will ensure that stakeholder participation is equitable and diverse, with the ESIA/ESMP facilitating several workshops over the course of the project dedicated to engaging stakeholders of interest including women and vulnerable groups.</p>	
<p>Summary of Responsibilities:</p> <ul style="list-style-type: none"> - Consultation and travel for Environmental and Social Impact Assessment mission and DSA - Carry out ESIA (and other management plans as necessary), develop an Environmental and Social Management Plan for the project and other relevant management plans as necessary. 	

- Development of an IP plan and the ESMP and monitoring of potential environmental and social impacts, as well as co-benefits generated through implementation of relevant mitigation measures. In Year 4, social benefits/impacts associated with the project interventions in the target landscapes will be evaluated through a participatory assessment.

Qualifications:

- Master's degree or above in environment, sociology, economics, development, or a closely related field;
- At least seven years of experience related to social and environmental standards and impact assessment in an international development context; previous experience in supporting UNDP will be an added advantage;
- Knowledge of Human rights (including human rights-based approach and human rights impact assessment); gender equality and women's empowerment (including gender mainstreaming and gender analysis);
- Demonstrated knowledge of cultural heritage (including chance find procedures, physical and intangible cultural resources); displacement and resettlement (including Resettlement Action Plan, livelihoods);
- Experience working with indigenous peoples (including Free, Prior and Informed Consent, Indigenous Peoples Plans)

Demonstrated knowledge of sustainable development environmental management issues, and other related sustainable human development issues.

Additional Notes: N/A

Title: National Impact Evaluation Consultant (Budget note 25)

Contract type: Local consultants – Contracted	Contract Value: \$12,000 (fees)
Duration: 2021-2026	Link with Outputs: 7.4

A National Impact Evaluation Consultant will work with an international consultant to facilitate development of a framework to monitor and evaluate causal impacts and systemic change resulting from this project. This will include monitoring and evaluation of causal impacts and systemic change. The causal impact evaluation is necessary to assess how FOLUR PNG interventions lead to the expected outcomes and objectives as outlined in the project's theory of change. Various methods (both quantitative and qualitative) will be used to assess project results and to inform decisions if the interventions should (or should not) be continued, expanded or replicated.

Summary of Responsibilities:

- Local consultant to develop Impact Evaluation Framework for FOLUR PNG.
- Development of evaluation questions, theory of cause and effect, which will be accepted as providing sufficient answers to the questions, definition of necessary data to examine the theory, and development of a framework to analyse the data to provide sufficient explanation of performance against the theory. Consultant will be engaged in Y1 and be supported by an International consultant who will conduct ongoing monitoring
- Report on findings of monitoring and evaluation of the project and analyse data to determine future approaches of project interventions.

Qualifications:

- University degree in political science, international relations, development studies or any other related field
 - Minimum 5 years of experience in conducting project/program impact evaluations in the governance sector, preferably at the regional level
 - At least 3 years' experience evaluating or working in the fields of elections, gender and inclusive democratic governance is an advantage
 - Strong knowledge of the UN in support of government and election management bodies
- Sound knowledge of impact assessment methodologies and results-based management systems

Additional Notes: N/A

Title: International Impact Evaluation Consultant (Budget note 24)	
Contract type: International consultants – Contracted	Contract Value: \$24,000 (fees and consultant travel)
Duration: 2021-2026	Link with Outputs: 7.4
<p>An International Impact Evaluation Consultant will work with the national impact evaluation consultant to facilitate development of a framework to monitor and evaluate causal impacts and systemic change resulting from this project. This will include monitoring and evaluation of causal impacts and systemic change. The causal impact evaluation is necessary to assess how FOLUR PNG interventions lead to the expected outcomes and objectives as outlined in the project's theory of change. Various methods (both quantitative and qualitative) will be used to assess project results and to inform decisions if the interventions should (or should not) be continued, expanded or replicated.</p>	
<p>Summary of Responsibilities:</p> <ul style="list-style-type: none"> - International consultant to support development of Impact Evaluation Framework for FOLUR PNG. - Development of evaluation questions, theory of cause and effect, which will be accepted as providing sufficient answers to the questions, definition of necessary data to examine the theory, and development of a framework to analyse the data to provide sufficient explanation of performance against the theory. 	
<p>Qualifications:</p> <ul style="list-style-type: none"> - University degree in political science, international relations, development studies or any other related field - Minimum 7 years of experience in conducting project/program impact evaluations in the governance sector, preferably at the regional level - At least 5 years' experience evaluating or working in the fields of elections, gender and inclusive democratic governance is an advantage - Experience in the Asia-Pacific region is desirable - Strong knowledge of the UN in support of government and election management bodies <p>Sound knowledge of impact assessment methodologies and results-based management systems</p>	
Additional Notes: N/A	

Title: Knowledge Management and Lessons Learning Specialist (Budget note 5, 11a, 11b, 11c, 18a, 25)	
Contract type: Contractual services – Contracted	Contract Value: \$81,000 (fees)
Duration: 2021-2026	Link with Outputs: 7.5
<p>The knowledge management and lessons learned specialist will bring together key knowledge and programme management elements to help consolidate learning and integrate the project within the broader global FOLUR community. The position will ensure that activities under component 4 of the project will link significantly with the FOLUR Global Platform, as well as the regional collaboration with FOLUR country projects, particularly, through shared trainings, expertise, networks and capacity building actions.</p>	
<p>Summary of Responsibilities:</p> <ul style="list-style-type: none"> - Knowledge management consultant will prepare a strategy for knowledge management, develop knowledge management products, and facilitate events to improve knowledge management processes - Help to establish data-collection drive for FOLUR-PNG Project's data saving - Facilitate collection of lessons learned data/information (at the national and sub-national levels) across FOLUR interventions and upload them into the drive - Facilitate development of knowledge products around the experiences of promoting sustainable production of commodity/crop, landscape management and restoration and disseminate the knowledge products to public - Convene annual FOLUR-PNG's lessons-learned workshops to disseminate knowledge products and lessons learned <p>Qualifications:</p>	

- University Degree or equivalent in Communications, International Relations, Public Policy, Social Science or other related fields.
- Minimum 3 years of experience in designing and implementing strategic outreach, knowledge management and communications activities for international organizations, UN Agencies, NGOs, or political campaigns.
- Experience with at least some of the following: social media, website management, knowledge management and graphic design.
- Prior work experience in Asia -Pacific region is desirable.

Additional Notes: N/A

Title: International Indigenous People's Plan Development Specialist (Budget note 24)

Contract type: International consultants – Contracted	Contract Value: \$26,000 (fees and travel)
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Duration: 2021-2026	Link with Outputs: 7.5
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The Indigenous People's Plan Development specialist will bring together key knowledge from Indigenous stakeholders, ensure engagement, meaningful participation and inclusion from Indigenous stakeholders and collaborate with project risk consultants to mitigate risks to Indigenous participants.

Summary of Responsibilities:

- Participate in an inception meeting with UNDP and DAL to clarify the objectives of the consultancy, tasks, deadlines and logistical schedule
- Conduct sites visits to interview target communities
- Provide summary of Substantive Rights and Legal Framework
- Provide analysis as to whether the Project involves activities that are contingent on establishing legally recognized rights to lands, resources, or territories that indigenous peoples have traditionally owned, occupied or otherwise used or acquired as well as the necessary recognition of the juridical personality of the affected Indigenous Peoples.
- Summarize Social and Environmental Assessment and Mitigation Measures
- Participation, Consultation, and FPIC Processes, report on benefit-sharing, propose a grievance redress, including a description of the procedures, describe institutional arrangement responsibilities and mechanisms for carrying out the measures contained in the IPP, including participatory mechanisms of affected indigenous peoples.
- Provide Description of Indigenous Peoples: A description of affected indigenous people(s) and their locations, including:
 - Description of the community or communities constituting the affected peoples (e.g. names, ethnicities, dialects, estimated numbers, etc.);
 - Description of the resources, lands and territories to be affected and the affected peoples connections/ relationship with those resources, lands, and territories; and
 - An identification of any vulnerable groups within the affected peoples (e.g. uncontacted and voluntary isolated peoples, women and girls, the disabled and elderly, others).
 - Description of the tribal leadership structure(s) within the tribal grouping(s) and detailed land tenure system.

Qualifications:

- Master's degree or higher in anthropology, social sciences, community relations, conservation management or related fields of expertise.
- Minimum 7 years' experience working with developing countries on one or more of the following: community engagement, indigenous peoples, protected area management; biodiversity conservation or related fields;
- Demonstrable experience in the conducting IPPs or similar exercises on donor-funded projects;
- Experience working in GEF financed project teams and working in challenging environments is desirable.

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| <ul style="list-style-type: none">- Prior work experience in Asia -Pacific region is desirable. |
| Additional Notes: N/A |

Annex 22. GEF Budget Template ([link](#))