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**PROJECT DOCUMENT  
PAPUA NEW GUINEA**

**Project Title:** Forest Carbon Partnership Facility II

**Project Number:** 00106398

**Implementing Partner:** CCDA/PNGFA

**Start Date:** 1 January 2018 **End Date:** 31 December 2020 **PAC Meeting date:**

**Brief Description**

According to the recent Forest Reference Emission Level (FREL) submission to the United Nations Framework Convention on Climate Change (UNFCCC) (PNG 2017), Papua New Guinea (PNG) has a significant area of intact tropical forest covering 77.8% of the country's 46.9m ha of land. Together with the forest of West Papua (Island of New Guinea) they represent one of the largest areas of intact tropical forest in the world. The Government of Papua New Guinea (GoPNG) officially endorsed its National REDD+ Strategy as a crucial step to tackle the alarming rates of deforestation and forest degradation in the country and improve the livelihoods of forest dependent communities. Building on earlier REDD+ readiness efforts, the main objectives of the FCPF II project are to enable the continuation of support to PNG's REDD+ Readiness Phase, strengthen capacities for the efficient management of REDD+, develop a National REDD+ strategy, support the continuation of the country's considerable achievements on NFMS, FREL and safeguards, and increase engagement of diverse stakeholders (government, private sector, NGOs/CSOs and academia) in this process. To achieve this objective, the project seeks to attain the following four outputs:

- Output 1: Capacities exist for effective and efficient management of REDD+, including full and effective participation of all relevant stakeholders
- Output 2: Endorsement of PNG's National REDD+ Strategy and National REDD+ Finance and Investment Plan (NRFIP)
- Output 3: Sub-national stakeholders have capacity for REDD+ planning
- Output 4: Capacities exist for NFMS and FREL management and development

Contributing Outcome (UNDAF/CPD): Cluster 4: By 2018, the PNG's Government and civil society have enhanced their capacity to implement biodiversity conservation, low carbon and climate resilient development initiatives for environmental sustainability, and improved community livelihoods to reduce the vulnerability of women, girls, men, and boys to disaster risks.  Indicative Output(s): Promote Low Carbon Growth and Climate Resilient Economic Development - Public institutions, private sector and local communities enhance the implementation of low carbon growth and climate resilient development initiatives for environmentally sustainable economic growth.	<b>Total resources required:</b>	
	<b>Total resources allocated:</b>	
	<b>UNDP TRAC:</b>	
	<b>FCPF:</b>	USD 5,200,000
	<b>Government</b>	
	<b>In-kind:</b>	

Agreed by (Executing Entity/Implementing Partner): Managing Director, Ruel Yamuna

Climate Change and Development Authority (CCDA)

*[Signature]*  
04/12/17 Date/Month/Year

Agreed by (UNDP): Deputy Resident Representative, Tracy Vienings

*[Signature]*

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## ACRONYMS

AC	Administrative Committee
AWP	Annual Work Plan
BUR	Biennial Update Report
BAU	Business as Usual
BDS	Benefits Distribution System
BUR	Biannual Update Report
BTOR	Back to Office Report
CBD	Convention on Biological Diversity
CBO	Community Based Organization
CCDP	Climate Change Development Policy
CCDS	Climate Change Development Strategy
CCDA	Climate Change and Development Authority
CDM	Clean Development Mechanism
CF	Community Forestry
CO	Country Office
COP	Conference of the Parties
CPA	Community Protected Area
EA	Environmental Assessment
EC	European Commission
EFF	Eco-Forestry Forum
EMP	Environmental Management Plan
ESIA	Environmental and Social Impact Assessment
ESMF	Environmental and Social Management Framework
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FCPF	Forest Carbon Partnership Facility
FLEG	Forest Law Enforcement and Governance
FLEGT	Forest Law Enforcement, Governance and Trade
FPIC	Free, Prior and Informed Consent
FREL	Forest Reference Emission Level
FRL	Forest Reference Level
GEF	Global Environment Facility
GDP	Gross Domestic Product
GHG	Greenhouse Gas
GoPNG	Government of Papua New Guinea
GIS	Geographical Information Systems
GPS	Global Positioning System
HACT	Harmonized approach to cash transfer
HQ	Headquarters
HDI	Human Development Index
IP	Indigenous Peoples
INDC	Intended Nationally Determined Contribution
IIED	International Institute for Environment and Development
IPCC	Inter-governmental Panel on Climate Change
JICA	Japan International Cooperation Agency
LEAF	Lowering Emissions in Asia's Forests
LLG	Local Level Government
LULUCF	Land Use, Land Use Change and Forestry
MRV	Measurement, Reporting and Verification
MoF	Ministry of Forests
MECC	Ministry of Environment and Climate Change
NAMA	Nationally Appropriate Mitigation Action

NFP	National Forest Programme
NFMS	National Forest Monitoring System
NEC	National Executive Council
NGO	Non-governmental organization
NIM	National Implementation Modality
NTFP	Non-timber forest product
NTFP-EP	Non-timber forest product Extension Programme
NRF	National REDD+ Fund
NRSC	National REDD+ Steering Committee
OCCD	Office of Climate Change and Development
PA	Protected Area
PEB	Project Executive Board
PNGFA	PNG Forest Authority
PAM	Policies and Measures
PMU	Project Management Unit
PGK	PNG Kina
R-PP	Readiness Preparation Proposal
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
REL	Reference Emission Level
RL	Reference Level
R-PP	Readiness Preparation Proposal
SESA	Strategic Environmental and Social Assessment
SFM	Sustainable Forest Management
SBSTA	Subsidiary Body for Scientific and Technological Advice
SWG	Sub-Working Group
TWG	Technical Working Group
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
UN-REDD	United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries
USAID	United States Agency for International Development
USD	United States' Dollar
WCMC	World Conservation Monitoring Centre
WCS	Wildlife Conservation Society
WWF	Worldwide Fund for Nature

## I. Development Challenge

The independent state of Papua New Guinea (PNG) occupies the eastern half of the island of New Guinea. It lies 10 degrees south of the equator and directly north of Australia, with many outlying islands to the north and east. PNG had a population of 7.7 million in 2016. According to the 2000 census, 85% of the population lives in the rural areas, directly depending on ecosystem services for food security and livelihoods, while 15% lives in urban areas, towns and cities. The total land mass of PNG is 462,860 square kilometres. Of this land mass, 97% is held under customary land ownership, while 3% of the land has been converted to freehold and leasehold, where urban development has taken place. PNG's cultural and ethnic diversity is globally significant. About 848 different languages are listed for the country, of which 12 have no known living speakers. Seven million people live in multicultural customary communities. The physical geographical barriers contributed to the existing cultural diversity and complexity in PNG. PNG is likened to 'many nations' in a nation with diversity in geography, culture, language, and climate.

PNG has been one of the fastest growing economies globally this century with average growth rates above 6%<sup>1</sup>. This rapid growth has been driven primarily by the expansion of foreign investment within the natural gas sector and high prices for PNG's central exports many of which are transported to rapidly growing Asian economies. This growth has built on a long history of natural resources being at the centre of the PNG economy with exports and employment dominated by mining, natural gas, logging and agriculture. While this rapid growth has delivered significant changes in PNG's main urban areas and those communities benefiting directly by foreign investment, the country still faces significant challenges in meeting the objectives of Vision 2050 and in providing development opportunities for all while also maintaining its natural environment.

Over 85% of the nation's 7.3m population are based in rural areas and rely primarily on subsistence agriculture for survival and have limited access to health centres, education or broader development opportunities. Falling commodity prices since 2012 have also left the country facing significant economic challenges despite ongoing growth.

PNG's extraordinary geographical, ecological and human diversity make it one of the most unique countries in the world. Such diversity, however, also presents significant difficulties for the provision of government services and development of a robust and integrated economy. Rural infrastructure is limited, with its development and maintenance hampered by the rugged terrain and difficult climatic conditions, with seasonal rains often causing flooding and landslips. Low levels of education across the country (with only 50% literacy rates<sup>2</sup>) also make provision of services and development of different economic opportunities difficult. High levels of customary land ownership (over 97% of the country's land area) while critical to the social and cultural fabric of PNG as well as providing a key economic and social safety net also present challenges to attracting international investment unfamiliar with such systems.

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

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<sup>1</sup> World Bank Data. Available at <http://data.worldbank.org/indicator/NY.GDP.MKTP.CD?locations=PG>

<sup>2</sup> UNDP Country information available at:  
[http://www.pg.undp.org/content/papua\\_new\\_guinea/en/home/countryinfo.html](http://www.pg.undp.org/content/papua_new_guinea/en/home/countryinfo.html)

With a rapidly growing population (3.1% per annum) the current business as usual approach to development will become increasingly unsustainable as demand for resources in rural areas puts increasing pressure on the environment and large-scale investments risk creating further imbalances between those who benefit and those who do not.

Many of these challenges are set to worsen due to climate change. Existing predictions indicate that the country will see temperatures increase by 1<sup>0</sup>C from 1990 by 2030, while sea level could rise by 1.5cm over the same time period<sup>3</sup>. These changes will be accompanied by more extreme weather patterns and acute events such as a rise in the number of extremely hot days, more intense periods of rainfall and more severe cyclones<sup>4</sup>. These changing conditions will increase the severity and frequency of landslides, flooding events and extreme droughts, damaging the infrastructure on which our economy relies and the subsistence agriculture central to the livelihoods and food security of more than 80% of the population.

These challenges come despite PNG having very low levels of national greenhouse gas (GHG) emissions, equating to less than a 0.1% of global emissions when the agriculture forestry and other land use sectors are discounted<sup>5</sup>. Recent estimates within the country's Forest Reference Level (FRL)<sup>6</sup> however, indicate that emissions from this sector could be three times that of those from the energy sector including LNG and natural gas production<sup>7</sup>.

The Government of Papua New Guinea's (GoPNG) effort to become a global partner in the discussions under the UN's Framework Convention on Climate Change (UNFCCC) includes taking a leadership role following the 13th Conference of Parties (COP) in Bali in 2007. PNG has chosen to support the Copenhagen Accord and has worked through the Paris-Oslo process to promote an interim REDD+ agreement as a prelude to a globally applicable, legally binding climate change treaty. In addition, PNG has acted as co-chair of the interim REDD+ Partnership Secretariat in 2010, alongside Japan.

Emissions of greenhouse gases (GHG) from the burning of fossil fuels and land use changes are altering the composition of the atmosphere and the climate in which we live. These changes will impact PNG through increases in temperature and extreme weather including large storms, rainfall and hot spells as well as rising sea levels. These changes will present significant challenges to PNG's economy, food security and ecosystems.

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<sup>3</sup> International Climate Change Adaptation Initiative, Pacific Climate Change Science Program (2011)– Current and Future climate of Papua New Guinea. Available at [http://www.pacificclimatechangescience.org/wp-content/uploads/2013/06/14\\_PCCSP\\_PNG\\_8pp.pdf](http://www.pacificclimatechangescience.org/wp-content/uploads/2013/06/14_PCCSP_PNG_8pp.pdf)

<sup>4</sup> Ibid

<sup>5</sup> "[Climate Analysis Indicators Tool \(CAIT\) Version 2.0. \(Washington, DC: World Resources Institute, 2014\)](#)". World Resources Institute.

<sup>6</sup> A Forest Reference Level (FRL) provides information on historical levels of GHG emissions and removals from the forest sector as well as estimates of future trends.

<sup>7</sup> Figures based on review of GoPNG draft FRL and PNG's Nationally Determined Contribution submitted to the UNFCCC.

The largest source of greenhouse gas (GHG) emissions in PNG is the forest sector, and addressing these emissions can, if planned effectively, not only contribute to the global fight against climate change but also support the concepts of long term sustainable and green growth that are embodied in PNG's constitution and Vision 2050 as well as being central to the National Strategy for Responsible and Sustainable Development (StaRS).

PNG has a significant area of intact tropical forest covering 77.8% of the country's 46.9m ha of land (see Figure 11 for values and Box 1 for explanation of national forest definition)<sup>8</sup>. Together with the forest of West Papua (Island of New Guinea) they represent one of the largest areas of intact tropical forest in the world.

PNG's forests are also highly diverse, including 14 distinct forest types, with carbon-rich low altitude tropical forest constituting over 50% of forest area. The country's lowland forests have been ranked among the world's most ecologically distinctive forest regions<sup>9</sup>, with the country's forests as a whole identified as containing 191 species of mammal (of which over 80% are endemic), 750 bird species (of which over 50% are endemic), 300 species of reptile and 197 species of amphibian<sup>10</sup>. PNG's montane forest are also recognised as being significant for their regional scarcity and levels of endemism<sup>11</sup>.

The country's forests are also critical to the livelihoods and economy of the country. The ecosystem services forests provide help to maintain access to water and suitable agricultural land for PNG's predominantly rural population as well as helping to protect key infrastructure, people and crops from flash flooding and landslides. Forests also play a direct role in supporting the livelihoods of rural communities with more than 500 species of wild growing plants identified as being used for food and the value of annual bush meat consumption estimated to be equivalent to \$26million if alternative meats had to be sourced<sup>12</sup>.

These economic values sit alongside the deep social and cultural values attributed to forests across PNG. With over 90% of the land area under customary land ownership, PNG's forests are at the centre of the cultural identity of many communities.

Box 1: What is a Forest? PNG's Forest Definition

The actual definition of what a forest is varies across countries with definitions impacted by the ecology of an area as well as considerations of how measurements can be made. PNG has a specific definition, agreed by the NEC in 2014, which is:

***"land spanning more than 1 hectare, with trees higher than 3 meters and the canopy cover of more than 10 percent (%)"***

As this definition was only formalised in 2014 studies conducted prior to this have not used this definition and as such their estimates of forest cover and drivers may

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<sup>8</sup> GoPNG (2016). Papua New Guinea's National REDD+ Forest Reference Level, Submission for UNFCCC Technical Assessment in 2017.

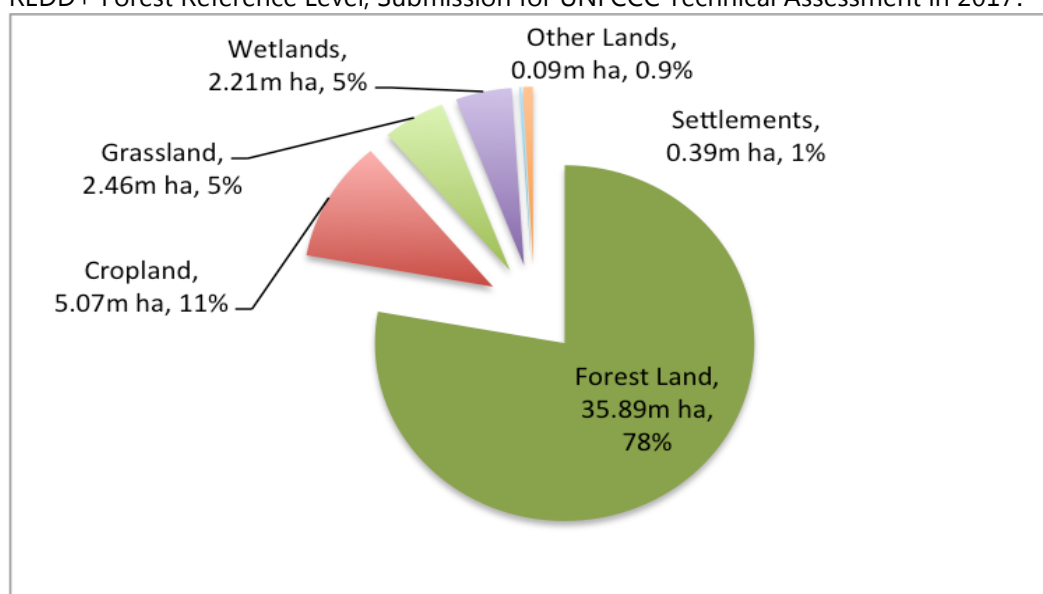
<sup>9</sup> Olsen and Dinerstein (1998), Brooks et al 2006, Bryan et al (1997) quoted in Sherman P, Bryan J, Ash J, Hunnam P, Makey B, and Lokes B (2008). The State of the Forests of Papua New Guinea. Mapping the extent and condition of forest cover and measuring the drivers of forest change in the period 1972-2002. UPNG 2008.

<sup>10</sup> Shekran and Miller (1994) quoted in Sherman P, Bryan J, Ash J, Hunnam P, Makey B, and Lokes B (2008). The State of the Forests of Papua New Guinea. Mapping the extent and condition of forest cover and measuring the drivers of forest change in the period 1972-2002. UPNG 2008.

<sup>11</sup> Sherman et al (2008) *The State of the Forests of Papua New Guinea*.

<sup>12</sup> Sherman P, Bryan J, Ash J, Hunnam P, Makey B, and Lokes B (2008). The State of the Forests of Papua New Guinea. Mapping the extent and condition of forest cover and measuring the drivers of forest change in the period 1972-2002. UPNG 2008.

Figure 1: Land use in PNG 2015. Data from GoPNG (2016) Papua New Guinea’s National REDD+ Forest Reference Level, Submission for UNFCCC Technical Assessment in 2017.



PNG lost over 5.7m ha of closed canopy forest cover between 1972 and 2002<sup>13</sup>. Of the standing forest remaining, 39.2% (14.7m ha) was identified as having been disturbed by human activity prior to 2013<sup>14</sup>, and of the degraded forest 5.4m ha has been disturbed by logging. The remainder (9.6m ha) has been disturbed through activities such as family farming, fire, and small-scale logging (walkabout sawmilling)<sup>15</sup>.

The assessment of drivers of D&D has identified a number of priority drivers of forest cover change. These drivers are noted in the Table below along with their related indirect drivers.

Table 1: Priority Drivers of Forest Cover Change.

Direct Driver	Past Impacts	Anticipated Future Impacts	Indirect drivers
<b>Commercial Logging<sup>16</sup></b>	Estimated annual emissions: <b>18m tCO<sub>2</sub>e</b>  Total area impacted: <b>5.4m ha</b>	<b>Stable</b>  No significant increase in area under timber concessions.  <b>18m tCO<sub>2</sub>e</b>	<u>Low Government capacity</u> – the regulator is under resourced with insufficient capacity to cover the extent of logging operations  <u>Corruption</u> – the timber industry is highly valuable and has strong political ties at provincial and national levels.  <u>Rural poverty</u> – the timber industry offers significant economic benefits to rural communities with few economic opportunities or state services.

<sup>13</sup> Sherman P, Bryan J, Ash J, Hunnam P, Makey B, and Lokes B (2008) The State of the Forests of Papua New Guinea. Mapping the extent and condition of forest cover and measuring the drivers of forest change in the period 1972-2002. UPNG 2008.

<sup>14</sup> PNGFA (2014) *Forest and Land Use in Papua New Guinea 2013*

<sup>15</sup> PNGFA (2014) *Forest and Land Use in Papua New Guinea 2013*

<sup>16</sup> For the purposes of this assessment Commercial Logging has been defined as logging that produces over 500m<sup>3</sup> per annum. This is based on the Forestry Act 1991 which defines ‘forest industry participants’, as excluding those harvesting less than 500 cubic metres (PNG Forestry Act, 1991, Part 1, Section 2).



<b>Family Agriculture<sup>17</sup></b>	<p>Estimated annual emissions: <b>15m tCO<sub>2</sub>e</b></p> <p>Total area impacted: <b>3.2m ha</b></p>	<p><b>Increase</b></p> <p>Area of land cleared to increase with population.</p> <p><b>20m tCO<sub>2</sub>e</b></p>	<p><u>Low Government capacity</u> – there is limited capacity to support rural farmers to increase productivity and effectively plan local land use.</p> <p><u>Rural poverty</u> – limited economic opportunities make family agriculture both essential for subsistence needs and the most viable economic activity.</p> <p><u>Population growth</u> – population growth (at 3.1%, or 200,000 to 300,000 people per year) will increase the land area required for agriculture.</p>
<b>Commercial Agriculture<sup>18</sup></b>	<p>Estimated annual emissions: <b>0.9m tCO<sub>2</sub>e</b></p> <p>Total area impacted: <b>0.65m ha</b></p>	<p><b>Rapid Increase:</b></p> <p>4m ha of forest are under SABLs and thus available for clearance.</p> <p><b>10m tCO<sub>2</sub>e</b></p>	<p><u>Low Government capacity</u> – key government agencies have insufficient capacity to allocate and oversee a high number of agricultural concessions.</p> <p><u>Corruption</u> – significant challenges have been identified in the way that SABLs were allocated and there remain challenges in addressing their implementation.</p> <p><u>Rural poverty</u> – commercial agriculture offers significant financial and service benefits to rural communities with few other economic opportunities and limited access to services.</p>

A number of lower impact drivers also contribute to changes in the nature of PNGs forest cover. These include:

- **Fire** – which impacted close to 350,000ha of forest between 1972 and 2002 and is closely linked to the expansion of family agriculture as communities burn back vegetation to allow cultivation.
- **Small-scale logging** – conducted by community groups and small companies the practice utilises a combination of chainsaws and mobile saw mills. It is estimated that approximately 50,000m<sup>3</sup> of timber are processed in this way per annum potentially resulting in emissions of 1m tonnes CO<sub>2</sub>e per annum.
- **Fuelwood collection** – 85% of PNG’s population rely on fuelwood as their primary source of energy. It is estimated that this requires close to 10m cum of wood per annum.
- **Mining** – the area of land directly impacted by mining is relatively minimal. Mining and oil and gas projects, however, also open up new forest areas creating infrastructure to access areas and bringing new staff and people into these areas which allow for the abovementioned drivers to occur.

In addition to these drivers there are also *barriers* to actions that help to protect and increase PNG’s forest area these relate specifically to two action areas:

- **Conservation actions** – PNG’s protected areas network is not extensive, at just 4% of the country (across 53 protected areas – the majority of which are wildlife management areas) and can be seen as limited in terms of effectiveness with very low levels of active management<sup>19</sup> and

<sup>17</sup> For the purposes of this study Commercial Agriculture has been defined as developments over 50ha as this is the level at which Forest Clearance Authorities are required (below 50 requires a Timber Authority).

<sup>18</sup> For the purposes of this study this can be defined as agriculture covering less than 50ha. It is acknowledged however the transition from subsistence family growing to small scale commercial growing is extremely blurred within PNG and further work may be needed in defining this when developing and targeting PAMs.

<sup>19</sup> GoPNG (2010) Fourth National Report to the CBD – it shows that close to 85% of protected areas are wildlife management areas and also notes a number of reviews that indicate that all most all protected areas have ‘limited or no’ management structure in place.

significant evidence of infringement<sup>20</sup>. This is due to limited government capacity to develop and enforce protected areas as well as challenges in designated protected areas within customary land areas.

- **Reforestation and Plantation development** - The GoPNG have also sought to reforest or restore areas that have been heavily degraded or deforested and to develop plantations on degraded land. PNG Forest Authority (PNGFA) have set a target of 800,000ha to be reforested by 2050, with a significant area developed as plantations. Significant challenges however exist in engaging landowners in lease agreements for their land due to the extensive time periods involved in the investments with significant income only coming towards the end of the investment. Similarly with challenges in ensuring the long term sustainability of lease agreements many companies are also wary of investing significantly up front for fear that the investment may not be secure for long enough for the plantation to reach maturity<sup>21</sup>.

Deforestation and forest degradation does not only adversely affect country's biodiversity, ecosystems and carbon sequestration capacities but also the livelihoods of many rural people, especially of women and the poor, who are highly dependent on forests for subsistence and income.

On this background, the Government of PNG (GoPNG) officially endorsed REDD+ at the 2007 UNFCCC Conference of Parties (COP) in Bali. REDD+ is a global climate change mitigation initiative under the UNFCCC. REDD+ stands for "reducing emissions from deforestation and forest degradation, conservation of forest carbon stocks, sustainable management of forests and enhancement of forest carbon stocks". REDD+ efforts are linked to the 2030 Agenda for Sustainable Development with 17 Sustainable Development Goals (SDGs), which the UN General Assembly adopted in September 2015. SDGs particularly relevant for REDD+ are SDG 13 (take urgent action to combat climate change and its impacts) and SDG 15 (protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss). REDD+ is viewed by the GoPNG as a crucial national strategy for tackling the alarming rates of deforestation and forest degradation in the country and for improving the livelihoods of forest dependent communities.

Following UNFCCC COP decisions, the GoPNG has adopted a REDD+ approach that builds on three consecutive phases: 1. **Readiness**, 2. **Implementation**, and 3. **Results-Based Payments (RBP)** for verified Greenhouse Gas (GHG) emission reductions achieved from the forestry and land use sector. Guided by the Warsaw Framework for REDD+, PNG is establishing four interconnected elements as part of its national REDD+ architecture:

- A National Strategy and/or Action Plan
- A National Forest Monitoring System (NFMS)
- A Safeguards Information System (SIS), and
- A Forest Reference Emissions Level / Forest Reference Level (FREL).

PNG has made significant progress towards developing capacities to establish its national REDD+ architecture to be eligible to receive results-based payments through the UNFCCC. This progress

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<sup>20</sup> Greenpeace (2012) Up for Grabs – the report notes that twelve protected areas have overlaying logging concessions and that 130,000 ha of protected areas (of just under 2m) now have overlaying SABL designations.

<sup>21</sup> PNGFA personal comms

has been supported by, among others, the United Nations Collaborative Programme on REDD+, the UN-REDD Programme.

The GoPNG has stated its commitment to achieving such sustainable management through key national strategies and policies including Vision 2050 (to conserve 70% of PNG's forest for carbon purposes), the PNG's National Climate Change Action Plan (50% in reduction in emissions by 2030 and for the country to be carbon neutral by 2050), the Climate Change (Management) Act (Gazettal Notice No. G22), the Implementation Act of Paris Agreement (October 2016) and the Intended Nationally Determined Contribution (INDC)<sup>22</sup> – now adopted as its NDC – as well as initiated development of a National REDD+ Strategy. These plans set out ambitious targets for the protection of forests and the management of GHG emissions. Specifically, the NDC highlights REDD+ as the mechanism with the current greatest mitigation potential in the country, stating: "PNG will implement REDD+ activities under the UNFCCC to reduce emissions and enhance removals from this important sector, which PNG has set as a priority, as can be seen from its creation of a REDD+ Directorate within the Office for Climate Change and Development (OCCD) [now CCDA]. Extensive capacity building, technology transfer and technical assistance is required to implement effective actions and ensure the collection of accurate data." This FCPF-2 project will contribute to these REDD+ readiness efforts.

The UN-REDD Readiness Support programme has been in operation since 2011 in the country and has supported PNG in its efforts to mitigate greenhouse gas emissions through the reducing emissions from deforestation and forest degradation and supporting forest conservation, sustainable forest management and enhancement of forest carbon stocks. The UNDP component of this joint programme was completed in December 2015, with the Food and Agriculture Organization of the United Nations (FAO) and United Nations Environment Programme (UNEP) components running through to 2017.

To help maintain international support to PNG's efforts towards the implementation of REDD+ activities, the FCPF REDD+ Readiness project was initiated in 2015 and will run until the end of 2018. The FCPF REDD+ Readiness project is supporting PNG's REDD+ Readiness activities, and will help GoPNG meet its national development plans such as building a carbon neutral pathway by 2050 as per GoPNG's obligation under Vision 2050, Pillar 5, on Environment Sustainability and Climate Change.

According to Readiness Preparation Proposal (R-PP) in PNG, the first FCPF REDD+ Readiness project (FCPF-1) is currently establishing capacities for efficient management of REDD+ and developing PNG's National REDD+ Strategy. The project outcomes are as follows:

- Outcome 1: Capacities exist for effective and efficient management of REDD+, including full and effective participation of all relevant stakeholders;
- Outcome 2: National REDD+ Strategy.

To effectively manage the national REDD+ readiness process, PNG has created enabling institutional frameworks for REDD+ implementation and effective stakeholder engagement. These frameworks include the REDD+ Technical Working Committees<sup>23</sup> (TWC) on National REDD+ Strategy, Safeguards

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<sup>22</sup> <http://newsroom.unfccc.int/unfccc-newsroom/papua-new-guinea-submits-its-climate-action-plan-ahead-of-2015-paris-agreement/>

<sup>23</sup> The TWCs are multi-stakeholder technical and advisory forums created to contribute to the development of PNG's National REDD+ Strategy by providing feedback, information sharing, increasing policy dialogue and collaboration

and Safeguards Information System (SIS), Measurement, Reporting and Verification (MRV) and FRL, pool of local REDD+ Experts<sup>24</sup>.

PNG's REDD+ Communications strategy has been developed to map out key stakeholders' participation in the implementation of the National REDD+ Strategy. The main goal of the communications strategy is to support the REDD+ readiness process by enhancing communication and knowledge with all relevant stakeholders on REDD+ within the context of PNG. The strategy will increase awareness raising and image building, promote and enhance communications and knowledge management, and build capacity and knowledge among all relevant stakeholder groups. To strengthen REDD+ branding a logo has been developed and endorsed by all stakeholders while a REDD+ website has also been completed to help stakeholders access information on REDD+ and developments in the country. (<http://www.pngreddplus.org.pg/>). PNG's NFMS web portal has also been developed and provides spatial information on PNG's forests helping to increase transparency of PNG REDD+ system (<http://png-nfms.org/portal/>).

As part of capacity building and inter-agency cooperation on REDD+, a series of REDD+ Expert trainings for than 120 representatives of national government agencies, civil society organizations and the private sector were carried out in five different provinces of PNG. The trainings covered basic principles of REDD+, key differences between REDD+ in the voluntary market and under the UNFCCC, elements of the Warsaw REDD+ framework, and the nature of a REDD+ Strategy / Action Plan and how these link with the existing structures and capacities in PNG. They provided opportunities for stakeholders to both learn and through 'real world' exercises input into the development of the National Strategy and provide feedback on key elements of PNG's approach to REDD+.

In relation to the development of the National REDD+ Strategy (NRS) and the Implementation Framework, PNG developed an Issues and Options Paper to set out proposals for the overall framework for REDD+ in PNG and priority Policies and Measures (PAMs) to address the drivers of forest cover change in the country. Based on the results of Issues and Options Paper, a National REDD+ Strategy (NRS) was developed and endorsed by the GoPNG in May 2017. Per the NRS, PNG's vision for REDD+ is *"To catalyse transformational change within the forest and land use sectors towards a new responsible economy with lower GHG emissions, stronger long term economic growth and community livelihoods and the effective conserve biodiversity and ecosystem services while ensuring that Papua New Guinea's forest resources are used in a sustainable and equitable manner for the benefit of current and future generations"*.

The NRS identifies intervention areas that will reduce deforestation and forest degradation, supports efforts towards conservation, enhance forest carbon stocks and promote the sustainable management of PNG's forests while also supporting the objectives of national policies and strategies including the STaRS. The key actions areas in the NRS are:

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

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24 The pool of local experts is established through organisation of series of National REDD+ Expert Trainings by FCPF.

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

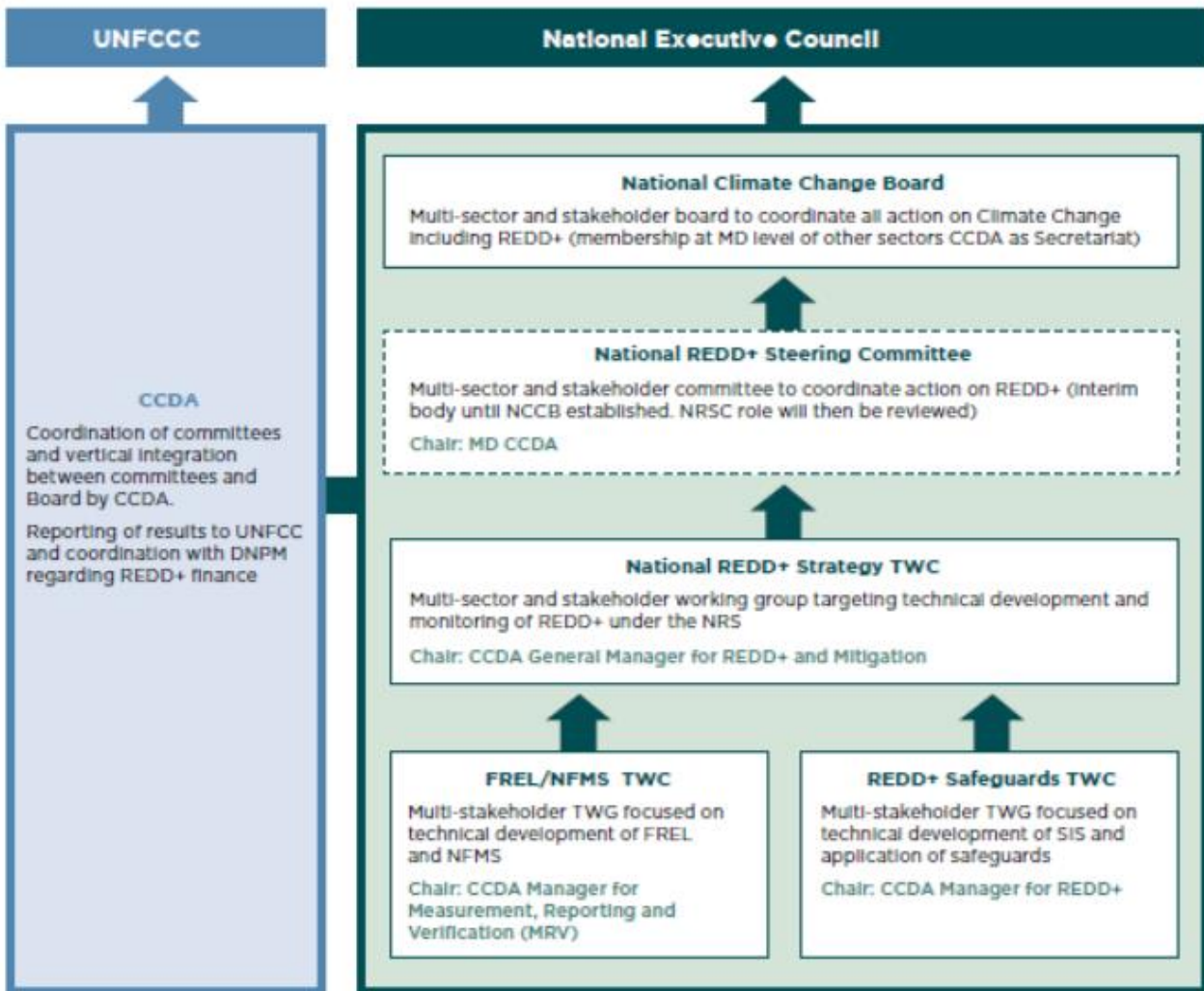
Implementation of all of the above NRS key action areas requires the full and effective engagement of relevant government departments such as Conservation of Environment Protection Authority (CEPA), PNGFA, Department of Agriculture and Livestock (DAL), Department of National Planning and Monitoring (DNPM), Department of Lands and Physical Planning (DLPP), Department of Provincial and Local Level Government Affairs (DPLLGA) as well as Civil Society Organisations (CSO) and the private sector.

The NRS was developed through a process of structured consultation and awareness raising with key stakeholders from government agencies, civil society and the private sector. It builds on the experiences of early REDD+ readiness activities and the ongoing assessment and analysis work that has focused on key areas of action on REDD+ including reviews of forest sector financing, commercial agricultural development, stakeholder engagement processes and land use mapping.

One of the assessments undertaken through the first FCPF readiness grant assessed the business case for enacting a set of policies and measures to reduce the future impact of agricultural commodities on forest cover in PNG, while allowing for ongoing growth within these sectors. This study found that while PNG has ambitious plans to increase agricultural production through a combination of increased productivity (by 60%) and increased land under cultivation (by 180%) the balance of these approaches vary by commodity. Developments within the cocoa and coffee sectors are focused on improvements in productivity while the palm oil sector is focused on increasing production through expansion of the area under cultivation and represents the most significant threat to levels of forest cover. Indeed, the area under cultivation is already set to more than double in the coming years based on the expansion of existing projects. Thus, to reduce the risk to forests and the potential for short-term gains through rapid expansion of palm oil to damage the long-term sustainability and profitability of the sector, the study commissioned by the project recommended the development of a National Policy for Sustainable Palm Oil and Multi-Stakeholder Palm Oil Platform.

PNG has also conducted a social inclusion and gender assessment in REDD+ which will inform the implementation of the National REDD+ Strategy that reflects both national priorities as well as concerns of key stakeholders, including men, women and youth at the subnational levels. The assessment found that while PNG has adequate policies, laws and regulations that seek to promote social inclusion, including gender considerations, horizontal implementation across different sectors and vertical implementation from national to ward levels are inconsistent and weak.

Figure 2: PNG's REDD+ Management Arrangements.



Along with the NRS, a National REDD+ Steering Committee (NRSC) was also established by the GoPNG. The NRSC will oversee and guide the development and implementation of the NRS by providing a platform for senior level coordination both within government and between government, civil society and the private sector.

To comply with UNFCCC's REDD+ (Cancun)<sup>25</sup> safeguards, as well as multiple international safeguard requirements, PNG through CCDA has developed a Safeguards Roadmap which outlined a Country Approach to Safeguards (CAS) that describes the conceptual framework and processes. To assess the extent to which PNG has environmental, governance and social safeguards in place, a desk review

<sup>25</sup> UNFCCC outlines three requirements each country party has to fulfil: ensure safeguards are "addressed" and "respected"; establish national safeguard information system(s) to track how well safeguards are "addressed" and "respected"; and reporting of these results to UNFCCC through a "Summary of Information" (SOI).

of Policies, Laws and Regulations (PLRs) was conducted. The assessment was approached by breaking down each of the seven Cancun safeguards into different elements that are relevant in PNG's context, followed by a review of the related PLRs for each element. This fulfils requirements to ensure safeguards are "addressed", and will require further review of the extent the PLRs are implemented against the NRS (safeguards "respected"); a functional Safeguard Information System (SIS); and reporting to the UNFCCC through a "Summary of Information" (SOI).

In parallel, a scoping study of grievance redress mechanisms (GRM) was also carried out. Given the depth and breadth of REDD+ interventions proposed in the NRS, and corresponding potential REDD+ grievances, the study proposed that CCDA establish a compliance or grievance or equivalent unit that will coordinate with existing sectoral and local government GRMs nationally and sub-nationally. These GRMs with their existing procedural provisions will be the first point of contact for grievance redress.

With regard to subnational activities, GoPNG in close consultation with key stakeholders has selected three pilot provinces: Madang, East New Britain and West New Britain, for piloting approaches to REDD+ implementation. The selection of these provinces was based on the presence of forest cover loss hotspots, previous work done, private sector activity, and ongoing development interventions.

As regards the works related to designing a monitoring system for REDD+, PNG has finalized the design of the NFMS and submitted the country's initial FRL to the UNFCCC for technical assessment (<http://redd.unfccc.int/submissions.html?country=png>). PNG's REDD+ efforts and readiness in the area of FRL and NFMS are led by PNGFA, with support and close collaboration with CCDA, with technical support from FAO and Japan International Cooperation Agency (JICA). Alongside the technical support and development work, numerous stakeholder events on NFMS and FREL/FRL have been held to bring together all relevant parties. Information drawn from these meetings informed the development of an NFMS Roadmap for PNG which is currently being implemented (Figure 3).

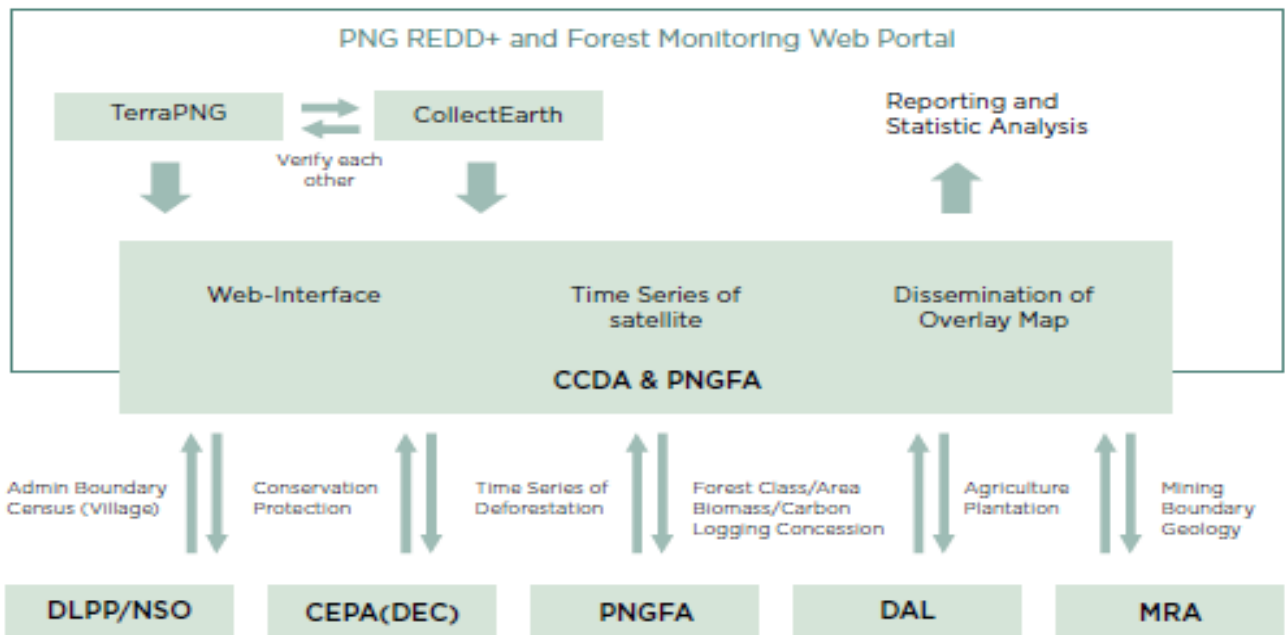
The capacity on forest monitoring of PNG using remote sensing technology has significantly improved in recent years. Enormous advances have been made with technical support from FAO through the UN-REDD Programme and JICA, including the development of a forest monitoring GIS web-portal (<http://png-nfms.org/portal/>) through which numerous land use layers can be visualised. The GoPNG launched its forest base map towards the end of 2013 based on 2012 Rapid Eye data which was developed with the assistance of JICA. The GoPNG through PNGFA also completed a national land use change assessment using the FAO software Open Foris Collect Earth<sup>26</sup> in 2013.

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<sup>26</sup> Open Foris Collect Earth is a Google Earth plugin developed by FAO for forest sampling analysis in synchrony with the online tool Google Earth Engine.

Alongside this, PNG has been undertaking a national land use change analyses a wall to wall approach through a new system called TerraPNG<sup>27</sup>. Full-time GIS operators are in place in PNGFA and CCDA to ensure the sustainability of this support.

Figure 3: PNG's NMFS Structure



While PNG has successfully been progressing a national agenda for REDD+, it must be noted that the size of areas to be managed for forest production has been declining. Therefore, there is a critical need to enhance the productive capacity of production forests in order to meet the growing demand for forest products such as timber, fuelwood and Non-timber forest products (NTFPs) in the future. If this demand is not met, logging of forest resources and forest degradation in conservation areas are likely to continue.

In this context, the FCPF-II project seeks to focus on:

- Endorsement and piloting of PNG's National REDD+ Finance and Investment Plan (NRFIP);
- Continued support for the development and operationalisation of the PNG's SIS, NFMS, and FRL;
- Enhancement of capacities of respective government departments, civil society and private sector on REDD+;
- Development of, and consultation on, land use plans and management strategies for different landscapes and forest types (e.g. biodiversity conservation, etc.);
- Clarification of the roles and responsibilities of national and subnational governments as well as local communities (under collaborative management) in managing natural resources;
- Enhancement of productive capacities of production forests and already degraded areas.

<sup>27</sup> TerraPNG is based on the Brazilian forest monitoring software TerraAmazon.



## II. Strategy

### 2.1. Overall objective

Being ready for REDD+ is a precondition for PNG to move to the next phase of REDD+, that is, to implement REDD+ PAMs to effectively reduce emissions from deforestation and forest degradation, and promote the role of conservation, sustainable management of forests and enhancement of forest carbon stocks. Successful REDD+ implementation, in terms of reduction in GHG emissions from the forest sector, will also enable PNG to access results-based payments through the UNFCCC in the future.

Building upon the earlier REDD+ readiness efforts, the main goal of the FCPF II project is **to enable the continuation of support to PNG's REDD+ Readiness Phase, to strengthen capacities for the efficient management of REDD+, to develop a National REDD+ strategy, support the continuation of the country's considerable achievements on NFMS, FREL and safeguards, and to increase engagement of diverse stakeholders (government, private sector, NGOs/CSOs and academia) in this process.**

It will also support the objective of REDD+ readiness funding in PNG, which is:

- *To contribute to the development of PNG's capacity to design a sound national REDD+ strategy, develop and sustain national readiness management arrangements, elaborate REDD+ strategy options, develop the REDD+ implementation framework, assess social and environmental impacts so that, by 2020, PNG is ready to implement policies and measures to reduce emissions from its forests and to enhance removals under the UNFCCC REDD+ mechanism.*

The Warsaw Agreement provides guidance on reporting requirements that must be met prior to receiving results-based payments. These include NRS/AP and SIS and submission of a FRL for technical assessment to the UNFCCC and the establishment of a NFMS. These steps are designed to ensure measurement, reporting, and verification of anthropogenic forest-related emissions by sources and removals by sinks, forest carbon stocks, and forest-area changes resulting from the implementation of REDD+ policies and measures. Mitigation results are to be reported through a technical annexure to the Biennial Update Report (BUR) that will be done through submission of the national GHG inventory. In addition, countries are required to submit a summary of information on how REDD+ safeguards have been addressed and respected.

Moreover, to be ready for REDD+ requires several elements to be in place that will underpin and support the operationalization of the 'four components' of REDD+ (NRS/AP, NFMS, FREL and SIS).

The first element is "effective management arrangements" which facilitate and support making of policy and technical decisions for REDD+, and build appropriate levels of capacities among stakeholders to fully participate in the decision-making processes.

The second element is "development of enabling Policies and Measures in support for REDD+". These include National REDD+ Strategy, and its Action (or NRFIP) Plan(s), SIS and other relevant policy instruments and actions including land use planning.

The third element is "sufficient capacities of subnational actors" for future REDD+ implementation". The success of REDD+ will depend on the level of capacities of subnational actors (governments, and local communities) who engage in the daily use, management and protection of forests.

The fourth element is "appropriate monitoring system designed for REDD+", which will be used to measure and report on the performance of REDD+ activities (against a FREL) in reducing emissions and enhancing carbon stocks in the forest sector, which will then undergo verification (MRV). In addition, an NFMS can include a land use monitoring function which can generate more frequent

data on the performance of REDD+ actions in protecting and promoting the sustainable management of forests, using a number of different data sources ranging from remote sensing to community monitoring.

Thus, the project will ensure the following four outputs to be attained:

- Output 1: Capacities exist for effective and efficient management of REDD+, including full and effective participation of all relevant stakeholders;
- Output 2: Endorsement of PNG's National REDD+ Strategy and National REDD+ Finance Investment Plan (NRFIP);
- Output 3: Sub-national stakeholders have capacity for REDD+ planning
- Outcome 4: Capacities exist for NFMS and FREL management and development

Output 1 will be achieved through support to on-going implementation and further development of appropriate management arrangements such as the NRS, NFMS/FRL, SES TWCs, NRSC and stakeholder consultations for National REDD+ Readiness which have been initiated through the UN-REDD Programme and FCPF-1 project.

Output 2 will be attained through support to the NRS TWC and NRSC as well as line agencies to develop detail policies and measures (REDD+ interventions) and development of systems and enabling policy environments for REDD+ implementation (NRFIP). This will include assessment of individual policies and measures and screening for considerations around gender, free, prior and informed consent, engagement planning, grievance redress and the full suite of applicable social and environmental safeguards.

Output 3 will be achieved by improving the capacity of various sub-national administrative bodies for planning and implementing REDD+ actions.

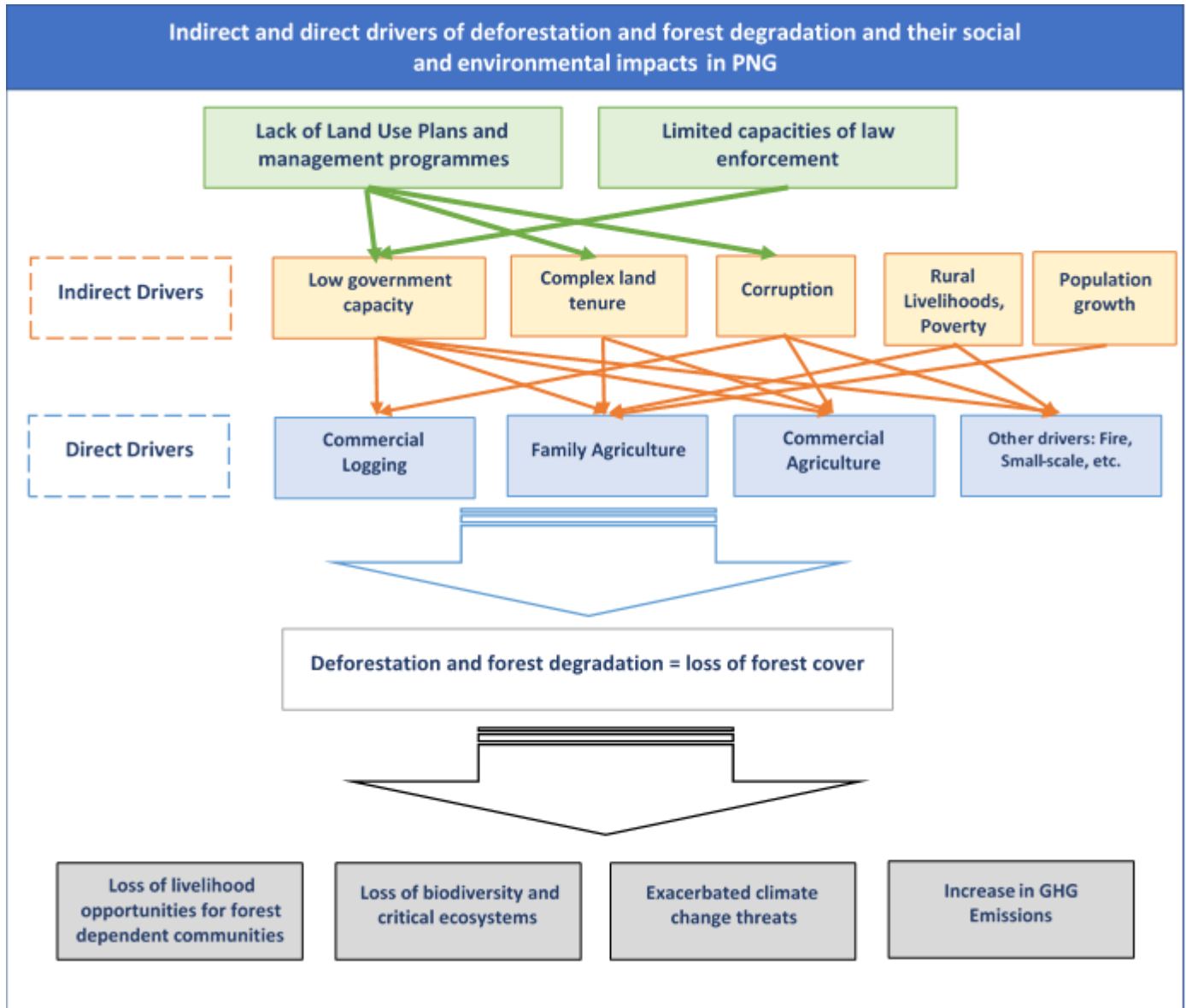
Output 4 will be achieved through support to establish the monitoring system and improve the PNG's initial FRL. The project will also provide continued support for the government departments to collect and analyse data on forest cover (change) and emissions factors.

These outputs will be achieved and the project closed by 31 December 2020, in line with the expected closure date of the FCPF Readiness Fund. The project will be implemented

## 2.2. Theory of change of FCPF II project

Figure 4 shows the interlinkages among indirect and direct causes for deforestation and forest degradation (D&D), D&D and main consequences of D&D.

Figure 4: Indirect and direct causes of deforestation and forest degradation and their social and environmental



impacts

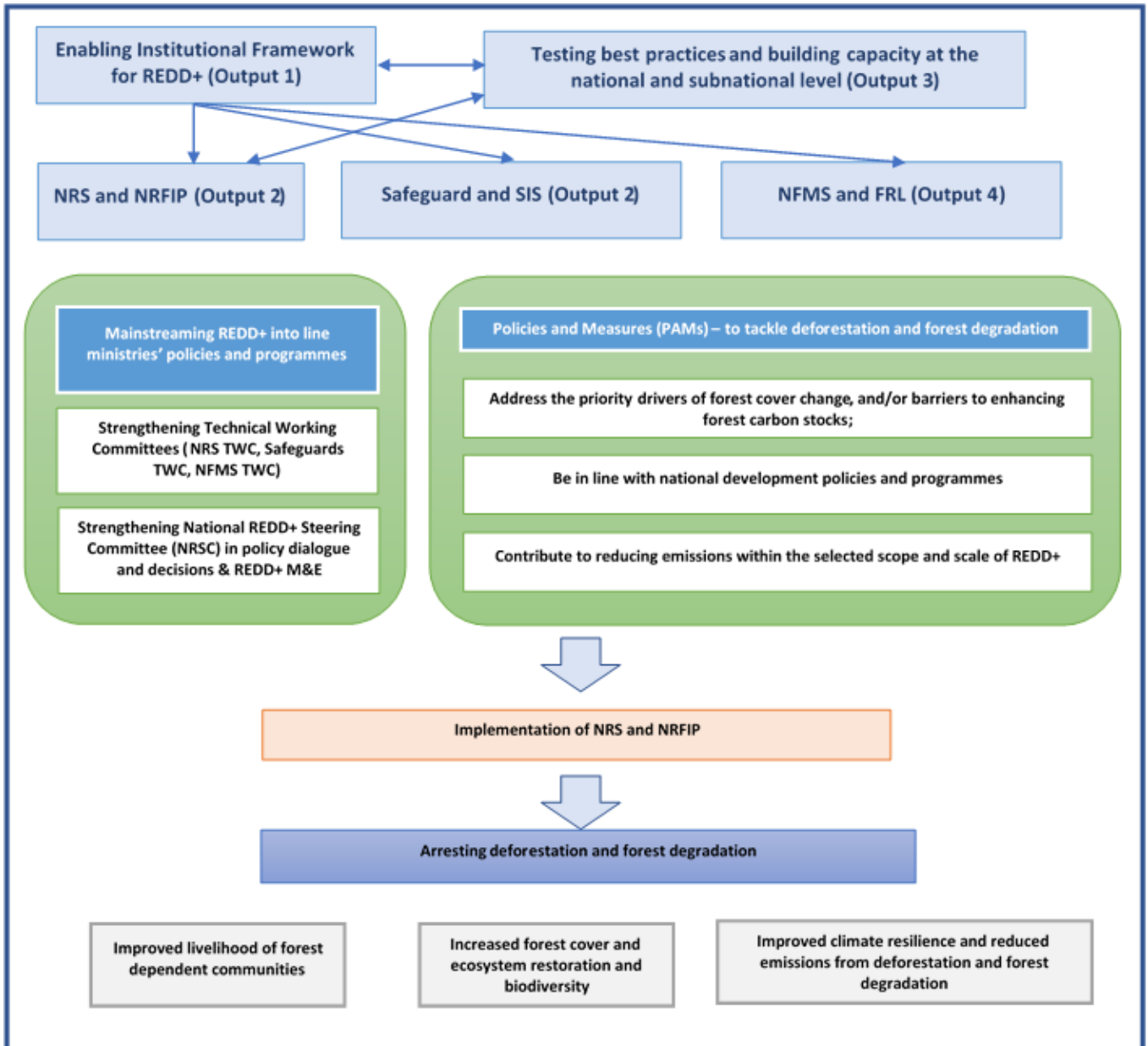
Deforestation and forest degradation (D&D) does not only adversely affect country's biodiversity, ecosystems and carbon sequestration capacities but also the livelihoods of many rural people, especially of women and the poor, who are highly dependent on forests for subsistence and income.

The main direct drivers of D&D in PNG are 1) commercial logging, 2) family agriculture, 3) commercial agriculture, 4) forest fire and 5) small-scale logging and other development activities such as fuelwood collection and mining. These factors are influenced by indirect drivers, including 1) low government capacity, 2) complex land tenure, 3) rural poverty and lack of alternative livelihoods, 4) population growth and 5) corruption. Low governance capacity is largely due to overlapping jurisdictions/unclear mandates and roles over forest at the subnational and national

levels, as well as limited capacities for law enforcement and forest monitoring and an absence of effective land use planning.

The FCPF-II project mainly addresses “low government capacity” among the indirect drivers of D&D by creating an enabling policy and institutional framework for REDD+ and as well as developing policies and strategies that seek to improve forest governance to arrest D&D (see Figure 5).

Figure 5: Theory of change of the FCPF II project.



Output 1 will strengthen REDD+ management arrangements through support to PNG’s enabling institutional framework. Output 2 will support the development of the NRFIP. Output 3 will support piloting of REDD+ actions at the subnational level and building sufficient capacities at the national and subnational level. Output 4 will support the continued development of PNG’s FREL and NFMS.

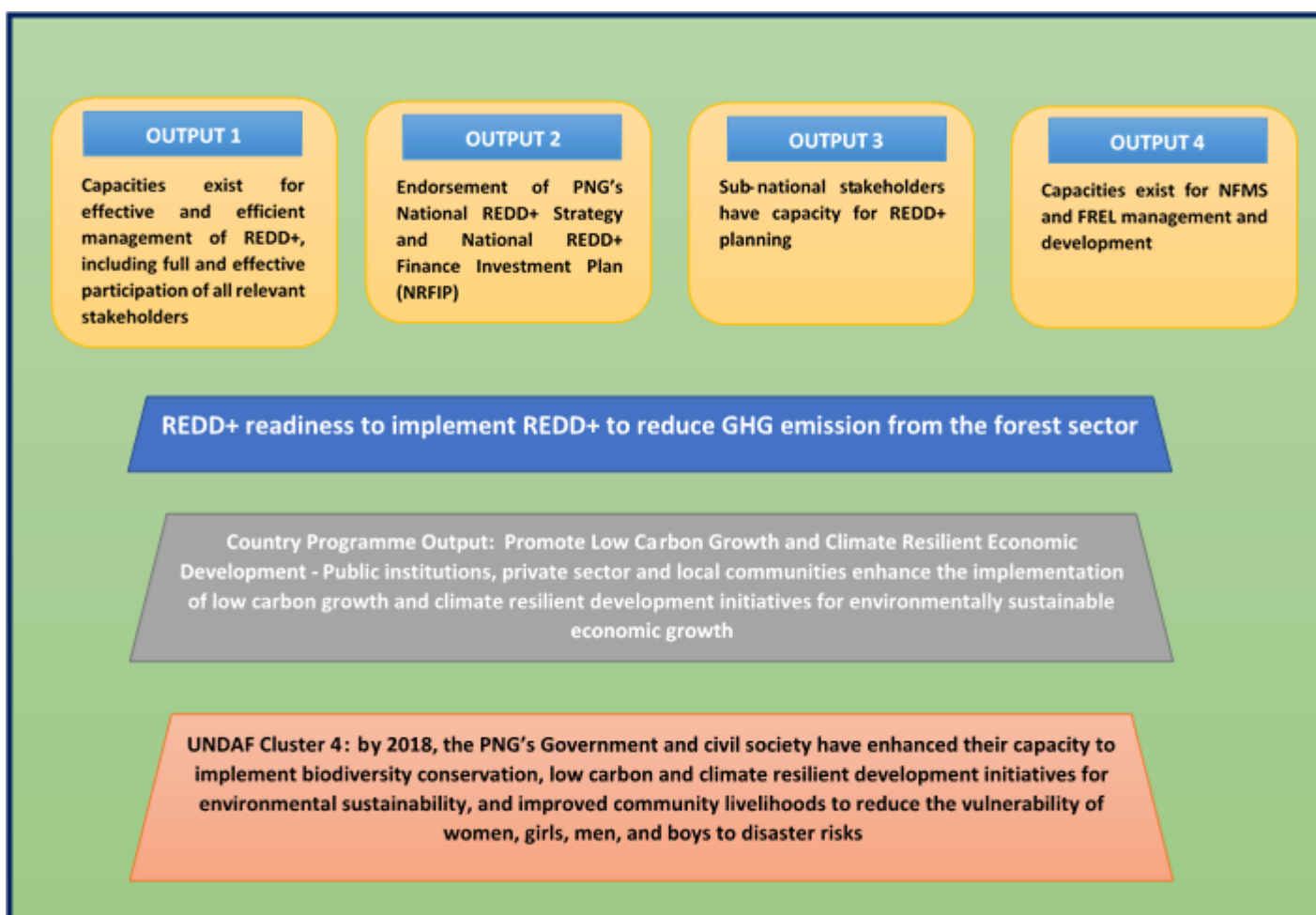
In addition to support to the formulation and piloting of PAMs which are directly related to forestry sector, the project will also seek to mainstream REDD+ into line-ministries’ policies and programmes.

This will be facilitated through strengthening the Technical Working Committees (TWCs) in policy dialogue and by supporting the operation of the National REDD+ Steering Committee (NRSC).

Figure 6 provides a schematic diagram of the overall Theory of Change, illustrating how the project contributes to the country programme output and the UNDAF outcome. As described above, all four outputs are conducive to REDD+ readiness. REDD+ readiness activities facilitated by the project will directly contribute to the Country Program Document (CPD) Output “Promote Low Carbon Growth and Climate Resilient Economic Development - Public institutions, private sector and local communities enhance the implementation of low carbon growth and climate resilient development initiatives for environmentally sustainable economic growth”. The project will create an enabling institutional and policy environment and strengthen institutional capacity for stakeholders in PNG to engage in sustainable management and conservation of forests.

The project is also envisaged to contribute to achieving the UNDAF Outcome “by 2018, the PNG’s Government and civil society have enhanced their capacity to implement biodiversity conservation, low carbon and climate resilient development initiatives for environmental sustainability, and improved community livelihoods to reduce the vulnerability of women, girls, men, and boys to disaster risks”.

Figure 6. Overall theory of project



Rural communities, especially women and vulnerable groups among them, are highly dependent on forest resources for their livelihoods. The project will develop policies and measures to effectively conserve and protect forest resources that they depend upon. The project will also operationalise the PNG’s SIS to share information on the safeguards put in place to ensure no social or environmental harm is done through the implementation of REDD+ actions, with special attention

on the rights, and promoting the participation, of local communities and women in the processes of making decisions that would concern them.

The above anticipated development impacts are closely aligned with the Sustainable Development Goals (SDGs) SDG 13 (Take urgent action to combat climate change and its impacts) and SDG 15 (Protect, restores and promote sustainable use of terrestrial ecosystems, sustainably manage forest, combat desertification and halt and reverse land degradation and halt biodiversity loss). They are also related to PNG's National Strategy for Responsible and Sustainable Development (StaRS) to address and respond to climate change, through cross sector national action, and will be central to achieving the goals of responsible green growth.

### **III. Results and Partnerships**

#### **3.1. Expected Results**

##### **Output 1: Capacities exist for effective and efficient management of REDD+, including full and effective participation of all relevant stakeholders**

Activities under Output 1 will build on achievements of the initial grant in supporting REDD+ management arrangements and stakeholder engagement. The same outputs will be kept and the continuation of these activities will be ensured through to 2020 as PNG's develops and pilots its National REDD+ Strategy. Under the request for additional funding, a greater proportion of funds will be directed towards consultation and participation, to ensure a socially inclusive and gender responsive process is followed as PNG's National REDD+ Strategy is consulted upon and methodologies are tested.

##### **Output 1.1. National REDD+ management arrangements strengthened**

The FCPF REDD+ Readiness project has supported CCDA to develop a robust structure for national REDD+ management that includes a National REDD+ Steering Committee, responsible for coordinating REDD+ at the national level. This steering committee is PNG's focal decision-making body on REDD+ and is integrated into the government's institutional structure for climate change management and coordination. The TWCs on NRS, NFMS/FREL and Social and Environmental Safeguards are also in operation to support the development of the four design elements of REDD+. Targeted capacity building of key government and non-government actors has strengthened the effectiveness of key stakeholders to participate in these working groups as more broadly the REDD+ development and implementation process. The additional funds will allow these mechanisms to be maintained and further strengthened. It will also provide support to the development of sub-national and sector-based TWGs that will facilitate consultations and coordination related to key aspects areas of REDD+ development and implementation. Key activity areas will be:

- Strengthen the National REDD+ Steering Committee operation
- Support and strengthen the national and sub-national TWCs
- Build capacity of key stakeholders, including non-government stakeholders

##### **Output 1.2 Communications and information sharing systems developed**

The FCPF project has worked with multiple partners to develop and initiate implementation of a comprehensive national REDD+ communications strategy. This strategy will now be implemented at the national level and adapted to target provinces, with additional finance allowing for more extensive national and subnational reach. Ongoing support is also required to increase the capacity of civil society and the media at the national level and sub-national level to act as key communicators of accurate and timely information on REDD+ and climate change more broadly, with miss information no REDD+ a major challenge to its effective development in PNG. These communications and information sharing actions will also bring together work on climate change mitigation and adaptation to help present a coherent message on climate change and land-use planning to both national and sub-national stakeholders. Key activity areas will be:

- Develop the province specific communication tools

- Increase national level information sharing through targeted campaigns
- Support the non-government stakeholders to increase awareness on REDD+ and environment
- Build the capacity of media outlets on communicating REDD+ and climate change concepts

### **Output 1.3 Consultation and participation supported**

The FCPF project has developed effective systems of consultation with key stakeholder groups and a stakeholder engagement plan to ensure effective engagement in the development of the NRS. This plan needs to be fully operationalised. Key activity areas will be:

- Develop and institutionalise national and sub-national consultation and participation mechanisms
- Strengthen measures to ensure that gender is adequately addressed in national and sub-national REDD+ planning processes

### **Output 2: Endorsement of PNG's National REDD+ Strategy and National REDD+ Finance and Investment Plan (NRFIP)**

As with Output 1, activities under Output 2 will build on the outputs from the implementation of the initial FCPF grant. In particular, resources will be allocated to the financial, environmental and social assessment of proposed policies and measures for REDD+ implementation (e.g. number of jobs created, volumes of timber, volumes of fuelwood, income increase, etc. – depending on selected approaches for implementation), to provide clear information to decision makers and other stakeholders on the impacts of proposed REDD+ actions. In addition, individual policies and/or measures will be assessed and screened for considerations around gender, free, prior and informed consent, engagement planning, grievance redress and the full suite of applicable social and environmental safeguards. Financial models may also be developed for actions that involve changes in incomes or cash transfers. The findings from such studies will inform the National REDD+ Finance and Investment Plan (NRFIP) for REDD+ implementation.

#### **Output 2.1. REDD+ Strategy Options (PAMs) assessed and modelled**

The FCPF project has conducted significant work on the assessment of drivers of forest cover change and the development of candidate PAMs for consideration within the NRS. Further work is needed to review and develop these PAMs and to develop a targeted operational action plan including the National REDD+ Finance and Investment Plan (NRFIP). Key activity areas will be:

- Support the review and development of sector and/or province specific REDD+ actions
- Support financial and economic assessments of target PAMs;
- Develop supporting regulations and amendments to climate change, environment and forestry legislation;
- Support the establishment and operation of PNG's multi-stakeholder Palm Oil Platform.

#### **Output 2.2. Social and environmental impacts addressed, including Grievance Redress Mechanisms (GRMs)**



The FCPF project has undertaken a comprehensive assessment of country safeguards against the UNFCCC REDD+ safeguards and has developed a roadmap for the development of a National Safeguards Information System (SIS). This output will support the implementation of this roadmap. The work on safeguards will also be further strengthened by an ongoing assessment of the GRMs within PNG and required GRM systems for REDD+. Key activity areas will be:

- Assess potential social and environmental impacts of PAMs
- Develop and implement PNG's SIS based on target PAMs
- Test and learn lessons from the application of safeguard measures to target PAMs
- Strengthen the use and application of national and subnational feedback and grievance redress mechanisms

### **Output 2.3. Arrangements for the management of REDD+ finance developed**

The FCPF project is working to review potential financial management approaches related to REDD+ in PNG with the work planned for completion in early 2018. This output will build on this work and support the development of national capacities to coordinate and manage existing readiness support as well as prepare structures to manage future results based payments. Key activity areas will be:

- Develop and consult on options for REDD+ financial management
- Strengthen capacities for financial management

### **Output 3: Sub-national stakeholders have capacity for REDD+ planning**

This output proposes a new set of activities to be funded by FCPF that will support the GoPNG to plan sub-national REDD+ interventions and carry out consultations, capacity building and feasibility studies at the sub-national level. REDD+ action plans will be developed for three target provinces of Madang, East New Britain (ENB) and West New Britain (WNB) that will be designed to target specific drivers of deforestation and/or forest degradation and specific agents of these processes. Approaches to subnational planning will be extensively consulted upon with stakeholders and may include jurisdictional approaches and sustainable supply chain initiatives (with a focus on oil palm). These will be planned and coordinated at the national level with relevant national and subnational stakeholders to ensure coherency and complementarity with other REDD+ elements including the NFMS and SIS.

This will be accompanied by the development of a gender-responsive stakeholder engagement plan and tools and be integrated into the work of Provincial Climate Change, Environment and Forest Management committees as well as local level land-use planning work. The primary objective of work under this component is to plan tailored provincial approaches, build the capacity of sub-national stakeholders to engage in REDD+ development and planning and learn lessons from stakeholder engagement processes.

#### **Output 3.1. Provincial REDD+ Action Plans developed through consultative processes**

Through PNG's Organic Law there is an ongoing process of decentralization with considerable responsibility for forest and land-use management held at the provincial level. The FCPF project has worked with key stakeholders to identify potential REDD+ demonstration provinces based on a combination of bio-physical, social and economic factors. This output will focus on supporting these provinces in the development of targeted REDD+ action plans that address the specific climate

compatible development needs of that province. The approach will bring together information on climate change adaptation and mitigation options as well as economic development options to facilitate decision making at the provincial, district and ward levels as part. Work will require both generating and bringing together significant information on the current and future conditions within target provinces as well as bringing together a diverse range of stakeholders at this level. Key activity areas will be:

- Facilitate planning processes at provincial and local level
- Assess potential development scenarios
- Undertake feasibility assessments of target REDD+ interventions

### **Output 3.2. Gender-responsive stakeholder engagement plan and tools developed**

The FCPF project has worked to develop and initiate a national level stakeholder engagement strategy. This work will need to be continued and expanded to develop specific tools to support stakeholder engagement and test these tools at the provincial level. Key activity areas will be:

- Develop provincial stakeholder engagements plans for three target provinces (Madang, ENB, WNB);
- Develop gender sensitive stakeholder engagement tools to facilitate gender responsive stakeholder engagement across sectors, including provisions for Free, Prior and Informed Consent (FPIC).

### **Output 3.3. Capacity building delivered to provincial stakeholders**

The FCPF project to date has delivered a series of REDD+ training events that targets key stakeholders at the national and provincial levels. This output proposes to expand this training process to a broader base of provincial stakeholders and to integrate REDD+ into assessments of climate change adaptation and mitigation at the provincial level as part of the development of awareness of and capacity to engage in climate compatible development planning. Key activity areas will be:

- Develop provincial climate change and forest management training materials for provincial level stakeholders
- Support provincial climate change, environment and forestry officers and committees to develop and implement awareness raising, training and planning processes

### **Outcome 4: Capacities exist for NFMS and FREL management and development**

This component also proposes a new area of activities under the FCPF in PNG. Between 2011-2016 activities relating to the development of PNG's national forest monitoring system (NFMS), forest reference level (FRL) and associated data collection and processing was supported by FAO through the UN-REDD Programme (in addition technical and financial support from JICA and the EU). The closing of the UN-REDD Programme in December 2016 creates a shortage of technical and financial support for these work areas. This component therefore intends to address this shortfall, with the aim of sub-contracting FAO to deliver activities to continue their support to PNGFA and CCDA; including support to these agencies through the technical assessment of PNG's submitted FRL,

preparation and reporting of PNG's first Biennial Update Report (BUR) and the further development and operation of PNG's NFMS as PNG moves towards piloting of REDD+ activities.

#### **Output 4.1. FRL and NFMS improvements supported**

As noted above, PNG submitted its REDD+ Forest Reference Level (FRL) to the UNFCCC in January 2017 following four years of support through the UN-REDD Programme. This FRL is currently going through the UNFCCC's technical assessment process during 2017 with the Technical Advisory Panel (TAP) providing questions and recommendations. In its submission PNG has also identified a number of areas in which further work is required to improve the quality of the FRL including a more detailed assessment of forest degradation. This output will provide PNG with technical support to address the questions from the TAP and take follow up actions to improve the quality of the FRL as part of the stepwise approach to FRL development.

This output will also support the development of PNG's first BUR, which will be initiated at the end of 2017 and third National Communication (TNC) to be started in 2018. In the BUR, PNG aims to report REDD+ results against the technically assessed FRL. These activities will also work towards strengthening levels of transparency and access to information through the NFMS web portal including improved information on the assessment of land-use change and data on existing land-use activities. Without this proposed support there is currently no mechanism for PNG to continue to improve the quality of its FRL and NFMS or to be guided through the process of FRL revision and full operationalisation of the NFMS. Key activity areas will be:

- Address queries and recommendations in the Technical Assessment Report by UNFCCC regarding PNG's FRL;
- Improve the accuracy of the wall to wall land use mapping;
- Improve the Satellite Land Monitoring System through more effective integration of two different GIS methodologies (point sampling and wall-to-wall mapping);
- Improve PNG's REDD+ and Forest Monitoring Web-Portal by increasing information and improving user friendliness;
- Produce the annual estimates of GHG emissions and removals from the Land Use, Land Use Change and Forestry sector (LULUCF);
- Produce and support the reporting of PNG's BUR and TNC.

#### **Output 4.2. Support to improving the quality of forest data for accurate GHG reporting and monitoring of REDD+ safeguards and PAMs**

PNG's first multipurpose National Forest Inventory (NFI) was launched by the Prime Minister, Rt. Hon. Peter O'Neil in March 2016. The NFI's methodology and approach is built on the methods and capacity developed within PNG Forest Authority (PNGFA) over a number of years. Data generated by the NFI will significantly improve the accuracy of GHG estimations in the LULUCF sector and can provide essential information related to REDD+ (environmental and social) safeguards in PNG. The GoPNG and the EU are currently financing the development of PNG's first NFI, with technical support from FAO, although shortfalls remain in a number of areas related to the collection of flora and fauna biodiversity information and the development of detailed emission factors for different forest types as well as for different levels of forest degradation.

PNGFA has established and been managing a total of 125 Permanent Sample Plot since 1993 with the support from ITTO and ACIAR. PSP is 1 ha (100 x 100 m) in size and mainly established at newly logged over forest to monitor the forest regrowth after harvesting. The support from ITTO (1993-99) and ACIAR (2008-10) were completed some years back and re-measurement have not been conducted since then. Nearly 25 years passed since the establishment of some of the PSP. Re-measurement and reconstructing the database and growth model will provide essential information to estimate annual carbon removal of degraded forest. Carbon emission due to logging and removal from subsequent tree growth is estimated as one time emission calculated using the difference of average carbon stock of primary and logged over forest. Re-measurement and reconstruction of PSP database and growth model will enable PNG to estimate annual carbon emission and removal by logging using gain-loss method recommended by IPCC Guidelines (2006).

The FCFP support will ensure that these activities are done, helping to bring together finance from government, the EU and the FCPF to deliver a high quality NFI and PSP that will help inform future forest sector decision-making, reporting on emissions as well as providing relevant and timely information on safeguards. Key activity areas will be:

- Conduct a field assessment of flora/fauna biodiversity as part of the National Forest Inventory;
- Analyse flora/fauna biodiversity data and producing reports and information streams;
- Prepare a work plan and conduct PSP re-measurement
- Reconstruct PSP database and growth model
- Establish emission factors for PNG's GHG inventory using data derived from the National Forest Inventory;
- Analyse data to improve the national safeguards framework and information system and inform data collection methodologies;
- Develop a methodology for monitoring the outcome of the implementation of pilot activities in provinces through the use of proxy indicators / measures.

### **3.2. Resources Required to Achieve the Expected Results**

Resources required to achieve the expected results include:

- Key government officers staff time and technical inputs;
- Project staff:
  - Technical specialist for overall technical guidance;
  - National Project Manager;
  - Palm Oil Platform coordinator and technical specialist under Output 2;
  - National communication and Stakeholder Engagement officers to facilitate stakeholder engagement and communication;
  - Project assistant to take administrative and financial tasks related to the project;
  - Driver / Clerk to provide transportation for the project staff and administrative support;
- Staff time of UNDP country, regional and global offices in terms of quality assurance and admin and finance support;

- International and national consultants to undertake detailed studies and provide technical inputs;

### 3.3. Partnerships

The project closely collaborates with the following agencies/projects for **REDD+ readiness activities**.

**JICA: The Project “Capacity Development Project for Operationalization of PNG Forest Resource Information Management System (NFRIMS) for Addressing Climate Change”<sup>28</sup>** funded by Japan International Cooperation Agency (JICA) is being implemented with PNG Forest Authority since 2014. The project aims to reinvigorate the capacity of PNGFA so that it can fully operationalise the NFRIMS, including capacities to update and manage forest coverage and stocks on GIS, efficient forest monitoring system, improvement of inter-agency coordination and technical capacity for REDD+ reporting, and development of appropriate training programs.

**EU/FAO: The Project “Technical Support to the PNGFA to implement a multipurpose National Forest Inventory”** funded by European Union is aimed to support the Papua New Guinea (PNG) Forest Authority to implement a continuous and multipurpose National Forest Inventory (NFI) as part of a National Forest Monitoring System that will fulfil the United Nations Framework Convention on Climate Change (UNFCCC) Cancun and Copenhagen decision requests. The duration of the project is three years (January 2015 – September 2017). The project is being implemented by FAO in close collaboration with PNG FA and PNG University of Technology (UNITECH). The programme will be implemented in the context of the Global Climate Change Alliance (GCCA), supported by the European Commission and in the context of activities under Papua New Guinea’s National UN-REDD Programme. The objective of the GCCA is to provide an opportunity for meaningful dialogue on climate change to Least Developed Countries (LDCs) and Small Island Developing States (SIDS) in the international arena, while the objective of the UN-REDD Programme is to support the REDD+ readiness process in developing countries. The project will contribute to the GCCA programme’s climate mitigation policy and in particular to the REDD+ component.

**CFRN: Reporting for Results-based REDD+ Project in PNG** - The Reporting for Results-based REDD+ project is a joint initiative of the Coalition for Rainforest Nations (CfRN) and the Climate and Development Knowledge Network (CDKN). It is a three-year project to build capacity for measuring reductions in greenhouse gas emissions and enhancement of carbon stocks in agriculture, forest and other land use in 21 tropical and subtropical forest countries, including PNG. The Project started in 2016 and ends in 2019.

**GIZ/SPC:** The German Agency for International Cooperation (GIZ) in collaboration with the Secretariat of the Pacific Community (SPC) supports the development of regional and national policies as well as institutional capacities for the implementation of REDD+ in Pacific Island Countries<sup>29</sup>. The project is implemented by GIZ and has 3 components:

- Regional Policy Framework for REDD+
- Regional REDD+ Information and Support
- National REDD+ Readiness

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<sup>28</sup> <http://www.jica.go.jp/png/english/activities/activity12.html>

<sup>29</sup> <https://lrd.spc.int/redd-forest-conservation-in-pacific-island-countries>

The regional component covers all SPC member countries and territories, but national activities focus on four countries with large forest cover: Fiji, Papua New Guinea (PNG), Solomon Islands and Vanuatu. On national level, REDD+ policies and strategies are supported – including the establishment of national reference levels, institutional and legal infrastructures, and forest carbon monitoring systems.

**UNDP/GEF projects:**

- “Community-Based Forest and Coastal Conservation and Resource Management in PNG” to develop effective natural resource management and financing systems for community conservation areas;
- “Strengthening Capacities to Measure, Report and Verify Indicators of Global Environment Benefits to strengthen targeted capacities” to establish and use an integrated Environmental Management Information System for measuring progress to implement the Rio Conventions and other MEAs
- “R2R Strengthening the Management Effectiveness of the National System of Protected Areas” to strengthen national and local capacities to effectively manage the national system of protected areas, and address threats to biodiversity and ecosystem functions in these areas.

Moreover, the project will be closely working with development partners in PNG supporting REDD+, conservation, sustainable land use management and climate change actions. They are Australian Department of Foreign Affairs (DFAT) through its Lowering Emission project in Madang, UNDP/GEF funding projects on strengthening protected areas, GIZ/SPC, Italian Government, Coalition of Rainforest Nation (CFRN) which have been substantial additional support to the development of the forest sector.

Table 2: Major supporting frameworks supporting implementation of the PNG REDD+.

Project Outputs	FCPF	JICA	FAO/EU	GIZ/SPC	UNDP/GEF	RRR+
Output 1: Capacities exist for effective and efficient management of REDD+, including full and effective participation of all relevant stakeholders;	√			√	√	√
Output 2: Endorsement of PNG’s National REDD+ Strategy and National REDD+ Finance Investment Plan (NRFIP);	√				√	
Output 3: Sub-national stakeholders have capacity for REDD+ planning		√				
Outcome 4: Capacities exist for NFMS and FREL management and development		√	√			√

**3.4. Risks and Assumptions**

Table 3 summarises key sets of anticipated risks and countermeasures to address each type of risk (see risk log in project document in Annex 1).

Table 3. Types of risks and counter measures to be taken by the project.

No	Types of risks	Counter measures
1	GoPNG commitment towards implementing REDD does not remain firm.	<p>Achieving high-level political support for REDD+ is contingent on successful progress of the international negotiations, and establishment of mechanisms to reward developing countries and/or people in developing countries for reductions in deforestation. The programme will continue to work with the CCDA to support efforts to effectively engage in the negotiations.</p> <p>At the domestic level high-level political support is linked to the success of pilot activities.</p> <p>The project will support further demonstration activities as well as developing a clear roadmap towards implementing REDD+.</p>
2	Donor Coordination is ineffective	<p>The project is planning to establish a NRSC to strengthen coordination at the national level. At the project level the Project Executive Board will play a crucial role to provide recommendations towards effective implementation of project activities and coordinate with other relevant in-country initiatives supported by different donors.</p>
3.	Sub-national authorities do not share central government's commitment to REDD+	<p>The project component 3 targets the subnational level authorities to raise their awareness about the importance of REDD+ and to build their capacities in planning and implementing REDD+ related activities.</p> <p>The project will strengthen the linkages between national and provincial authorities through capacity building activities and technical discussions.</p> <p>It will also target key demonstration provinces to provide test cases that can then be used to increase interest across all provincial authorities.</p>
4.	Programme inputs (funds, human resources, etc.) are not mobilized in a timely fashion	<p>The project through PMU has been working closely with key government agencies (CCDA and PNGFA) to ensure that allocated funds are utilized in a timely manner. All procurement procedures will be in line with UNDP Rules and Regulations.</p>
5	National planning processes (national policies and actions plans) give a rise to environmental and social impacts that could affect local communities or other vulnerable groups	<p>The project establishes a national safeguard information systems (SIS) at the national level to avoid, mitigate and eliminate any adverse social, and negative impacts of REDD+. Grievance redress mechanism (GRM) will also be an integral part of the SIS to enable affected stakeholders to seek effective remedies in case negative impacts arise due to REDD+.</p>
6	Subnational activities pose environmental and social impacts that significantly affect land tenure arrangements and/or traditional cultural ownership patterns	<p>The project will work with provincial authorities and communities to develop approaches to REDD+ that are locally appropriate and allow for a diversity of activities while also helping to ensure landowners see the value of REDD+ related approaches to land management.</p> <p>The project supports land use planning and development of management plans of natural resources including forests in a manner that pays due attention to existing tenure arrangements and ownership. The project also includes specific components to promote community based REDD+ to strengthen community land tenure and ownership of forests and to promote sustainable management of natural resources.</p>
7.	Potential to have impacts that could affect women's and men's ability to use,	<p>Gender Situational Analysis and Stakeholders Engagement Assessment is carried out and recommendations to consider gender in REDD+ activities and develop stakeholders' engagement plans have been developed.</p>

	develop and protect natural resources and other natural capital assets	<p>A full time communications officer and stakeholder engagement officer will be engaged in the PMU. Additionally, close consideration of these potential impacts will be addressed during development of the national safeguards information system.</p> <p>The TWCs provide an initial check on project activities to ensure they do not impact fair and equitable access to natural resources.</p> <p>The CCMA also requires FPIC procedures to be applied to all CC related activities. In addition, the project will be developing an approach to REDD+ safeguards that will apply to all REDD+ activities, including adapting a national FPIC guidelines for REDD+ in PNG into a field tool.</p>
8	Potential human rights implications for vulnerable groups?	The project will develop an ESMF to ensure that human rights risks are fully identified. Work on Social and Environmental safeguards for REDD+ will also ensure that there is clear consideration of human rights in both project activities and those of REDD+ more generally.
9.	Potential impact of currently approved land use plans (e.g. roads, settlements) which could affect the environmental and social sustainability of the project	The project through National REDD+ Steering Committee and Technical Working Groups will provide support to review the land use planning process in the country to avoid negative impacts on environmental and social sustainability of the project.
10.	Influential stakeholders who could profit from REDD+ take over the national REDD+ Readiness process.	<p>The proposed NRSC will help to reduce the potential for one group to dominate REDD+.</p> <p>Clear communication of the potential benefits and challenges of REDD+ at the provincial level will also help to manage expectations and engage people with the right interests.</p>
11	Government agencies do not cooperate and coordinate activities effectively	The project through NRSC and TWCs will contribute to the strengthening cooperation and coordination of activities between key government agencies and other relevant stakeholders.

Below are a set of assumptions which are key for the project success.

- There is a government ownership of REDD+ in that the government priorities REDD+ as a key policy measure to address the threats of deforestation and forest degradation;
- Sufficient capacities in terms of basic knowledge of REDD+ and technical expertise (e.g. forestry, protected areas and lands and agriculture, planning) are readily available among key government agencies, (i.e. PNGFA, DAL, DLPP, DNPM, DPLLGA) which the project can build upon to ensure that the project activities can be facilitated smoothly with satisfactory quality;
- The newly-established NRSC is able to facilitate inter-ministerial discussions and decisions to mainstream REDD+ policies and measures into line-ministries policies and planning;
- A review of climate change, agriculture, forestry and land-use legislation will be enacted during the project implementation to provide legal foundations for REDD+ safeguards;
- Non-governmental stakeholders such as representatives from Civil Society, academia and the private sector have sufficient interest and capacity to engage in REDD+ discussions;



- High quality technical expertise is readily available, internationally and domestically, to assure the highest quality of project deliverables.

### 3.5. Stakeholder Engagement

Main target group of the project include: Safeguards and SIS TWC, NFMS TWC, MRV sub-working group and other sub-working groups such as Communications Core Group, Gender Group, etc. The project will also engage subnational level stakeholders including subnational governments, local communities and civil society organizations through its support to build the subnational capacities in the selected provinces Madang, East New Britain and West New Britain.

Throughout project implementation, the project will ensure the **full and effective participation of all relevant stakeholders** in REDD+ readiness processes as one of key guiding principles. These stakeholders include civil society organizations, the private sector, academic institutions, local communities, indigenous peoples and women, with attention to ensure rights of socially marginalized groups. This will be facilitated through the following activities:

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

Another core guiding principle is **full and timely access to information related to REDD+**. The FCPF II project plans to further refine a national REDD+ communications strategy to allow for more extensive national and subnational reach, with special attention to those who have limited access to information.

### 3.6. Knowledge

This project has a strong focus on knowledge generation and dissemination.

The project will conduct a number of technical and policy analyses and produce policy reports, documents, and training manuals, for example, related to the works on NRS actions, enabling policies in natural resources management, SIS, and REDD+ fund options. These products will be prepared, whenever relevant, to incorporate lessons and knowledge generated from activities supported at the subnational level. Attention will be paid to the generation of new knowledge to enable the full and effective participation of local communities and women in REDD+ related activities. All training and awareness raising materials will be developed in close consultation with CCDA and PNGFA as well as other key national and provincial stakeholders. The project will ensure these materials are context specific, simple, and easily applied.

The project will also ensure full access to information to the project related activities and decisions, by posting all relevant information on the national REDD+ website (<http://www.pngreddplus.org.pg/>), and UNDP PNG CO FCPF webpage ([http://www.pg.undp.org/content/papua\\_new\\_guinea/en/home/operations/projects/environment\\_and\\_energy/forest-carbon-partnership-facility-reddt-readiness-project.html](http://www.pg.undp.org/content/papua_new_guinea/en/home/operations/projects/environment_and_energy/forest-carbon-partnership-facility-reddt-readiness-project.html)).

The project will conduct awareness raising activities to ensure that relevant stakeholders fully understand key concepts of REDD+, and create diverse media products.

### **3.7. Sustainability and Scaling Up**

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

**Institutional sustainability:** will be improved through systematic capacity development measures for CCDA, PNGFA, CEPA, DNPM, DAL, DLPP and TWC members at the national level and subnational government officials by expanding a range of tools related to REDD+. National ownership of the project will be ensured through assuring the leadership of the government agencies in designing, managing and leading the project activities.

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

**Environmental sustainability:** will be achieved through a coordinated approach involving a wide range of government and civil society organizations and communities to address deforestation and forest degradation at both national and subnational levels.

**Innovation and scaling up:** innovative aspects of this project includes promoting testing REDD+ approaches at the subnational level. The project will facilitate analysis and review of policies related to forest management, PA management, sustainable land-use management and REDD+. The project strategy is to establish localized pilot initiatives which will test new approaches for forest management and then be amenable for replication and scaling-up. Knowledge and good practices from the pilot initiatives of the project has potential to be demonstrated and scaled up to the national level strategies for REDD+ implementation.

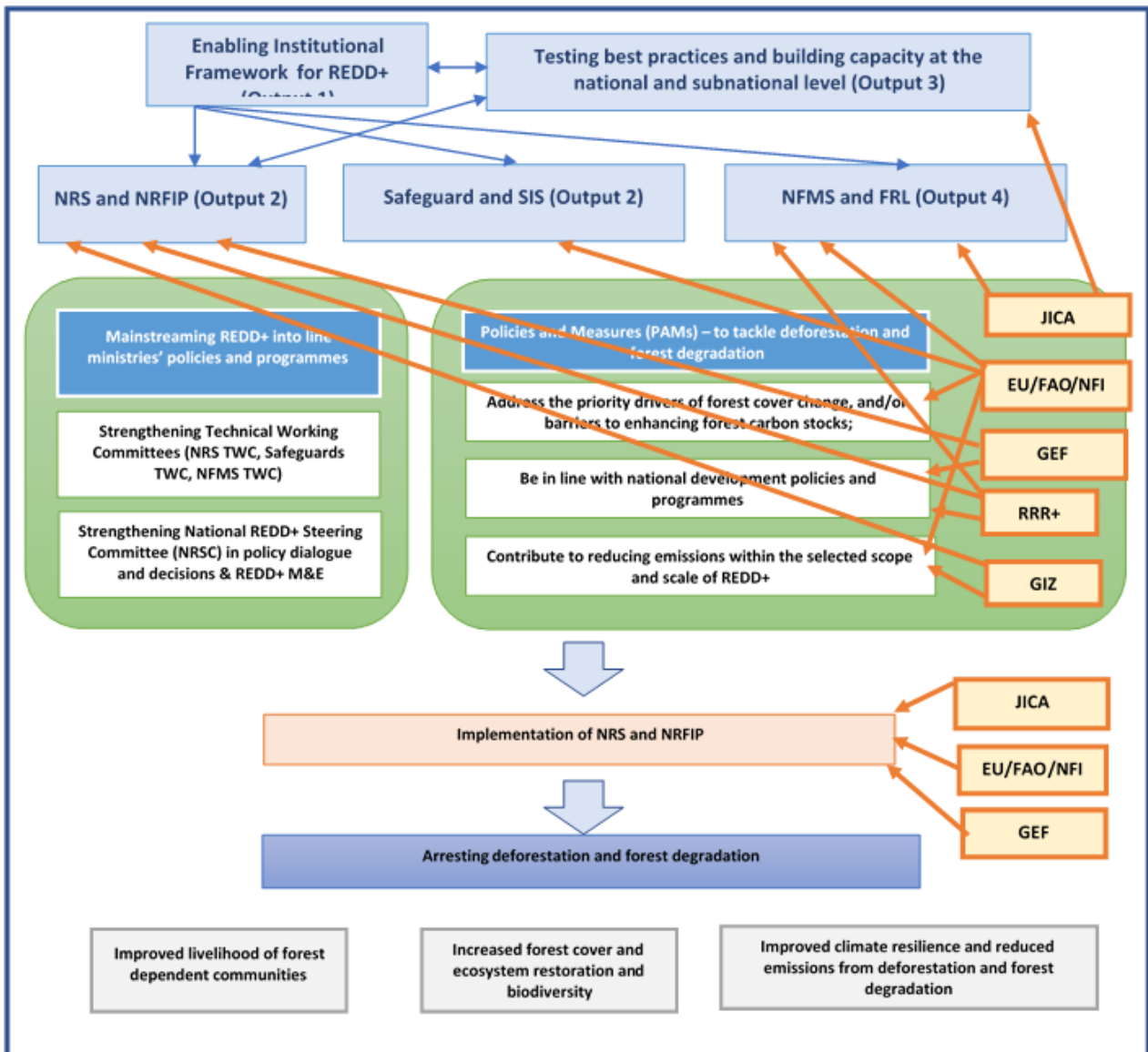
## IV. Project Management

### 4.1. Cost Efficiency and Effectiveness

The FCPF II project seeks to deliver maximum results with available resources as well as in partnership with other related initiatives.

As Figure 7 shows, the project will coordinate closely with JICA on the capacity building at the subnational level (output 3), and with EU/FAO for the efforts to support NFMS and FRL activities. The project will also collaborate closely with the UNDP Global Environment Facility (GEF) funded projects to support strengthening environmental conservation within NRS and NRFIP (output 2), with CfRN to support REDD+ management arrangements (Output 1) and reporting on GHG emissions (Output 4).

Figure 7. Coordination with other related initiatives in addressing deforestation and forest degradation.



## 4.2. Project Management

The project will be implemented under the National Implementation (NIM) Modality. The project management unit will be located at the CCDA. Project activities will be mainly at the national level, especially for outputs 1, 2 and 4. For Output 3, project activities will be conducted at the subnational level in three provinces of Madang, East New Britain and West New Britain (see VIII governance and management arrangements). The project will be implemented in accordance with the World Bank-UNDP FCPF Transfer Agreement, taking into account other relevant decisions adopted by the FCPF Participants Committee and guidance that UNDP, as the delivery partner, may receive from the FCPF FMT.

### **Compliance with the Common Approach to Environmental and Social Safeguards**

Implementation will ensure compliance with the FCPF Common Approach to Environmental and Social Safeguards. UNDP's Social and Environmental Policies and Procedures that ensure compliance with the Common Approach include the following elements:

- *UNDP's Social and Environmental Standards (SES)*

The objectives of the Standards are to: (i) strengthen the social and environmental outcomes of UNDP projects; (ii) avoid adverse impacts to people and the environment affected by projects; (iii) minimize, mitigate, and manage adverse impacts where avoidance is not possible; (iv) strengthen UNDP and partner capacities for managing social and environmental risks; and (v) ensure full and effective stakeholder engagement, including through a mechanism to respond to complaints from project-affected people. For more information, see the Social and Environmental Standards.

- *Social and Environmental Screening Procedure (SESP)*

The objectives of the SESP are to: (a) Integrate the SES Overarching Principles (human rights, gender equality and environmental sustainability); (b) Identify potential social and environmental risks and their significance; (c) Determine the Project's risk category (Low, Moderate, High); and (d) Determine the level of social and environmental assessment and management required to address potential risks and impacts.

- *UNDP's Social and Environmental Compliance Review*

The main purpose of the compliance review will be to investigate alleged violations of UNDP's environmental and social commitments in a project financed, or to be financed, by UNDP or any other project where UNDP policies apply. The compliance review may result in findings of non-compliance, in which case recommendations will be provided to the Administrator about how to bring the Project into compliance and, where appropriate, mitigate any harm resulting from UNDP's failure to follow its policies or procedures. In carrying out its compliance review functions, the compliance unit will need full access to UNDP personnel, policies and records. It will also need the authority to conduct site visits of UNDP-supported projects in order to carry out its fact-finding function. For more information, see the Standard Operating Procedures for UNDP's Social and Environmental Compliance Unit.

- *UNDP's Stakeholder Response Mechanism (SRM)*

The SRM provides an additional, formal avenue for stakeholders to engage with UNDP when they believe that a UNDP project may have adverse social or environmental impacts on them; they have raised their concerns with Implementing Partners and/or with UNDP through standard channels for stakeholder consultation and engagement; and they have not been satisfied with the response. The

SRM provides a way for UNDP to address these situations systematically, predictably, expeditiously, and transparently. Through the SRM, UNDP Country Offices, Regional Bureaus and Service Centers and Headquarters collaborate in a thorough, good faith effort to resolve outstanding concerns to the satisfaction of all parties, and to document the results to ensure accountability and promote organizational learning. Given their proximity to the project, relationships with relevant actors and understanding of country context, Country Offices are generally best placed to lead in responding to complaints that come through the SRM. For more information on the SRM, see: UNDP's Stakeholder Response Mechanism: Overview and Guidance. Along with establishing a Country Office dispute resolution mechanism that complainants can access directly, the Country Office Designee will be responsible for identifying and evaluating any existing program- or project-level dispute resolution mechanisms, operated by the host government or other sponsor/partner, to which requests may be effectively referred. Where partners' mechanisms are used, UNDP's primary role will be to refer complaints to those mechanisms, provide support and resources, if warranted, for the effective handling of those grievances by the existing mechanisms, and monitor the processes to ensure they meet basic standards of independence, fairness and effectiveness. In some cases, UNDP's involvement in a particular dispute resolution process or in a particular country may require additional budgetary or staffing resources, which will be determined as the need arises.

The quality of the project will be regularly monitored and assured by UNDP staff, including regional advisors, programme analysts and associates. The UNDP country office will provide additional services such as recruitment of project personnel, procurement of goods and services, and identification and facilitation of training activities in accordance with the Letter of Agreement between UNDP and the Government for the Provision of Support Services. UNDP policies on cost recovery will apply for these activities.

The project will be audited as per requirements in the UNDP's Programme and Operations Policies and Procedures.

Additional technical support will be provided through access to external expertise locally and internationally, regional experts or institutions from the region as and when the Project Management Team identifies the need. UNDP will also provide support, particularly for compiling lessons learned and sharing experiences with other stakeholders locally and internationally.

## V. Results Framework

<p><b>Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework:</b></p> <p><b>Cluster 4:</b> By 2018, Government and civil society have enhanced capacity to implement biodiversity conservation, low carbon and climate resilient development initiatives for environmental sustainability and improved livelihood to reduce the vulnerability of women, girls, men and boys to disaster risks</p> <p><b>Country Programme Output:</b> Promote Low Carbon Growth and Climate Resilient Economic Development - Public institutions, private sector and local communities enhance the implementation of low carbon growth and climate resilient development initiatives for environmentally sustainable economic growth.</p> <p><b>Country Programme Indicator:</b> Increased number of government initiatives to promote environmental sustainability and climate resilience and reduce vulnerabilities</p> <p><b>Strategic plan focus area:</b> environment, climate change and sustainable livelihoods, crisis prevention and recovery</p>
<p><b>Project title and Atlas Project Number: Forest Carbon Partnership Facility II project &amp; Project number: 00106398</b></p>

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS			DATA COLLECTION METHODS
			Value	Year	2018	2018	2019	
<b>Output 1. Capacities exist for effective and efficient management of REDD+, including full and effective participation of all relevant stakeholders</b>								
<b>Output 1.1. National REDD+ management arrangements strengthened</b>	<p><b>1.1.1. Level of multi-agency National REDD+ Steering Committee, including subnational level committees</b></p> <p>Measured on a three-point scale:</p> <p>1=Not effective: Mechanisms function on an ad-hoc basis</p> <p>2=Somewhat effective: Mechanisms function partially</p> <p>3=Effective: Mechanisms function as expected</p>	<ul style="list-style-type: none"> <li>- Minutes of meetings of NRSCs and sub-national committees</li> <li>- Photo and Video materials</li> <li>- Annual report</li> <li>- Midterm review</li> <li>- Final review</li> </ul>	<b>2</b>	<b>2017</b>	<b>22</b>	<b>3</b>	<b>3</b>	Reviews of documents, meeting minutes
	<p><b>1.1.2. Extent of participation of stakeholders in REDD+ readiness activities at national levels</b></p> <p>Measured on a three-point scale:</p>	<ul style="list-style-type: none"> <li>- Minutes of meetings of TWCs and sub-national committees</li> </ul>	<b>2</b>	<b>2017</b>	<b>22</b>	<b>3</b>	<b>3</b>	Reviews of documents,

	<p>1= Some extent: Limited participation (measured by the number of participants for the TWCs and sub-working groups' meetings aggregated by sex)</p> <p>2= Moderate extent: Stakeholders engaged in planning (measured by the number of participants for the TWCs and sub-working groups' meetings aggregated by sex)</p> <p>3=Great extent: Stakeholders actively engaged and able to influence REDD+ related decisions (measured by the number of participants for TWCs and sub-working groups' meetings aggregated by sex+ concrete comments incorporated into REDD+ related policies)</p>	<ul style="list-style-type: none"> <li>- National REDD+ Expert Training Reports;</li> <li>- Stakeholders' Engagement Plans</li> <li>- Photo and Video materials</li> <li>- Annual report</li> <li>- Midterm review</li> <li>- Final review</li> </ul>						meeting minutes
	<p><b>1.1.3. Extent to which capacity of stakeholders, including non-government stakeholders improved</b></p> <p>Measured by:</p> <p>1= Some extent: Limited number and weak participation of stakeholders in REDD+ capacity building events</p> <p>2= Moderate extent: Regular number of stakeholders participated in REDD+ capacity building events</p> <p>3=Great extent: Enhanced capacity of stakeholders through scorecards and established pool of national REDD+ Experts</p>	<ul style="list-style-type: none"> <li>- REDD+ Expert Training Reports and scorecards;</li> <li>- TWC and other consultations meeting reports;</li> <li>- Knowledge management workshop reports</li> </ul>	<b>2</b>	<b>2017</b>	<b>22</b>	<b>3</b>	<b>3</b>	Reviews of documents, capacity building events documents
	<p><b>1.2.1 Extent to which national communication tools on REDD+ developed</b></p> <p>Measured by</p> <p>1= Some extent: Communication strategy drafted/PNG REDD+ website, Facebook and twitter available</p> <p>2= Moderate extent: Communication strategy revised/PNG REDD+ website, Facebook and twitter regularly updated and visited (e.g. number of downloads of communication materials)</p>	<ul style="list-style-type: none"> <li>- Communication products</li> <li>- Project progress reports</li> <li>- Report on assessment of media products</li> <li>- Guidelines for website maintenance;</li> <li>- Report on capacity building trainings on Coms</li> </ul>	<b>1</b>	<b>2017</b>	<b>11</b>	<b>2</b>	<b>3</b>	Reviews of documents, meeting minutes

<b>Output 1.2 Communications and information sharing systems developed</b>	3=Great extent: Communication strategy fully implemented, PNG REDD+ website, Facebook and twitter regularly updated and visited (e.g. number of downloads of communication materials)	- Website statistics - Website of REDD+ - Facebook - Twitter - Final review						
	<b>1.2.2 Extent to which province specific communication tools on REDD+ developed</b>  Measured by 1= Some extent: Province specific communication tools on REDD+ drafted 2= Moderate extent: Province specific communication tools on REDD+ drafted and implementation initiated 3=Great extent: Province specific communication tools on REDD+ fully implemented in target provinces	- Communication products - Project progress reports - Report on assessment of media products - Guidelines for website maintenance; - Report on capacity building trainings on Coms in target provinces - Website statistics - Website of REDD+ - Facebook - Twitter - Final review	<b>1</b>	<b>2017</b>	<b>11</b>	<b>2</b>	<b>3</b>	Reviews of documents, coms tools
	<b>1.2.3 Extent to which awareness of national stakeholders on REDD+ increased</b>  Measured by 1= Some extent: Communication and knowledge products developed 2= Moderate extent: Communication and knowledge products developed and disseminated among stakeholders	- Communication and knowledge products - Report on assessment of media products - Guidelines for website maintenance; - Report on capacity building trainings on	<b>1</b>	<b>2017</b>	<b>11</b>	<b>2</b>	<b>3</b>	Reviews of documents, coms tools



	<p>3=Great extent: Communication and knowledge products developed and number of REDD+ initiatives broadcasted via mass media (youtube, Facebook, twitter)</p>	<p>Coms in target provinces</p> <ul style="list-style-type: none"> <li>- Website statistics</li> <li>- Website of REDD+</li> <li>- Facebook</li> <li>- Twitter</li> <li>- Final review</li> </ul>						
	<p><b>1.2.4. Extent to which subnational stakeholders, local communities and IPs, are aware about REDD+</b></p> <p>Measured by</p> <p>1= Limited extent: communities and IPs in sample sites demonstrate a limited understanding of REDD+</p> <p>2= Moderate extent: more than half communities and IPs in sample sites demonstrate a basic understanding of REDD+ in terms of its main objectives</p> <p>3=Great extent: a majority of communities and IPs in sample sites can explain about main objectives of REDD+ and how REDD+ can contribute to sustainable forest management</p>	<ul style="list-style-type: none"> <li>- Baseline surveys</li> <li>- Subnational Stakeholders' Engagement Plans</li> <li>- REDD+ Gender Guidelines;</li> <li>- Photo and Video materials</li> <li>- Annual report</li> <li>- Midterm review</li> <li>- Final review</li> </ul>	<b>1</b>	<b>2017</b>	<b>11</b>	<b>2</b>	<b>3</b>	Reviews of documents, meeting minutes and surveys
<b>Output 1.3 Consultation and participation supported</b>	<p><b>1.3.1. Extent to which national consultation and participation mechanisms developed and institutionalised</b></p> <p>Measured by</p> <p>1= Limited extent: Limited participation of national and stakeholders in REDD+ consultation process</p> <p>2= Moderate extent: moderate participation of national stakeholders in REDD+ consultation process</p> <p>3=Great extent: relevant national stakeholders are fully part of consultation process.</p>	<ul style="list-style-type: none"> <li>- Consultation meetings reports;</li> <li>- Press-releases;</li> <li>- Photo and Video materials;</li> <li>- Social Media;</li> </ul>	<b>2</b>	<b>2017</b>	<b>22</b>	<b>3</b>	<b>3</b>	Reviews of documents, meeting minutes and surveys

	<p><b>1.3.2. Extent to which gender concerns are integrated into the proposed measures by the NRFIP, other policies and SIS</b></p> <p>Measured on a three-point scale:</p> <p>1= Some extent: relevant policy documents refer to their possible impacts on men and women</p> <p>2= Moderate extent: relevant policy documents refer to their possible impacts on men and women and include some measures to ensure positive impacts</p> <p>3=Great extent: relevant policy documents include full measures and budget to ensure positive impacts</p>	<ul style="list-style-type: none"> <li>- NRFIP</li> <li>- Sectoral policies;</li> <li>- Stakeholders' Engagement Plans</li> <li>- REDD+ Gender Guidelines;</li> <li>- Photo and Video materials</li> <li>- Annual report</li> <li>- Midterm review</li> <li>- Final review</li> </ul>	<b>1</b>	<b>2017</b>	<b>11</b>	<b>2</b>	<b>3</b>	
<b>Output 2. Endorsement of PNG's National REDD+ Strategy and National REDD+ Finance and Investment Plan (NRFIP)</b>								
<b>Output 2.1. REDD+ Strategy Options (PAMs) assessed and modelled</b>	<p><b>2.1.1. Extent of progress in National REDD+ Strategy and National REDD+ Finance and Investment Plan (NRFIP)</b></p> <p>Measured on a three-point scale:</p> <p>0= None: no initial assessment and analysis</p> <p>1= Moderate extent: Improved assessment and analysis</p> <p>2= Great extent: final Drafts of Action plan ready for endorsement</p>	<ul style="list-style-type: none"> <li>- NRS and NRFIP;</li> <li>- Economic and financial assessment reports;</li> </ul>	<b>1</b>	<b>2017</b>	<b>11</b>	<b>2</b>	<b>3</b>	Document reviews
	<p><b>2.1.2. Extent of progress in policy support on Protected Areas (CEPA)</b></p> <p>Measured on a three-point scale:</p> <p>0=None: No initial draft manuals</p> <p>1=Moderate extent: Initial draft manuals</p> <p>2=Great extent: final Drafts ready for endorsement</p>	<ul style="list-style-type: none"> <li>- PA Policy review documents;</li> </ul>	<b>0</b>	<b>2017</b>	<b>00</b>	<b>1</b>	<b>2</b>	Document reviews

	<p><b>2.1.3. Extent of progress in review of Climate Change (Review of Climate Change (Management) Act)</b></p> <p>Measured on a three-point scale:  0=None: No initial draft manuals  1=Moderate extent: Initial draft manuals  2=Great extent: final draft amendments ready for endorsement</p>	- Draft CCMA and Amendments	<b>0</b>	<b>2017</b>	<b>00</b>	<b>1</b>	<b>2</b>	Document reviews
	<p><b>2.1.4. Extent of progress in review of Forestry Act</b></p> <p>Measured on a three-point scale:  0=None: No initial draft manuals  1=Moderate extent: Initial draft manuals  2=Great extent: final draft amendments ready for endorsement</p>	- Reviewed Forestry Act and Amendments	<b>0</b>	<b>2017</b>	<b>00</b>	<b>1</b>	<b>2</b>	Document reviews
	<p><b>2.1.5. Extent of progress in review of Agricultural Policy</b></p> <p>Measured on a three-point scale:  0=None: No initial draft manuals  1=Moderate extent: Initial draft manuals  2=Great extent: final draft amendments ready for endorsement</p>	- Reviewed Agricultural Policy documents and Amendments	<b>0</b>	<b>2017</b>	<b>00</b>	<b>1</b>	<b>2</b>	Document reviews
	<p><b>2.1.6. Extent of progress in review of Sustainable Land Use Policy</b></p> <p>Measured on a three-point scale:  0=None: No initial draft manuals  1=Moderate extent: Initial draft manuals  2=Great extent: final draft amendments ready for endorsement</p>	- Reviewed Land Use Policy documents and Amendments	<b>0</b>	<b>2017</b>	<b>00</b>	<b>1</b>	<b>2</b>	Document reviews

	<p><b>2.1.7. Extent of progress in review of subnational policies related to land-use, conservation, forestry, agriculture and climate change</b></p> <p>Measured on a three-point scale:  0=None: No initial draft manuals  1=Moderate extent: Initial draft manuals  2=Great extent: final draft amendments ready for endorsement</p>	<ul style="list-style-type: none"> <li>- Reviewed Policy documents and recommendations</li> </ul>	<b>0</b>	<b>2017</b>	<b>00</b>	<b>1</b>	<b>2</b>	Document reviews
	<p><b>2.1.8. Extent of progress in establishment of Palm Oil Platform in the country</b></p> <p>Measured on a three-point scale:  0=None: No initial draft manuals  1=Moderate extent: Initial draft manuals  2=Great extent: final draft amendments ready for endorsement</p>	<ul style="list-style-type: none"> <li>- PO Platform established and staff recruited;</li> <li>- Progress Reports;</li> <li>- Annual report</li> <li>- Midterm review</li> <li>- Final review</li> <li>-</li> </ul>	<b>0</b>	<b>2017</b>	<b>00</b>	<b>1</b>	<b>2</b>	Document review, meeting minutes, ToRs, UNDP GCP guidelines
<b>Output 2.2. Social and environmental impacts addressed, including Grievance Redress Mechanisms (GRMs)</b>	<p><b>2.2.1. Extent of progress in development of Safeguards Information System including Grievance Redress Mechanism (GRM)</b></p> <p>Measured on a three-point scale:  1= Some extent: Initial assessment and analysis  2= Moderate extent: Draft proposal of SIS and GRM for PNG  3=Great extent: final proposals for SIS and GRM ready for endorsement</p>	<ul style="list-style-type: none"> <li>- Technical reports</li> <li>- Annual Report</li> <li>- Midterm review</li> <li>- Final review</li> </ul>	<b>1</b>	<b>2017</b>	<b>11</b>	<b>2</b>	<b>3</b>	Document reviews
	<p><b>2.2.2 Extent of progress in the establishment of Grievance Redress Mechanism (GRM) in PNG</b></p> <p>Measured on a three-point scale:  1= Some extent: no GRM in PNG  2= Moderate extent: Draft proposal of GRM for PNG  3=Great extent: GRM established and pilot in PNG</p>	<ul style="list-style-type: none"> <li>- GRM Guidelines</li> <li>- Assessment Reports</li> <li>- FPIC Guidelines</li> </ul>	<b>1</b>	<b>2017</b>	<b>11</b>	<b>2</b>	<b>3</b>	Document reviews

<b>Output 2.3. Arrangements for the management of REDD+ finance developed</b>	<b>2.3.1 Extent of progress in REDD+ finance mechanisms</b> Measured on a three-point scale: 1= Some extent: Initial assessment and analysis 2= Moderate extent: Draft mechanisms proposed 3=Great extent: Financed mechanisms ready for endorsement	- Technical reports - Annual Report - Midterm review - Final review -	<b>0</b>	<b>2017</b>	<b>00</b>	<b>1</b>	<b>2</b>	Document reviews
<b>Output 3. Sub-national stakeholders have capacity for REDD+ planning</b>								
<b>Output 3.1. Provincial REDD+ Action Plans developed through consultative processes</b>	<b>3.1.1. Extent to which sub-national consultation and participation mechanisms developed and institutionalised</b> Measured by 1= Limited extent: Limited participation of subnational stakeholders in REDD+ consultation process 2= Moderate extent: moderate participation of subnational stakeholders in REDD+ consultation process 3=Great extent: relevant subnational stakeholders are fully part of consultation process.	- Consultation meetings reports; - Press-releases; - Photo and Video materials; - Social Media;	<b>2</b>	<b>2017</b>	<b>22</b>	<b>3</b>	<b>3</b>	Reviews of documents, meeting minutes and surveys
	<b>3.1.2 Extent to which subnational governments can assess key causes of D&amp;D and propose coordinated management approaches to address these causes</b> Measured on a three-point scale: 1= Limited extent: initial assessments of causes 2= Moderate extent: draft management plans based on the assessments prepared 3= Great extent: full diagnosis of causes of D&D complete and a management plan is drafted ready for implementation	- Technical reports - Annual Report - Midterm review - Final review - Field monitoring	<b>1</b>	<b>2017</b>	<b>11</b>	<b>2</b>	<b>3</b>	Document reviews Field monitoring

	<p><b>3.1.3 Extent to which a landscape and integrated approach is promoted for REDD+</b></p> <p>Measured on a three-point scale:</p> <p>0= None extent: No management plans at the landscape level</p> <p>1= Moderate extent: proposal of draft landscape management approaches developed</p> <p>2= Great extent: a landscape approach is implemented by government agencies including CCDA, PNGFA, DLPP, DPLLGA ready for endorsement</p>	<ul style="list-style-type: none"> <li>- Technical reports</li> <li>- Annual Report</li> <li>- Midterm review</li> <li>- Final review</li> <li>- Field monitoring</li> </ul>	<b>0</b>	<b>2017</b>	<b>00</b>	<b>1</b>	<b>2</b>	Document reviews Field monitoring
	<p><b>3.1.4 Extent of progress in assessing potential development scenarios at the provincial level</b></p> <p>Measured on a three-point scale:</p> <p>0= None extent: No management plans at the landscape level</p> <p>1= Moderate extent: proposal of draft landscape management approaches developed</p> <p>2= Great extent: a full assessment of potential development scenarios for target REDD+ interventions</p>	<ul style="list-style-type: none"> <li>- Feasibility assessment reports</li> <li>- Annual Report</li> <li>- Midterm review</li> <li>- Final review</li> <li>- Field monitoring</li> </ul>	<b>0</b>	<b>2017</b>	<b>00</b>	<b>1</b>	<b>2</b>	Document reviews Field monitoring
<b>Output 3.2. Gender-responsive stakeholder engagement plan and tools developed</b>	<p><b>3.2.1. Extent of progress in developing Stakeholders' Engagement Plans in Madang, East New Britain and West New Britain</b></p> <p>Measured by</p> <p>1= Limited extent: Absence of stakeholder engagement tools: communication and participation tools including FPIC and gender tools in pilot provinces</p> <p>2= Moderate extent: a set of stakeholder engagement tools: communication and participation tools including FPIC and gender tools drafted in pilot provinces</p> <p>3=Great extent: a set of stakeholder engagement tools: communication and participation tools including FPIC and gender tools implemented in pilot provinces</p>	<ul style="list-style-type: none"> <li>- Mapping assessment results</li> <li>- Subnational Stakeholders' Engagement Plans</li> <li>- REDD+ Gender Guidelines;</li> <li>- Photo and Video materials</li> <li>- Annual report</li> <li>- Midterm review</li> <li>- Final review</li> </ul>	<b>1</b>	<b>2017</b>	<b>11</b>	<b>2</b>	<b>3</b>	Reviews of documents, meeting minutes and surveys

	<p><b>3.2.2. Extent to which gender sensitive stakeholder engagement tools, including provisions for FPIC</b></p> <p>Measured on a three-point scale:</p> <p>1= Some extent: relevant policy documents refer to their possible impacts on men and women</p> <p>2= Moderate extent: relevant gender sensitive stakeholder engagement tools refer to their possible impacts on men and women and include some measures to ensure positive impacts</p> <p>3=Great extent: relevant gender sensitive stakeholder engagement tools include full measures and budget to ensure positive impacts</p>	<ul style="list-style-type: none"> <li>- Stakeholders' Engagement Plans</li> <li>- Provisions for FPIC</li> <li>- REDD+ Gender Guidelines;</li> <li>- Photo and Video materials</li> <li>- Annual report</li> <li>- Final review</li> </ul>	<b>0</b>	<b>2017</b>	<b>00</b>	<b>1</b>	<b>2</b>	Document reviews Field monitoring
<b>Output 3.3. Capacity building delivered to provincial stakeholders</b>	<p><b>3.3. Number of trained provincial stakeholders on REDD+ and level of their participations in REDD+ capacity building events</b></p> <p>Measured on a three-point scale:</p> <p>1= Some extent: Limited participation (measured by the number of participants in the trainings and other capacity building events aggregated by sex)</p> <p>2= Moderate extent: Stakeholders engaged in trainings (measured by the number of participants in the trainings and other capacity building events aggregated by sex)</p> <p>3=Great extent: Stakeholders actively engaged and able to influence REDD+ related decisions</p> <p>(measured by the number of participants in the trainings and other capacity building events aggregated by sex concrete comments incorporated into REDD+ related policies)</p>	<ul style="list-style-type: none"> <li>- Training reports</li> <li>- Provincial consultations meetings minutes;</li> <li>- Photo and Video materials</li> <li>- Annual report</li> <li>- Final review</li> </ul>	<b>0</b>	<b>2017</b>	<b>00</b>	<b>1</b>	<b>2</b>	Document reviews Field monitoring

	<p><b>3.3.2 Extent to which provincial forestry and climate change plans reviewed and developed</b></p> <p>Measured on a three-point scale:</p> <p>1= Some extent: No inclusive provincial forestry and climate change plans</p> <p>2= Moderate extent: provincial forestry and climate change plans reviewed and developed</p> <p>3=Great extent: provincial forestry and climate change plans tested and piloted</p>	<ul style="list-style-type: none"> <li>- NRFIP</li> <li>- Provincial forestry plans</li> <li>- Provincial climate change plans;</li> <li>- Photo and Video materials</li> <li>- Annual report</li> <li>- Midterm review</li> <li>- Final review</li> </ul>	<b>1</b>	<b>2017</b>	<b>11</b>	<b>2</b>	<b>3</b>	Review of documents
	<p><b>3.3.3 Extent to which provincial climate change committees including provincial forestry offices are supported</b></p> <p>Measured on a three-point scale:</p> <p>1= Some extent: baseline documents to institutionalise PCCC and PFOs</p> <p>2= Moderate extent: relevant documents to institutionalise PCCC and PFOs reviewed</p> <p>3=Great extent: capacity of PFO and PCCC enhanced in pilot provinces</p>	<ul style="list-style-type: none"> <li>- NRFIP</li> <li>- Provincial forestry plans</li> <li>- Provincial climate change plans;</li> <li>- Photo and Video materials</li> <li>- Annual report</li> <li>- Midterm review</li> <li>- Final review</li> </ul>	<b>1</b>	<b>2017</b>	<b>11</b>	<b>2</b>	<b>3</b>	Review of documents
<b>Output 4: Capacities exist for NFMS and FREL management and development (FAO/PNGFA/CCDA)</b>								
<b>Output 4.1. FRL and NFMS improvements supported</b>	<p><b>4.1.1. UNFCCC technical assessment incorporated into the Forest Reference Level (FRL)</b></p> <p>Comments from UNFCCC duly reviewed and incorporated</p> <p>1 = Low; FREL not developed</p> <p>2 = Medium; FREL submitted to the UNFCCC</p> <p>3 = High; FREL TA completed and revised FREL posted online</p>	<ul style="list-style-type: none"> <li>- FRL document</li> <li>- TAP Comments</li> <li>- GHG emission estimates and removals from LULUCF</li> <li>- PNG's BUR and TNC</li> </ul>	<b>2</b>	<b>2017</b>	<b>22</b>	<b>3</b>	<b>3</b>	Document reviews



	<p><b>4.1.2. Web-GIS portal for PNG's National Forest Monitoring System (NFMS) improved with increased information and user friendliness</b></p> <p>Web-platform functioned and expanded with capacities and mechanisms to monitor REDD+ interventions</p> <p>1 = Low; web-GIS platform not online</p> <p>2 = Medium; web-GIS platform online with open access</p> <p>3 = High; web-GIS platform online with data regularly updated by a team of trained operators and various data downloadable</p>	<p>- Web-platform and PNG-REDD+ website</p> <p>-</p>	<b>1</b>	<b>2017</b>	<b>11</b>	<b>2</b>	<b>3</b>	Document reviews
<p><b>Output 4.2. Support to improving the quality of forest data for accurate GHG reporting and monitoring of REDD+ safeguards and PAMs</b></p>	<p><b>4.2.1. Extent of progress in assessing of flora/fauna biodiversity as part of National Forest Inventory</b></p> <p>Measured on a three-point scale:</p> <p>0= None extent: No assessment done</p> <p>1= Moderate extent: draft flora/fauna biodiversity assessment progressed</p> <p>2= Great extent: report and database of flora/fauna biodiversity assessment in the NFI</p>	<p>- Assessment reports</p> <p>- NFI</p> <p>- Mid-term reviews</p> <p>- Field reports</p> <p>-</p>	<b>0</b>	<b>2017</b>	<b>00</b>	<b>1</b>	<b>2</b>	Document reviews Field assessment
	<p><b>4.2.2 Design and commencement of the remeasurement of Permanent Sampling Plot to improve accuracy of estimating GFG removal in degraded forest</b></p> <p>Measured on a three-point scale:</p> <p>0= None: carbon removal by tree growth in degraded forest is not estimated using annual gain-loss method in the PNG FRL</p> <p>1= Moderate: database contains emission factor for estimating carbon removal by tree growth in degraded forest designed</p> <p>2 = Great extent: model to estimate annual carbon removal in degraded forest</p>	<p>- PSP remeasurement proposal &amp; plans</p> <p>- PSP remeasurement</p> <p>- PSP database</p> <p>- Model for estimating carbon removal of degraded forest</p>	<b>0</b>	<b>2017</b>	<b>00</b>	<b>1</b>	<b>2</b>	Document and database review Field assessment

	<p><b>4.2.3. Level of Activity and Emission Factors data availability improvements for reporting to UNFCCC</b></p> <p>Measured on a three-point scale:</p> <p>1= Low: Database contains limited data of Emission Factors and GHG estimate</p> <p>2= Moderate: Only some data available related to Emission Factors and GHG estimate</p> <p>3 = Improved: Database contains improved Emission Factor, Activity Data, and GHG estimates for NFI</p>	<p>- Database contains improved Emission Factor, Activity Data, and GHG estimates</p> <p>-</p>	<p><b>1</b></p>	<p><b>2017</b></p>	<p><b>11</b></p>	<p><b>2</b></p>	<p><b>3</b></p>	<p>Document reviews</p> <p>Field assessment</p>
	<p><b>4.2.4. Extent of progress to improve the national safeguards framework and information systems, including data collection methodologies</b></p> <p>Measured on a three-point scale:</p> <p>0= None extent: No assessment done</p> <p>1= Moderate extent: draft data collection methodologies exist</p> <p>2= Great extent: data collection methodologies endorsed by PNGFA and available for use</p>	<p>- SIS framework</p> <p>- Data methodologies;</p> <p>- Review reports;</p> <p>- Meetings minutes;</p> <p>- Data;</p>	<p><b>0</b></p>	<p><b>2017</b></p>	<p><b>0</b></p>	<p><b>1</b></p>	<p><b>2</b></p>	<p>Document reviews</p> <p>Field monitoring</p>

## VI. Monitoring and Evaluation

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans

### Monitoring Plan

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

<b>Annual Project Quality Assurance</b>	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	CCDA/PNGFA	
<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	NRSC/CCDA/PNGFA	
<b>Project Report</b>	A progress report will be presented to the Project Executive Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)		NRSC/CCDA/PNGFA	
<b>Project Review (Project Executive Board)</b>	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Executive Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	At least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	NRSC/CCDA/PNGFA	US\$10,000 (Cost of PEB meetings)

## Evaluation Plan

Evaluation Title	Planned Completion Date	Cost and Source of Funding	Key Evaluation Stakeholders	Related Strategic Plan Output	UNDAF/CPD Outcome
Final Evaluation	November, 2020	\$35,000 (Project budget)	CCDA/PNGFA	<b>Output 1.1:</b> Promote Low Carbon Growth and Climate Resilient Economic Development - Public institutions, private sector and local communities enhance the implementation of low carbon growth and climate resilient development initiatives for environmentally sustainable economic growth	<b>UNDAF Cluster 4:</b> By 2018, Government and civil society have enhanced capacity to implement biodiversity conservation, low carbon and climate resilient development initiatives for environmental sustainability and improved livelihood to reduce the vulnerability of women, girls, men and boys to disaster risks

## VII. Multi-Year Work Plan for 2018-2020

Expected Outputs	Planned Activities	Budget Description	Responsible Party	Planned budget by Year			Total Amount	Funding Source
				2018	2019	2020		
<b>Output 1: Capacities exist for effective and efficient management of REDD+, including full and effective participation of all relevant stakeholders</b>	<i>1.1. National REDD+ management arrangements</i>	71200 - International Consultant	CCDA/FCPF	\$137,000	\$115,000	\$85,000	<b>\$337,000</b>	FCPF
		71300 - Local Consultants	CCDA/FCPF	\$20,000	\$20,000	\$11,523	<b>\$51,523</b>	FCPF
	<i>1.2. Communications and information sharing systems developed</i>	71400 - Contractual Services-Individual	CCDA/FCPF	\$11,052	\$22,103	\$22,103	<b>\$55,258</b>	FCPF
		71600 - Travel	CCDA/FCPF	\$34,000	\$27,000	\$2,000	<b>\$63,000</b>	FCPF
		72100 - Contractual Services-Companies	CCDA/FCPF	\$100,000	\$40,000	\$30,000	<b>\$170,000</b>	FCPF
	<i>1.3. Consultation and participation supported</i>	72200 - Equipment & Furniture	CCDA/FCPF	\$50,500	\$10,000	\$13,646	<b>\$74,146</b>	FCPF
		72500 - Supplies	CCDA/FCPF	\$8,000	\$7,000	\$7,000	<b>\$22,000</b>	FCPF
		74200 - Audio Visual & Print Prod Costs	CCDA/FCPF	\$16,000	\$10,500	\$2,500	<b>\$29,000</b>	FCPF
		74599 - Cost Recovery	CCDA/FCPF	\$31,000	\$18,600	\$18,600	<b>\$68,200</b>	FCPF
		74500 - Miscellaneous	CCDA/FCPF	\$7,500	\$7,000	\$7,000	<b>\$21,500</b>	FCPF
		75700 - Training, Workshops & Conferences	CCDA/FCPF	\$152,000	\$154,000	\$154,000	<b>\$460,000</b>	FCPF

		<b>Sub-total Output 1</b>		<b>\$567,052</b>	<b>\$431,203</b>	<b>\$353,373</b>	<b>\$1,351,628</b>		
<b>Output 2: Endorsement of PNG's National REDD+ Strategy and National REDD+ Finance and Investment Plan (NRFIP)</b>	<i>2.1. REDD+ Strategy Options (PAMs) Assessment and Modelling</i>	71200 - International Consultant	CCDA/FCPF	\$203,650	\$70,000	\$79,393	<b>\$353,043</b>	FCPF	
		71300 - Local Consultants	CCDA/FCPF	\$114,315	\$15,000	\$0	<b>\$129,315</b>	FCPF	
	<i>2.2. Social and environmental impacts addressed, including Grievance Redress Mechanisms (GRMs)</i>	71400 - Contractual Services-Individual	CCDA/FCPF	\$77,362	\$88,413	\$22,103	<b>\$187,878</b>	FCPF	
		71600 - Travel	CCDA/FCPF	\$12,500	\$6,500	\$6,000	<b>\$25,000</b>	FCPF	
		72100 - Contractual Services-Companies	CCDA/FCPF	\$35,000	\$15,000	\$0	<b>\$50,000</b>	FCPF	
		72200 - Equipment & Furniture	CCDA/FCPF	\$4,000	\$4,000	\$4,000	<b>\$12,000</b>	FCPF	
		<i>2.3. Arrangements for the management of REDD+ finance</i>	72500 - Supplies	CCDA/FCPF	\$4,000	\$4,000	\$3,500	<b>\$11,500</b>	FCPF
			74200 - Audio Visual & Print Prod Costs	CCDA/FCPF	\$10,500	\$8,500	\$8,500	<b>\$27,500</b>	FCPF
			74599 - Cost Recovery	CCDA/FCPF	\$18,600	\$18,600	\$18,600	<b>\$55,800</b>	FCPF
			74500 - Miscellaneous	CCDA/FCPF	\$7,500	\$7,000	\$7,000	<b>\$21,500</b>	FCPF
		75700 - Training, Workshops & Conferences	CCDA/FCPF	\$60,000	\$12,000	\$17,000	<b>\$89,000</b>	FCPF	
		<b>Sub-total Output 2</b>		<b>\$547,427</b>	<b>\$249,013</b>	<b>\$166,096</b>	<b>\$962,536</b>		
<b>Output 3: Sub-national stakeholders have capacity for REDD+ planning</b>	<i>3.1. Provincial REDD+ Action Plans development</i>	71200 - International Consultant	CCDA/FCPF	\$140,000	\$190,000	\$130,000	<b>\$460,000</b>	FCPF	
		71300 - Local Consultants	CCDA/FCPF	\$35,000	\$35,000	\$35,000	<b>\$105,000</b>	FCPF	
	<i>3.2. Development of</i>	71400 - Contractual Services-Individual	CCDA/FCPF	\$11,052	\$22,103	\$22,103	<b>\$55,258</b>	FCPF	

	<i>Gender-responsive stakeholder engagement plan and tools</i>  <i>3.3. Capacity building delivered to provincial stakeholders</i>	71600 - Travel	CCDA/FCPF	\$19,000	\$11,000	\$16,000	<b>\$46,000</b>	FCPF
		72100 - Contractual Services-Companies	CCDA/FCPF	\$172,400	\$25,000	\$0	<b>\$197,400</b>	FCPF
		72200 - Equipment & Furniture	CCDA/FCPF	\$15,000	\$10,000	\$10,000	<b>\$35,000</b>	FCPF
		72500 - Supplies	CCDA/FCPF	\$2,000	\$1,500	\$1,500	<b>\$5,000</b>	FCPF
		74200 - Audio Visual & Print Prod Costs	CCDA/FCPF	\$11,500	\$10,500	\$10,500	<b>\$32,500</b>	FCPF
		74599 - Cost Recovery	CCDA/FCPF	\$18,600	\$18,600	\$18,600	<b>\$55,800</b>	FCPF
		74500 - Miscellaneous	CCDA/FCPF	\$7,500	\$7,000	\$7,000	<b>\$21,500</b>	FCPF
		75700 - Training, Workshops & Conferences	CCDA/FCPF	\$89,000	\$111,000	\$81,000	<b>\$281,000</b>	FCPF
		<b>Sub-total Output 3</b>		<b>\$521,052</b>	<b>\$441,703</b>	<b>\$331,703</b>	<b>\$1,294,458</b>	
<b>Outcome 4: Capacities exist for NFMS and FREL management and development</b>	<i>4.1. Support to FRL and NFMS improvements</i>  <i>4.2. Support to improving the quality of forest data for accurate GHG reporting and monitoring of REDD+ safeguards and PAMs</i>	71200 - International Consultant	PNGFA/CCDA/FAO	\$130,000	\$80,000	\$80,000	<b>\$290,000</b>	FCPF
		71300 - Local Consultants	PNGFA/CCDA/FAO	\$20,000	\$20,000	\$20,000	<b>\$60,000</b>	FCPF
		71400 - Contractual Services-Individual	PNGFA/CCDA/FAO	\$0	\$0	\$0	<b>\$0</b>	FCPF
		71600 - Travel	PNGFA/CCDA/FAO	\$29,000	\$21,000	\$21,000	<b>\$71,000</b>	FCPF
		72100 - Contractual Services-Companies	PNGFA/CCDA/FAO	\$40,000	\$40,000	\$40,000	<b>\$120,000</b>	FCPF
		72200 - Equipment & Furniture	PNGFA/CCDA/FAO	\$40,000	\$15,000	\$15,000	<b>\$70,000</b>	FCPF
		72500 - Supplies	PNGFA/CCDA/FAO	\$10,000	\$7,000	\$7,000	<b>\$24,000</b>	FCPF



		74200 - Audio Visual & Print Prod Costs	PNGFA/CCDA/FAO	\$16,000	\$8,000	\$8,000	<b>\$32,000</b>	FCPF
		74599 - Cost Recovery	PNGFA/CCDA/FAO	\$0	\$0	\$0	<b>\$0</b>	FCPF
		74500 - Miscellaneous	PNGFA/CCDA/FAO	\$4,000	\$2,000	\$2,000	<b>\$8,000</b>	FCPF
		75700 - Training, Workshops & Conferences	PNGFA/CCDA/FAO	\$50,000	\$40,000	\$35,000	<b>\$125,000</b>	FCPF
		<b>Sub-total Output 4</b>		<b>\$339,000</b>	<b>\$233,000</b>	<b>\$228,000</b>	<b>\$800,000</b>	
<b>Project Management</b>		71400 - Contractual Services-Individual	CCDA/FCPF	\$66,389	\$132,777	\$132,777	<b>\$331,943</b>	FCPF
		71600 - Travel	CCDA/FCPF	\$1,000	\$2,000	\$2,000	<b>\$5,000</b>	FCPF
		72200 - Equipment & Furniture	CCDA/FCPF	\$1,000	\$2,000	\$2,000	<b>\$5,000</b>	FCPF
		74200 - Audio Visual & Print Prod Costs	CCDA/FCPF	\$2,750	\$5,500	\$5,500	<b>\$13,750</b>	FCPF
		72500 - Supplies	CCDA/FCPF	\$3,500	\$7,000	\$7,000	<b>\$17,500</b>	FCPF
		74500 - Miscellaneous	CCDA/FCPF	\$6,500	\$7,000	\$7,000	<b>\$20,500</b>	FCPF
		75700 - PEB Meetings (Workshops, Trainings)	CCDA/FCPF	\$2,500	\$5,000	\$5,000	<b>\$12,500</b>	FCPF
		<b>Sub-total Project Management</b>		<b>\$83,639</b>	<b>\$161,277</b>	<b>\$161,277</b>	<b>\$406,193</b>	
		<b>TOTAL FOR ALL OUTPUTS (PROGRAMMABLE FUNDS)</b>		<b>\$ 2,058,169</b>	<b>\$ 1,516,197</b>	<b>\$ 1,240,449</b>	<b>\$ 4,814,815</b>	
		<b>UNDP's GMS (8%)</b>		<b>\$ 164,653.49</b>	<b>\$ 121,295.76</b>	<b>\$ 99,235.95</b>	<b>\$ 385,185.20</b>	

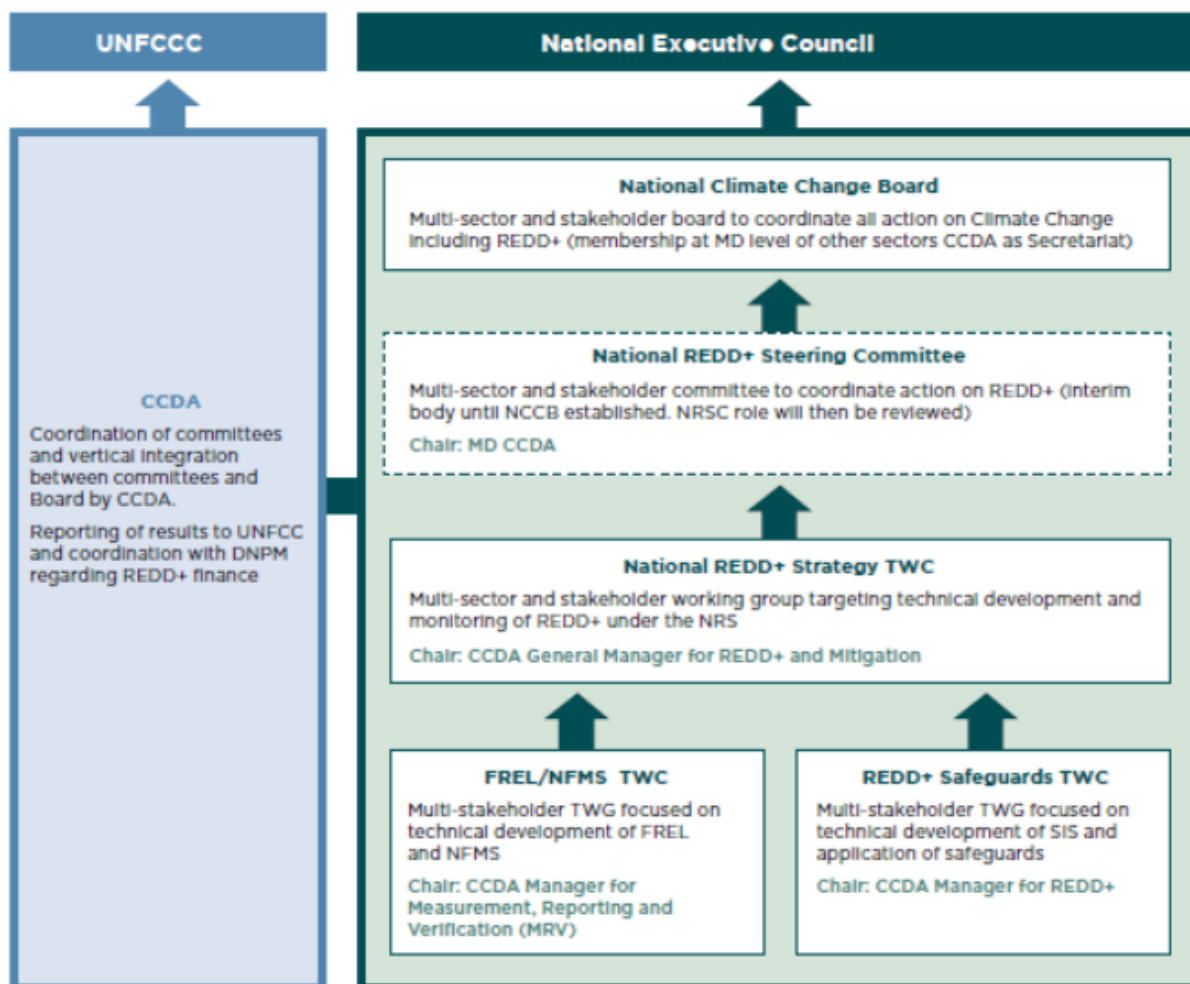
	<b>GRAND TOTAL (2018 - 2020)</b>		<b>\$ 2,222,822.13</b>	<b>\$ 1,637,492.76</b>	<b>\$ 1,339,685.31</b>	<b>\$ 5,200,000.20</b>	
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### VIII. Governance and Management Arrangements

The project will be implemented over a period of 3.3 years: from September 2017 to December 2020.

UNDP will serve as a delivery partner to the FCPF II project. The Climate Change and Development Authority (CCDA) is the Implementing Partner. It is responsible for climate change and REDD+ policy in PNG. A capacity assessment for CCDA is not required as the implementation modality for this project is country office support to NIM. The responsible partner will be PNGFA, which is responsible for production forest areas in PNG.

The project will build on an existing institutional structures and human resources under the national REDD+ Management Arrangements (Figure 8. REDD+ Management Arrangements). CCDA is the central coordinating body for REDD+ development and implementation in PNG based on its institutional mandate<sup>30</sup> and its role as the designated national authority under the UNFCCC. Implementation of specific technical components of REDD+ (such as FRL or NFMS) may, however, be led by other agencies and the implementation of many of the PAMs will be led by relevant technical line agencies.



<sup>30</sup> CCDA was identified as the central agency for REDD+ development within the Climate Change Management Act, which notes it has regulatory responsibility for the forest and land-use sector with regard to climate change management Sections 53 and 69.

Figure 8. REDD+ Management Arrangements

**a) National REDD+ Steering Committee (NRSC)**

Chair: Managing Director of CCDA

Membership: Key Government bodies and a representative from of the private sector, civil society and academia

Frequency of meetings and reporting: Meetings will be held twice a year with reporting to the CCDA Board

The objective of the NRSC is to oversee and guide the development and implementation of PNG's National REDD+ Strategy by providing a platform for senior level coordination both within government and between government civil society and the private sector.

**b) National REDD+ Strategy Technical Working Committee (NRS TWC)**

Chair: General Manager for REDD+ and Mitigation within CCDA.

Membership: Representatives of key government bodies as well as civil society, academia and the private sector.

Frequency of meetings and reporting: Meetings will be held quarterly or more regularly if needed with reporting to the NRSC through the Manager for Mitigation in CCDA

The NRS TWC is a multi-stakeholder technical and advisory forum established to meet the need for PNG to respond to UNFCCC requirements and national development goals and will act as the primary technical forum for discussions on REDD+ and development of elements of the NRS. The TWC will have the capacity to form sub-TWCs to address key technical areas such as REDD+ Safeguards.

**c) National Forest Monitoring System and Forest Reference Emission Levels Technical Working Committee (NFMS/FREL TWC)**

Chair: Manager for Measurement, Reporting and Verification (MRV) and National Communications (NC) Division within CCDA

Membership: Representatives from key government bodies as well as civil society, academia and the private sector

Frequency of meetings and reporting: Meetings will be held quarterly or more regularly if needed with reporting to the NRSC through the Manager for Mitigation in CCDA

The NFMS/FREL TWC is a multi-stakeholder technical and advisory forum established to meet the need for PNG to respond to requirements under the UNFCCC. It will work with the MRV Unit of CCDA to support the development of a national FREL as part of the PNG's REDD+ Readiness efforts.

**d) REDD+ Social and Environmental Safeguards (SES) Technical Working Committee**

Chair: Manager for REDD+ Branch within CCDA

Membership: Representatives from key government bodies as well as civil society, academia and the private sector

Frequency of meetings and reporting: Meetings will be held quarterly or more regularly if needed with reporting to the NRSC through the Manager for Mitigation in CCDA

The SES TWC is a multi-stakeholder technical and advisory forum established to meet the need for PNG to respond to the multiple international safeguard requirements, in particular those under the UNFCCC (Cancun safeguards) and the FCPF [Strategic Environmental and Social Assessment (SESA) and Environmental and Social Management Framework (ESMF)]<sup>31</sup>, through the adoption of a country approach to safeguards (CAS).

**Oversight of FCPF Activities.** FCPF activities, performance and results will be overseen by a Programme Executive Board (PEB).

**Management of FCPF Activities.** FCPF activities will be managed by the CCDA as implementing partner, with PNGFA as a responsible party. Other partners will be engaged on specific issues of relevance to their mandates, as co-implementation organizations.

**Administration of FCPF Activities.** The FCPF Project Management Unit (PMU) sits in the CCDA office in Port Moresby and actively collaborates with the REDD+ Mitigation and other REDD+ related divisions to ensure smooth implementation of the project. Staff of the PMU consist of professional and administrative staff hired through the project. The Director, REDD+/Mitigation Division of CCDA, serves as the National Project Director (NPD). The NPD is responsible for provision of overall oversight and technical coordination of the project with PNGFA and other stakeholders through TWCs. The PMU will report to the National Programme Director, CCDA. Detailed Terms of Reference are annexed to this Project Document.

FCPF-II will continue support to the establishment of a Palm Oil Commodity Platform within the Department of Agriculture and Livestock (DAL); as such there is a need to include three more representatives from the DAL, DNPM and NBPOL in the list of PEB members. The new PEB will consist of representatives from the UNDP Country Office, CCDA, PNGFA, DAL, DNPM, NBPOL and Civil Society Organisation. Representatives from the civil society organizations, Indigenous Peoples organizations, and other relevant government agencies will be included as members of an Advisory Council to PEB, as observers. The PEB is co-chaired by the Managing Director of CCDA and a representative of the UNDP PNG Country Office. The PEB meetings are conducted at least two times annually and are responsible for:

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

The PEB will report to the National REDD+ Steering Committee. The Figure 9 illustrates Project Organisation Structure. The collaborating partners for demonstration sites' activities will include

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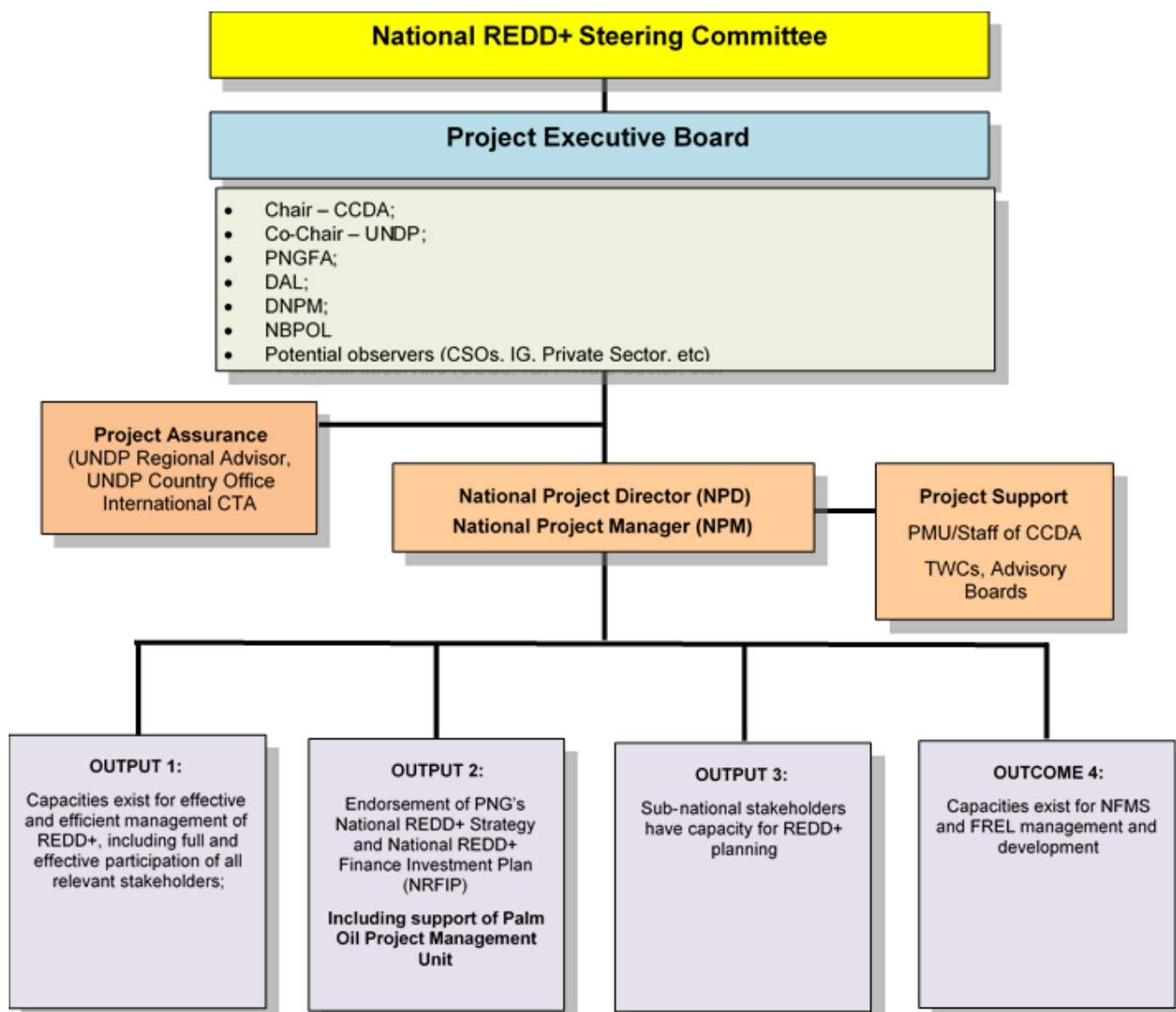
<sup>31</sup> Please refer to Annex 1 for safeguard requirements under the UNFCCC and FCPF.

Provincial, District and Local Level Governments, NGOs, industry partners, private sector and consultants where specific skills are needed that fall outside the capabilities of other partners.

The Director, REDD+/Mitigation Division of CCDA will serve as the National Project Director (NPD). The NPD will be responsible for day-to-day oversight of the PMU, and in addition will assume the duties of the NPD in his/her absence. The NPD shall be assisted by a national Project Manager and key technical and administrative staff. The NPD and D/NPD will be responsible for provision of overall oversight technical coordination of the project with PNGFA and other stakeholders. He/She will also participate in meetings of the UN/UNDP Coordination Mechanisms.

The CCDA on behalf of the Government of PNG will provide a working space (office premises) for the FCPF Project Management Unit as in-kind contribution to the implementation of the project.

Figure 9. Project Organisation Structure.



### Project Management Unit (PMU)

The PMU, based in CCDA, will be responsible for the management and daily coordination of the Project through adequate work plans, terms of references, and carefully designed administrative arrangements that will be reviewed and approved by the PEB. The PMU will be comprised by the following members:

- **Technical Advisor:** He/she will have under his/her responsibility the day to day management of the Project as well as ensuring the achievement of results under required quality standards and within the specific time and cost limits. The Technical Advisor will have demonstrated technical experience related to the scope of the Project, in addition to excellent management skills. He/she will provide all the technical guidance for the PMU, CCDA and PNGFA for the delivery of key results as part of his/her functions. Furthermore, he/she will provide leadership for the project working closely with institutions represented in the PEB and other key actors.
- **National Project Manager.** Under overall guidance and supervision of Technical Advisor the PMU will be led by the national project manager who will be responsible for overall management, monitoring, and coordination of project implementation according to UNDP rules on managing UNDP supported projects. Specifically, his/her responsibilities include: (i) contracting of and

contract administration for qualified local and international experts who meet the formal requirements of the UNDP/FCPF; (ii) management and responsibility of all financial administration to realize the targets envisioned; (iii) organizing the meetings of the PEB; (vii) review and approval of work and financial plans of implementing partners; (viii) monitor and support the activities of the implementing partners.

- **A Stakeholder Engagement Officer** will be responsible for engaging effectively with other stakeholders in PNG and internationally on PNG's REDD+ activities;
- **A Communications Officer** will lead and provide guidance on implementation, and update, as required, a communication, consultation and participation strategy for the PNG REDD+ project including Palm Oil Platform. He/she will also be responsible for undertaking all knowledge management activities within the scope of the project
- **Administrative/Financial Assistant** will focus on financial management and procurement to ensure effective and efficient implementation of project activities including Palm Oil Platform.
- **A Driver/Clerk** will provide reliable and secure driving services and supporting the procurement and administrative services for the PMU. The special Letter of Agreement will be signed together with this project document outlining details of the UNDP's services to be provided to the project;

**PNG Palm Oil Platform Team:** The success of a national commodity platform hinges – mostly - on the team of people managing it. The project will provide financial support for the platform only first two years of the platform until further financial sources to support the platform are identified. The Platform PMU will also receive guidance from the UNDP Green Commodity Programme (GCP). The detailed Terms of References for Platform staff will be provided as Annexes to the Project Document. To make the platform successful, Palm Oil Advisory Board will be established from a number of representatives from different stakeholders (government, civil society and private sector). A team of two staff is proposed for the running of the PNG Palm Oil Platform:

- **National Platform Coordinator** to oversee the platform and provide day-to-day management of the platform. He/She will be hired by UNDP PNG CO in accordance with staff rules and regulations;
- **National Technical Specialist** will provide technical assistance and expertise on running the Palm Oil platform. He/She will be hired by UNDP PNG CO in accordance with staff rules and regulations;

It has to be noted that the **Output 4 “Capacities exist for NFMS and FREL management and development”** will be implemented by FAO in close coordination with the PNGFA. UNDP Country Office in PNG will sign UN Agency to UN Agency Contribution Agreement with FAO Headquarters towards implementation of this output.

The FCPF project will make use of the Technical Working Committees (TWCs) on NRS, Safeguards, NFMS/FRL, and other sub working groups currently managed by CCDA comprising representatives from, Government Institutions, and NGOs and industry representatives. Where necessary, the PMU will request the NRS TWC to coordinate technical support for the implementation of project activities. This will be included but not be limited to (i) seeking consensus on the vision and objectives for the demonstration project, (ii) facilitating the translation of these objectives into an integrated plan of action with other stakeholders for the demonstration sites; (iii) ensuring consistency and convergence of stakeholder activities, plans and programs to support the achievement of the objectives and expected outcomes of plan.

**Provincial Administration/provincial stakeholders.** The project has selected Madang, ENB and WNB as pilot provinces for REDD+ readiness and implementation efforts. Therefore, relevant



stakeholders at the provincial level in these three provinces will be actively engaged in the project implementation.

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

- a) Participate in quarterly discussions with the PMU and CO to agree the quality assurance elements connected to technical assistance inputs and to assess risks.
- b) Undertake regular reviews of the Risk and Issues Logs and provide feedback to the CO regarding technical issues and social/environmental risks.
- c) Make recommendations to the CO for the management of technical issues and social/environmental risks.
- d) Provide guidance to the CO and national counterparts on the application of the "common approach" for social and environmental issues.
- e) Undertake regular missions, in consultation with CO and PMU, to review the implementation of activities and risk management actions with the CO and national counterparts.
- f) Provide assistance in capacity building of national stakeholders on REDD+.

The cost of technical assistance from the UNDP global REDD+ team may involve charges to the project budget, to be discussed and agreed upon in advance with the PMU team and government counterparts.

## **IX. Legal Context**

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of PNG and UNDP. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by the Climate Change and Development Authority ("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.

## **X. Risk Management**

1. Consistent with the Article III of the SBAA, 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.
2. 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.

3. 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://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.
4. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. 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.
6. 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.
7. 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.
8. 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 [www.undp.org](http://www.undp.org).
9. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. 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.
10. 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.
11. 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.

The Implementing Partner agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of 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.

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.

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.

12. 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.
13. 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.
14. 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.

## **XI. ANNEXES**

- 1. Social and Environmental Screening**
- 2. Risk Analysis.** Use the standard Risk Log template. Please refer to the Deliverable Description of the Risk Log for instructions
- 3. Project Board Terms of Reference and TORs of key management positions**

## Annex 1. Social and Environmental Screening

### Project Information

<b>Project Information</b>	
1. Project Title	Forest Carbon Partnership Facility Project II
2. Project Number	00106398
3. Location	Papua New Guinea

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

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

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

The project will be operated based on the full recognition that rural communities, women and other marginalized groups are highly dependent on forest resources for their livelihoods. For instance, the project places a strong focus on engagement of stakeholders, particularly socially marginalized groups through its support for the Technical Working Committees (TWCs), and their sub-working groups at the national and subnational levels. Through a national REDD+ website (<http://www.pngreddplus.org.pg>) and other existing information platforms the project will also ensure full access to information related to REDD+, so that potentially affected stakeholders become fully aware of REDD+ activities and are given ample opportunities to express their concerns prior to any decisions to be made. In addition, the project will establish a Safeguards information system (SIS) to mitigate, avoid and eliminate any negative social and environmental consequences of REDD+. SIS will also serve to provide measures to strengthen rights of local communities and women in relation to forest management and ensure them to fully participate in decisions which may affect them. Grievance redress mechanism (GRM) will also be an integral part of the SIS to enable affected stakeholders to seek effective remedies in case negative impacts arise due to REDD+.

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

The project fully considers and promotes the gender equality and women’s empowerment. The project will develop a gender-responsive stakeholder engagement plan and tools to be integrated into the work of Provincial Climate Change, Environment and Forest Management committees as well as local level land-use planning work. Furthermore, the project will continue encouraging potential women leaders to attend national and subnational activities to support them to play an important role in providing regular feedback to the policy deliberation processes to incorporate gender concerns and promote active participation of women in designing and implementing the National REDD+ Strategy.

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

This project’s very objective is to ensure environmental sustainability through setting up an enabling environment for attaining the fundamental goal of REDD+, which is effective protection and conservation of PNG’s forests which are currently at risk.

**Part B. Identifying and Managing Social and Environmental Risks**

<b>QUESTION 2: What are the Potential Social and Environmental Risks?</b>	<b>QUESTION 3: What is the level of significance of the potential social and environmental risks?</b>			<b>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)?</b>
<i>Risk Description</i>	<i>Impact and Probability (1-5)</i>	<i>Significance</i>	<i>Comments</i>	<i>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.</i>
<p><b>Risk 1:</b> There is a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?</p>	<p>I = 4 P =2</p>	<p><b>Low</b></p>		<p>The project has a strong focus on stakeholder engagement. The project seeks to further strengthen existing mechanisms of stakeholder engagement such as TWCs and sub-working groups as well as NRSC to enable potentially affected stakeholders to fully participate in decisions that may affect them.</p>

<p><b>Risk 2</b> The Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods?</p>	<p>I = 3 P =1</p>	<p><b>Low</b></p>	<p>The project supports the development of National REDD+ Finance and Investment Plan, which may entail policies and measures to strengthen forest conservation and protection measures, which may have some future impacts on habitats, ecosystems and/or livelihoods.</p> <p>Since this is a readiness project which does not entail actual implementation of policies and measures, there will little negative impact on the ground.</p>	<p>Safeguards information system (SIS) will be established as a part of REDD+ readiness, precisely to mitigate this risk. SIS will also serve to ensure to that any potentially affected stakeholders to fully participate in decisions which may affect them. SIS will also serve to assess possible social and environmental impacts of proposed policies and measures by REDD+ and to propose measures to mitigate such impacts. Grievance redress mechanism (GRM) will also be an integral part of the SIS to enable affected stakeholders to seek effective remedies in case negative impacts arise due to REDD+.</p>
<p><b>Risk 3:</b> There is a likelihood that the Project or portions of the Project will be located on lands and territories claimed by landowners?</p>	<p>I = 3 P =1</p>	<p><b>Low</b></p>		<p>The project supports land use planning and development of management plans of natural resources including forests in a manner that pays due attention to existing tenure arrangements and ownership. The project also includes specific components to promote community based REDD+ to strengthen community land tenure and ownership of forests and to promote sustainable management of natural resources.</p>
<p><b>QUESTION 4: What is the overall Project risk categorization?</b></p>				
<p>Select one (see <a href="#">SESP</a> for guidance)</p>			<p><b>Comments</b></p>	
<p><i>Low Risk</i></p>	<p><input checked="" type="checkbox"/></p>	<p><b>This is primarily a policy project with limited involvement on the ground-level activities.</b></p>		
<p><i>Moderate Risk</i></p>	<p><input type="checkbox"/></p>			

	<b>High Risk</b> <input type="checkbox"/>	
	<b>QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?</b>	
	Check all that apply	<b>Comments</b>
	<b>Principle 1: Human Rights</b>	<input type="checkbox"/> No requirement
	<b>Principle 2: Gender Equality and Women's Empowerment</b>	<input type="checkbox"/> No requirement
	<b>1. Biodiversity Conservation and Natural Resource Management</b>	<input type="checkbox"/> No requirement
	<b>2. Climate Change Mitigation and Adaptation</b>	<input type="checkbox"/> No requirement
	<b>3. Community Health, Safety and Working Conditions</b>	<input type="checkbox"/> No requirement
	<b>4. Cultural Heritage</b>	<input type="checkbox"/> No requirement
	<b>5. Displacement and Resettlement</b>	<input type="checkbox"/> No requirement
	<b>6. Indigenous Peoples</b>	<input type="checkbox"/> No requirement
	<b>7. Pollution Prevention and Resource Efficiency</b>	<input type="checkbox"/> No requirement

### Final Sign Off

<b>Signature</b>	<b>Date</b>	<b>Description</b>
QA Assessor		Sam Moko, Stakeholder Engagement Specialist.



QA Approver		Gwen Maru, Programme Analyst
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## SESP Attachment 1. Social and Environmental Risk Screening Checklist

<b>Checklist Potential Social and Environmental Risks</b>		
<b>Principles 1: Human Rights</b>		<b>Answer (Yes/No)</b>
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?	N
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? <sup>32</sup>	N
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	N
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?	Y
5.	Are there measures or mechanisms in place to respond to local community grievances?	Y
6.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	N
7.	Is there a risk that rights-holders do not have the capacity to claim their rights?	Y
8.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	Y
9.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	N
<b>Principle 2: Gender Equality and Women's Empowerment</b>		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	N
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?	N

<sup>32</sup> 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.

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?	N
3.	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>	N
<b>Principle 3: Environmental Sustainability:</b> Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
<b>Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management</b>		
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>	N
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?	N
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)	Y
1.4	Would Project activities pose risks to endangered species?	N
1.5	Would the Project pose a risk of introducing invasive alien species?	N
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	N
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	N
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>	N
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	N
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	N

1.11	<p>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?</p> <p><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></p>	N
<b>Standard 2: Climate Change Mitigation and Adaptation</b>		
2.1	Will the proposed Project result in significant <sup>33</sup> greenhouse gas emissions or may exacerbate climate change?	N
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	N
2.3	<p>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)?</p> <p><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></p>	N
<b>Standard 3: Community Health, Safety and Working Conditions</b>		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	N
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)?	N
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	N
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	N
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	N
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)?	N

<sup>33</sup> In regards to CO<sub>2</sub>, '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.]

3.7	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?	N
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	N
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)?	N
<b>Standard 4: Cultural Heritage</b>		
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)	N
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	N
<b>Standard 5: Displacement and Resettlement</b>		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	N
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)?	N
5.3	Is there a risk that the Project would lead to forced evictions? <sup>34</sup>	N
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?	N
<b>Standard 6: Indigenous Peoples</b>		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	Y
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	N
6.3	Would the proposed Project potentially affect the rights, lands and territories of indigenous peoples (regardless of whether Indigenous Peoples possess the legal titles to such areas)?	Y

<sup>34</sup> 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.

6.4	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?	N
6.4	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	N
6.5	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?	N
6.6	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	N
6.7	Would the Project potentially affect the traditional livelihoods, physical and cultural survival of indigenous peoples?	N
6.8	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	N
<b>Standard 7: Pollution Prevention and Resource Efficiency</b>		
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?	N
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	N
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>	N
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	N
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	N

## Annex 2: Line Risk Log

Project Title: Forest Carbon Partnership Facility II				Award ID: 00106398	Date: 30 June 2017
#	Description	Type	Impact & Probability	Countermeasures	
1	GoPNG commitment towards implementing REDD does not remain firm.	Strategic Organizational	Probability = 2 Impact = 5	<p>Achieving high-level political support for REDD+ is contingent on successful progress of the international negotiations, and establishment of mechanisms to reward developing countries and/or people in developing countries for reductions in deforestation. The programme will continue to work with the CCDA to support efforts to effectively engage in the negotiations.</p> <p>At the domestic level high-level political support is linked to the success of pilot activities.</p> <p>The project will support further demonstration activities as well as developing a clear roadmap towards implementing REDD+.</p>	
2	Donor Coordination is ineffective	Organisational	Probability = 3; Impact = 3;	The project is planning to establish a NRSC to strengthen coordination at the national level. At the project level the Project Executive Board will play a crucial role to provide recommendations towards effective implementation of project activities and coordinate with other relevant in-country initiatives supported by different donors.	
3	Sub-national authorities do not share central government's commitment to REDD+	Political	Probability = 2; Impact = 2;	<p>The project component 3 targets the subnational level authorities to raise their awareness about the importance of REDD+ and to build their capacities in planning and implementing REDD+ related activities.</p> <p>The project will strengthen the linkages between national and provincial authorities through capacity building activities and technical discussions.</p>	

				It will also target key demonstration provinces to provide test cases that can then be used to increase interest across all provincial authorities.
4	Programme inputs (funds, human resources, etc.) are not mobilized in a timely fashion	Operational	Probability = 2; Impact = 2;	The project through PMU has been working closely with key government agencies (CCDA and PNGFA) to ensure that allocated funds are utilized in a timely manner. All procurement procedures will be in line with UNDP Rules and Regulations.
5	National planning processes (national policies and actions plans) give a rise to environmental and social impacts that could affect local communities or other vulnerable groups	Political/social and environmental	Probability = 2 Impact = 3	The project establishes a national safeguard information systems (SIS) at the national level to avoid, mitigate and eliminate any adverse social, and negative impacts of REDD+. Grievance redress mechanism (GRM) will also be an integral part of the SIS to enable affected stakeholders to seek effective remedies in case negative impacts arise due to REDD+.
6	Subnational activities pose environmental and social impacts that significantly affect land tenure arrangements and/or traditional cultural ownership patterns	Political/social and environmental	Probability = 3 Impact = 3	The project will work with provincial authorities and communities to develop approaches to REDD+ that are locally appropriate and allow for a diversity of activities while also helping to ensure landowners see the value of REDD+ related approaches to land management.  The project supports land use planning and development of management plans of natural resources including forests in a manner that pays due attention to existing tenure arrangements and ownership. The project also includes specific components to promote community based REDD+ to strengthen community land tenure and ownership of forests and to promote sustainable management of natural resources.
7	Potential to have impacts that could affect women's and men's ability to use, develop and protect natural resources and other natural capital assets	Political/social and environmental	Probability = 2 Impact = 2	Gender Situational Analysis and Stakeholders Engagement Assessment is carried out and recommendations to consider gender in REDD+ activities and develop stakeholders' engagement plans have been developed. A full time communications officer and stakeholder engagement officer will be engaged in the PMU. Additionally, close consideration of these potential impacts will be addressed during development of the national safeguards information system.



				<p>The TWCs provide an initial check on project activities to ensure they do not impact fair and equitable access to natural resources.</p> <p>The CCMA also requires FPIC procedures to be applied to all CC related activities.</p> <p>In addition, the project will be developing an approach to REDD+ safeguards that will apply to all REDD+ activities, including adapting a national FPIC guidelines for REDD+ in PNG into a field tool.</p>
8	Potential human rights implications for vulnerable groups?	Political/social and environmental	Probability = 2 Impact = 2	The project will develop an ESMF to ensure that human rights risks are fully identified. Work on Social and Environmental safeguards for REDD+ will also ensure that there is clear consideration of human rights in both project activities and those of REDD+ more generally.
9.	Potential impact of currently approved land use plans (e.g. roads, settlements) which could affect the environmental and social sustainability of the project	Political/social and environmental	Probability = 3 Impact = 3	The project through National REDD+ Steering Committee and Technical Working Groups will provide support to review the land use planning process in the country to avoid negative impacts on environmental and social sustainability of the project.
10.	Influential stakeholders who could profit from REDD+ take over the national REDD+ Readiness process.	Political/social and environmental	Probability = 3 Impact = 3	<p>The proposed NRSC will help to reduce the potential for one group to dominate REDD+.</p> <p>Clear communication of the potential benefits and challenges of REDD+ at the provincial level will also help to manage expectations and engage people with the right interests.</p>
11.	Government agencies do not cooperate and coordinate activities effectively	Strategic Organizational	Probability = 2 Impact = 5	The project through NRSC and TWCs will contribute to the strengthening cooperation and coordination of activities between key government agencies and other relevant stakeholders.

Notes: Probability (P) on a scale from 1 (low) to 5 (high) & Impact (I) on a scale from 1 (low) to 5 (high)

## Annex 3: Terms of Reference of the Project Executive Board

### 1. Objectives:

- provide guidance and oversight to the FCPF project in PNG in its effort to support effective and efficient development of measures to engage with a future mechanism on REDD+.
- ensure that all relevant parties have the same baseline information, the same understanding and are aware of the commitments made to the implementation of the project;

### 2. Membership

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

### 3. Operations

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

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

advance of the meeting and should be available to the National REDD+ Steering Committee sufficiently in advance to facilitate translation and review.

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

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

Meeting minutes will be signed by both Co-chairs.

#### **4. Decision-making**

The Project Executive Board will make decision by consensus.

#### **5. Responsibilities**

The Project Executive Board members are responsible for:

- Providing comments to the FCPF project on its effective implementation of set targets.
- Reviewing and providing recommendation on and approving FCPF Workplans and budgets.
- Reviewing FCPF project progress and assess the need for a no-cost extension and its duration (an extension in project duration will ONLY be possible if the FCPF Readiness Fund is extended beyond its current 2020 closure).
- Sharing information on developments relating to REDD+ within their constituencies with the NRSC and other members of the Project Executive Board.
- Providing any written comment or request for clarification on issues of concern to the NRSC on behalf of their representing members.
- Providing guidance on conflict resolution related to any conflict occurring within FCPF project implementation.
- Reporting Project progress to their respective constituencies.

#### **6. Reporting**

The Project Executive Board will report to the NRSC. The PEB should also coordinate with the Technical Working Committees and Advisory groups.

#### **7. Duration and Timing**

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

#### **8. Funding**

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

## **FCPF NATIONAL PROJECT MANAGER**

<b>Location :</b>	Port Moresby, PNG
<b>Type of Contract :</b>	Service Contract
<b>Post Level :</b>	NOC equivalent
<b>Languages Required :</b>	English
<b>Duration of Initial Contract :</b>	1 year with possibility of extension

### **Background**

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REDD+ (reducing emissions from deforestation and forest degradation in developing countries; and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries) is a recent global policy initiative to tackle climate change threats. The main goal of REDD+ is to prevent forest degradation and deforestation, and promote forest conservation through offering results-based payments as financial incentives to developing countries.

### **Duties and Responsibilities**

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The National Project Manager (NPM) will be accountable to both the National Project Director and to UNDP PNG for the overall management of the FCPF REDD+ readiness project for:

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

#### **1. Quality, timeliness and effectiveness of the services provided**

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

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

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

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

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

## **Supervision, Teamwork and Administrative Support**

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

## **Impact of Results**

The results will create the following impacts:

- Improved management of the FCPF project
- Strengthened coordination between the FCPF project and other initiatives supporting REDD+ readiness activities

- Effective dissemination of lessons from the FCPF project within PNG and to the international community

## Competencies

### Corporate Competencies:

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

### Functional Competencies:

#### Knowledge Management and Learning

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

#### Development and Operational Effectiveness

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

#### Leadership and Self-Management

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

### Required Skills and Experience

- Diploma (Master's degree preferable) in Forestry, Natural Resource Management, or other relevant discipline
- At least 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 REDD+ is an advantage.
- High computer literate with experience of website design and maintenance and working with graphic design packages is an advantage.
- Fluency in spoken and written Tok Pidgin and English.

## **INTERNATIONAL TECHNICAL ADVISOR**

<b>Location :</b>	Port Moresby, PNG
<b>Type of Contract :</b>	Service Contract
<b>Post Level :</b>	P-4
<b>Languages Required :</b>	English
<b>Duration of Initial Contract :</b>	1 year with possibility of extension

### **Background**

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REDD+ (reducing emissions from deforestation and forest degradation in developing countries; and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries) is a recent global policy initiative to tackle climate change threats. The main goal of REDD+ is to prevent forest degradation and deforestation, and promote forest conservation through offering results-based payments as financial incentives to developing countries.

In 2008, World Bank's Forest Carbon Partnership Facility (FCPF) was established to support developing countries to be ready for the REDD+ implementation. For the implementation of the FCPF project in PNG, UNDP has been selected as a delivery partner.

### **Duties and Responsibilities**

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#### **Summary of key functions:**

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

#### **1. Support the day-to-day management of FCPF project through provision of technical advice, including coordination across agencies and with other programmes:**

- Provide close and regular technical backstopping to National Programme Manager and PMU, and other implementing entities;
- Review of relevant policies and development of policy frameworks as well as the institutional arrangements for REDD+ development;
- Organisation of and substantive contributions to a high level policy dialogue on development of a PNG REDD+ Programme;
- Support the National Programme Manager and PMU in coordinating and supervising activities of national and international experts /consultants to secure timely production of planned outputs and the review of these outputs;

- National Programme Director and National Programme Manager to coordinate and liaise with stakeholders – including line ministries, development partners, civil society, indigenous peoples and the private sector;
- Ensure coordination with other REDD+ initiatives;
- Ensure communication between different government agencies, national and international initiatives and stakeholders.

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

- Provide support and technical advice to the development of policy options and strategy for the design and implementation of the PNG REDD+ Programme to the GOPNG and other development actors including support on the development of:
  - i. Benefit distribution mechanisms
  - ii. A national registry
  - iii. Conflict resolution mechanisms
  - iv. Other elements of National REDD+ development as required
- Share knowledge on REDD+ by documenting lessons learnt and best practices from the FCPF project and contributing to the development of knowledge based tools (including policies, strategies, guidelines, etc.);
- Provide timely quality information and technical advice to the GOPNG, UN Country Team, implementing partners, line ministries and other partners to ensure effective development and delivery of the FCPF project;
- Coordinate institutional capacity assessments of relevant national, provincial and local entities along the REDD+ supply chain; and
- Assist in the identification of technical expertise and lead on the preparation of TORs, identification and evaluation of experts, and reviewing reports produced;
- Support to UNFCCC negotiations relating to REDD+.

**Impact of Results**

It is anticipated that the work of the Technical Advisor will have the following impacts:

- Increased understanding of National REDD+ Process amongst key stakeholder within government and outside
- FCPF contributions to the National REDD+ process are effectively coordinated with work of other programmes and projects working on REDD+ and related issues
- Information gained from the development and implementation of the FCPF project and PNG REDD+ Programme is shared at both the country and international levels
- Enhanced capacity within PNG to further develop and implement a national approach to REDD+

**Competencies**

**Corporate Competencies:**

- Promoting Ethics and Integrity / Creating Organizational Precedents
- Building support and political acumen
- Building staff competence, Creating an environment of creativity and innovation
- Building and promoting effective teams



- Creating and promoting enabling environment for open communication
- Creating an emotionally intelligent organization
- Leveraging conflict in the interests of UNDP & setting standards
- Sharing knowledge across the organization and building a culture of knowledge sharing and learning
- Fair and transparent decision making; calculated risk-taking

### **Functional Competency:**

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

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

#### **Building Strategic Partnerships: Identifying and building partnerships**

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

#### **Innovation and Marketing new Approaches: Developing new approaches**

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

#### **Promoting Organizational learning and Knowledge Sharing: Developing tools and mechanisms**

- Makes the case for innovative ideas documenting successes and building them into the design of new approaches
- Identifies new approaches and strategies that promote the use of tools and mechanisms

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

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

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

**Global Leadership and Advocacy for FCPF's Goals: Analysis and creation of messages and strategies**

- Creates effective global advocacy messages/strategies
- Contributes to the elaboration of a global advocacy strategy by identifying and prioritizing audiences and messages
- Performed analysis of political situations and scenarios, and contributes to the formulation of institutional responses
- Uses the opportunity to bring forward and disseminate materials for global advocacy work and adapts it for use at country level

**Client Orientation: Contributing to positive outcomes for the client**

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

**Required Skills and Experience**

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- Master degree in Environmental Science, Natural Resource Management, Environmental Economics, or similar.
- At least 5 years of working experience on REDD+, conservation, resource management, forest economic policy and community development livelihoods with experience in PNG preferable.
- Strong facilitation and coordination skill

- Experience of working in multinational teams to implement programmes involving different funding and implementing agencies
- Experience of implementing programmes across the UN agencies and across Government are definite advantages
- Experience the REDD+ developments at international, national and local levels.
- Knowledge on the UNFCCC negotiations, decisions and guidelines for national systems in the context of REDD+, as well as national and international best practices within REDD+ and other natural resource management initiatives.
- Proficiency in both spoken and written English; some competency in spoken Tok Pidgin is preferable.

## **FCPF COMMUNICATIONS OFFICER**

<b>Location :</b>	Port Moresby, PNG
<b>Type of Contract :</b>	Service Contract
<b>Post Level :</b>	SC-6/7
<b>Languages Required :</b>	Tok Pidgin/English
<b>Duration of Initial Contract :</b>	1 year with possibility of extension

### **Background**

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REDD+ (reducing emissions from deforestation and forest degradation in developing countries; and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries) is a recent global policy initiative to tackle climate change threats. The main goal of REDD+ is to prevent forest degradation and deforestation, and promote forest conservation through offering results-based payments as financial incentives to developing countries.

In 2008, World Bank's Forest Carbon Partnership Facility (FCPF) was established to support developing countries to be ready for the REDD+ implementation. For the implementation of the FCPF project in PNG, UNDP has been selected as a delivery partner.

### **Duties and Responsibilities**

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To lead in ensuring that information on the FCPF project and PNG REDD+ Programme is communicated effectively to other stakeholders in PNG and internationally.

- Lead and provide guidance on implementation, and updating as required a communication, consultation and participation strategy for the PNG REDD+ programme
- Set up and develop communication tools and information for the FCPF and national readiness process
- Coordinate engagement with the media and act as a focal point for enquires
- Support measures to ensure full and effective participation of all stakeholders in the FCPF project and PNG REDD+ programme
- Support the FCPF Team in other relevant activities.

#### **1. Set up and develop communication tools for the FCPF and national readiness process:**

- Manage the PNG REDD+ Web site (oversight of development, responsible for maintenance)
- Manage the REDD+ PNG Facebook page and Twitter account
- Prepare project updates
- Prepare and assist in providing radio broadcasts or other communication outputs

#### **2. Coordinate engagement with the media and act as a focal point for enquires:**

- Coordinate with other organisations and initiatives in the dissemination of information on the PNG REDD+ programme;
- Provide regular updates on the PNG REDD+ Programme progress to stakeholders at the sub-national, national and international level;
- Design and produce key outputs and their dissemination to stakeholders;
- Develop and review quality of outputs intended for wider circulation produced by consultants or other contracted entities;
- Develop and translate information for distribution to key stakeholder groups;
- Work closely with the consultation and participation technical working group to identify communication needs and lead the development and updating of the communication, consultation and participation plan;
- Ensure the transparency and availability of the information to the various stakeholder groups
- Develop communication materials that can reach the different stakeholders group on the different issue (policies and measures, MRV, benefit distribution system etc.)

### **3. Support the FCPF Team in other relevant activities:**

- Assist in preparation of workplans;
- Support the preparation of minutes for wider circulation, and translate and interpretation for foreign project staff and consultants when required

### **Impact of Results**

It is anticipated that the work of the communication officer will have the following impacts:

- A broad range of stakeholders relevant to REDD+ are aware of the PNG REDD+ programme and the role of the FCPF project within this
- Information on the FCPF project and PNG REDD+ programme is easily available to majority of stakeholders
- Processes for stakeholder engagement are developed
- Communication and consultation processes developed through the FCPF project and PNG REDD+ programme are effectively coordinated with other initiatives

### **Competencies**

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#### **Corporate Competencies:**

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

#### **Functional Competencies:**

##### *Knowledge Management and Learning*

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

#### *Development and Operational Effectiveness*

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

#### *Leadership and Self-Management*

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

#### **Required Skills and Experience**

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- 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.
- Experience in working on REDD+ is an advantage.
- High computer literate with experience of website design and maintenance and working with graphic design packages is an advantage.
- Fluency in spoken and written Tok Pidgin and English.

## **FCPF STAKEHOLDER ENGAGEMENT OFFICER**

<b>Location :</b>	Port Moresby, PNG
<b>Type of Contract :</b>	Service Contract
<b>Post Level :</b>	SC-8
<b>Languages Required :</b>	Tok Pidgin/English
<b>Duration of Initial Contract :</b>	1 year with possibility of extension

### **Background**

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REDD+ (reducing emissions from deforestation and forest degradation in developing countries; and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries) is a recent global policy initiative to tackle climate change threats. The main goal of REDD+ is to prevent forest degradation and deforestation, and promote forest conservation through offering results-based payments as financial incentives to developing countries.

In 2008, World Bank's Forest Carbon Partnership Facility (FCPF) was established to support developing countries to be ready for the REDD+ implementation. For the implementation of the FCPF project in PNG, UNDP has been selected as a delivery partner.

### **Duties and Responsibilities**

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To lead in ensuring that information on the FCPF project and PNG REDD+ Programme engages effectively to other stakeholders in PNG and internationally.

- Support measures to ensure full and effective participation of all stakeholders in the FCPF project and PNG REDD+ programme
- Support the FCPF Team in other relevant activities.

#### **1. Support measures to ensure full and effective participation of all stakeholders in the FCPF project and PNG REDD+ programme:**

- Identify different ways in which stakeholder groups can be engaged and the most appropriate approaches to sharing information, consulting and supporting participation on and in the programme;
- Work with different stakeholder groups in the development of a comprehensive communication, consultation and participation strategy;
- Support the stakeholder engagement process in the REDD+ readiness and implementation stages;
- Support the development of a National Guidelines on Free, Prior and Informed Consent and support recourse systems for complaints and concerns arising from FCPF project activities in PNG

- Support to processes to ensure gender considerations are adequately addressed in the National REDD+ Strategy

## **2. Support the FCPF Team in other relevant activities:**

- Assist in preparation of workplans;
- Support the preparation of minutes for wider circulation, and translate and interpretation for foreign project staff and consultants when required

## **Impact of Results**

It is anticipated that the work of the stakeholder engagement officer will have the following impacts:

- A broad range of stakeholders relevant to REDD+ are aware of the PNG REDD+ programme and the role of the FCPF project within this
- Processes for stakeholder engagement are developed in line with the principles listed within the REDD+ Roadmap as well as international guidance

## **Competencies**

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### **Corporate Competencies:**

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

### **Functional Competencies:**

#### *Knowledge Management and Learning*

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

#### *Development and Operational Effectiveness*

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

#### *Leadership and Self-Management*

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



- Demonstrated capacity for leadership and management.

### **Required Skills and Experience**

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- 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.
- Experience in working on REDD+ is an advantage.
- High computer literate with experience of website design and maintenance and working with graphic design packages is an advantage.
- Fluency in spoken and written Tok Pidgin and English.

## **FCPF ADMIN, FINANCE OFFICER**

<b>Location :</b>	Port Moresby, PNG
<b>Type of Contract :</b>	Service Contract
<b>Post Level :</b>	SC-6/7
<b>Languages Required :</b>	English
<b>Duration of Initial Contract :</b>	1 year with possibility of extension

### **Background**

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REDD+ (reducing emissions from deforestation and forest degradation in developing countries; and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries) is a recent global policy initiative to tackle climate change threats. The main goal of REDD+ is to prevent forest degradation and deforestation, and promote forest conservation through offering results-based payments as financial incentives to developing countries.

### **Duties and Responsibilities**

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

1. Provide support to Programme Planning and Coordination
2. To develop, implement and improve Accounting and Reporting Procedures
3. To ensure strong financial and operational control
4. To conduct Bank reconciliation
5. To develop Procurement processes and Inventory Register
6. To support programme administration
7. To provide Oversight and Training to implementing agencies;

#### **1. Provide support to Programme Planning and Coordination**

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

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

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

### **3. To ensure strong financial and operational control**

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

### **4. To conduct Bank reconciliation**

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

### **5. To develop Procurement processes and Inventory Register**

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

### **6. To support programme administration and coordination**

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

## **Impact of Results**

The results will create the following impacts:

- Improved financial management and procurement for the REDD+ PNG programme
- A clear manual for procurement and financial management
- Improved understanding of development partner regulations and requirements
- Good audit reports

## Competencies

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### Corporate Competencies:

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

### Functional Competencies:

#### *Knowledge Management and Learning*

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

#### *Development and Operational Effectiveness*

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

#### *Leadership and Self-Management*

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

Demonstrated capacity for leadership and management.

## Required Skills and Experience

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- 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 Tok Pidgin and English.

### **FCPF DRIVER/ADMINISTRATIVE CLERK**

<b>Location :</b>	Port Moresby, PNG
<b>Type of Contract :</b>	Service Contract
<b>Post Level :</b>	SC-5
<b>Languages Required :</b>	English
<b>Duration of Initial Contract :</b>	1 year with possibility of extension

### **Background**

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REDD+ (reducing emissions from deforestation and forest degradation in developing countries; and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries) is a recent global policy initiative to tackle climate change threats. The main goal of REDD+ is to prevent forest degradation and deforestation, and promote forest conservation through offering results-based payments as financial incentives to developing countries.

### **Duties and Responsibilities**

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The overall objective of the assignment is to ensure provision of reliable and secure driving services and supporting the administrative services and bear responsibilities for the car maintenance and clerical responsibilities within the FCPF PMU

#### **1. Ensure provision of reliable and secure driving services and supporting the administrative services.**

- Driving office vehicle for the transportation of authorized personnel and delivery and collection of mail, documents and other items.
- Meeting official personnel and visitors at the airport, visa and customs formalities arrangement when require.

## **2. Ensure cost saving through proper use of the vehicle through accurate maintenance of daily vehicle logs.**

- Provision of inputs to preparation of the vehicle maintenance plans and reports.
- Proper use of other office resources.

## **3. Ensure proper day-to-day maintenance of the assigned vehicle.**

- Minor repairs
- Arrangement of major repairs.
- Timely changes of oil.
- Check of tires, breaks, car washing etc.

## **4. Ensure availability of all the required documents/ supplies.**

- Vehicle insurance.
- Vehicle logs.
- Office directory.
- Map of the city/country.
- First aid kit.
- Necessary spare parts.

## **5. Provide logistical and admin support.**

- Photocopying and duplication services
- Assist with officer filing.
- Packaging / packing of material received for dispatched.

## **Impact of Results**

The results will create the following impacts:

- Improved financial management and procurement for the REDD+ PNG programme
- A clear manual for procurement and financial management
- Improved understanding of development partner regulations and requirements
- Good audit reports

## **Competencies**

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### **Corporate Competencies:**

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

### **Functional Competencies:**

#### *Knowledge Management and Learning*

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

#### *Development and Operational Effectiveness*

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

#### *Leadership and Self-Management*

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

Demonstrated capacity for leadership and management.

#### **Required Skills and Experience**

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- 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 Pidgin and English.

#### **PALM OIL PLATFORM COORDINATOR**

<b>Location :</b>	Port Moresby, PNG
<b>Type of Contract :</b>	Service Contract
<b>Post Level :</b>	SC-8
<b>Languages Required :</b>	Tok Pidgin/English
<b>Duration of Initial Contract :</b>	1 year with possibility of extension

#### **Background**

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REDD+ (reducing emissions from deforestation and forest degradation in developing countries; and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries) is a recent global policy initiative to tackle climate change threats. The main goal of REDD+ is to prevent forest degradation and deforestation, and promote forest conservation through offering results-based payments as financial incentives to developing countries.

In 2008, World Bank's Forest Carbon Partnership Facility (FCPF) was established to support developing countries to be ready for the REDD+ implementation. For the implementation of the FCPF project in PNG, UNDP has been selected as a delivery partner.

## **Duties and Responsibilities**

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Under supervision of FCPF PMU to lead and oversee the national Palm Oil Platform.

- To develop a strategically timed and realistically timed process plan for the lifecycle of the National Commodity Platform, in line with global UNDP guidance.
- To coordinate the recruitment and allocation of resources within the project budget to support the delivery of the platform process overtime.
- To deliver conferences and workshops, in collaboration with independent facilitator(s) and with multiple stakeholders, across the country, that enables democratic dialogue and true participation, taking into account minority voices.
- To develop strong and trusting relationships with, and between, multiple stakeholders who have an interest in the national commodity platform objectives.
- To implement ongoing monitoring and evaluation mechanisms that supports purposeful reporting and learning.
- To procure and oversee the work of project consultants to deliver quality outputs within time and financial expectations.

## **Impact of Results**

It is anticipated that the work of the stakeholder engagement officer will have the following impacts:

- A broad range of stakeholders relevant to REDD+ are aware of the PNG's priorities on agricultural commodities and FCPF REDD+ activities;
- Processes for stakeholder engagement are developed in line with the principles listed within the REDD+ Roadmap as well as international guidance

## **Competencies**

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### **Corporate Competencies:**

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

### **Functional Competencies:**

#### *Knowledge Management and Learning*

- Shares knowledge and experience; and



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

*Development and Operational Effectiveness*

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

*Leadership and Self-Management*

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

**Required Skills and Experience**

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- 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.
- Experience in working on REDD+ is an advantage.
- High computer literate with experience of website design and maintenance and working with graphic design packages is an advantage.
- Fluency in spoken and written Tok Pidgin and English.

**PALM OIL PLATFORM TECHNICAL SPECIALIST**

**Location :** Port Moresby, PNG

**Type of Contract :** Service Contract

<b>Post Level :</b>	SC-6
<b>Languages Required :</b>	Tok Pidgin/English
<b>Duration of Initial Contract :</b>	1 year with possibility of extension

## **Background**

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REDD+ (reducing emissions from deforestation and forest degradation in developing countries; and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries) is a recent global policy initiative to tackle climate change threats. The main goal of REDD+ is to prevent forest degradation and deforestation, and promote forest conservation through offering results-based payments as financial incentives to developing countries.

In 2008, World Bank's Forest Carbon Partnership Facility (FCPF) was established to support developing countries to be ready for the REDD+ implementation. For the implementation of the FCPF project in PNG, UNDP has been selected as a delivery partner.

## **Duties and Responsibilities**

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Under supervision of FCPF PMU and national Palm Oil Platform coordinator to provide technical advice and inputs in effective implementation of PNG's Palm Oil Platform.

- To oversee the delivery of a high quality draft root cause analysis report on the coffee sector in Peru.
- To manage the establishment of multi-stakeholder Technical Committees within the Platform design.
- To deliver multi-stakeholder Technical Committee workshops/meetings.
- To maintain effective and trusting platform stakeholder relationships.
- To deliver thematic workshops as needed to support / corroborate root causes.
- To produce a final root cause analysis document that has multi-stakeholder plenary and Platform Steering Committee support.

## **Impact of Results**

It is anticipated that the work of the stakeholder engagement officer will have the following impacts:

- A broad range of stakeholders relevant to REDD+ are aware of the PNG's priorities on agricultural commodities and FCPF REDD+ activities;
- Processes for stakeholder engagement are developed in line with the principles listed within the REDD+ Roadmap as well as international guidance

## **Competencies**

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### **Corporate Competencies:**

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

### **Functional Competencies:**

#### *Knowledge Management and Learning*

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

#### *Development and Operational Effectiveness*

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

#### *Leadership and Self-Management*

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

### **Required Skills and Experience**

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- 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.
- Experience in working on REDD+ is an advantage.
- High computer literate with experience of website design and maintenance and working with graphic design packages is an advantage.
- Fluency in spoken and written Tok Pidgin and English.