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Project title: Reducing Deforestation from Commodity Production		
Country: Global (Global support, plus country support to Indonesia and Liberia)	Implementing Partners: UNDP Regional Hub for Latin America and the Caribbean	Management Arrangements: Direct Implementation Modality (DIM)
UNDAF/Country Programme Outcome: <u>Indonesia</u> - Outcome 1: Sustainable employment and income generation; and Outcome 3: Sustainable natural resource management and increased resilience <u>Liberia</u> – Outcome 2: Inclusive and sustainable economic transformation informed by evidence-based macro-economic policy promoting access to livelihood, innovative and competitive private sector and efficient natural resource management.		
UNDP Strategic Plan Output: Output 1.3: Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste.		
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Brief project description: As a key part of the Commodities Integrated Approach Pilot (IAP), the “Reducing Deforestation from Commodity Production Project” seeks to turn the sustainable production of key commodities from niche and specialized operations to the norm in each commodity sector. The Program’s overall objective is to reduce the global impacts of agriculture commodities on GHG emissions and biodiversity by meeting the growing demand of palm oil, soy and beef through supply that does not lead to deforestation and related GHG emissions. Specifically, the production project will encourage sustainable practices for oil palm and beef production while conserving forests and safeguarding the rights of smallholder farmers and forest-dependent communities. The Production project is organized into two UNDP project documents: (i) Paraguay, and (ii) Indonesia, Liberia and global support. The present document covers the latter, i.e. activities and outputs of the Production project in Indonesia and Liberia along with global support.

FINANCING PLAN

GEF Trust Fund or LDCF or SCCF or other vertical fund	USD 12,584,403
UNDP TRAC resources	USD 0
Cash co-financing to be administered by UNDP	USD 0
(1) Total Budget administered by UNDP	USD 12,584,403
PARALLEL CO-FINANCING (all other co-financing that is not cash co-financing administered by UNDP)	
UNDP	USD 0
Governments	USD 158,000,000
GEF Agencies	USD 654,000
(2) Total co-financing	USD 158,654,000
(3) Grand-Total Project Financing (1)+(2)	USD 171,238,403

SIGNATURES

Signature: 	Agreed by UNDP	Date/Month/Year: 15/06/2017
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I. TABLE OF CONTENTS

I. Table of Contents.....	3
II. Development Challenge.....	4
III. Strategy.....	7
IV. Results and Partnerships	11
V. Feasibility	47
VI. Project Results Framework.....	56
VII. Monitoring and Evaluation (M&E) Plan.....	62
VIII. Governance and Management Arrangements.....	68
IX. Financial Planning and Management	71
X. Total Budget and Work Plan	75
XI. Legal Context	122
XII. Mandatory Annexes.....	123
Annex A: Multi Year Work Plan (To be compiled during the inception phase)	124
Annex B: Monitoring Plan	128
Annex C: Evaluation Plan.....	134
Annex D: GEF Tracking Tool	135
Annex E: Draft / framework Terms of References for key project staff and consultants for UNDP implemented components.....	136
Annex F: Commodity Production Background on Environmental Problem and Baseline Scenarios	151
Annex G: Key Stakeholders for Project Implementation Phase.....	157
Annex H: Social and Environmental Screening Template: Liberia	162
SESP Attachment 1. Social and Environmental Risk Screening Checklist.....	167
Annex H: Social and Environmental Screening Template: Indonesia	172
SESP Attachment 1. Social and Environmental Risk Screening Checklist.....	176
Annex I: Target Landscape Profiles	181
Annex J: UNDP Risk Log.....	189

II. DEVELOPMENT CHALLENGE

1. The commercial production of beef, soy and palm oil-related products is by far the largest proximate driver of deforestation in tropical and equatorial forests today. A 2012 study estimated agriculture caused 73 percent of global tropical and subtropical deforestation from 2000–2010—40 percent due to commercial agriculture and 33 percent due to local or subsistence farming (Hosonuma et al. 2012). A second study concluded 65 percent of deforestation in the tropics and subtropics between 2000 and 2008 was due to agricultural expansion (Cuypers et al. 2013). According to another recent publication, it is very likely both studies significantly underestimate the recent impact of agriculture on tropical deforestation, especially that of commercial agriculture (Forest Trends 2014).

2. Baseline global agricultural commodity expansion trends are in too many cases unsustainable, inequitable, inefficient, and are causing widespread global environmental damage. Producers, traders, consumer goods companies and consumers are, wittingly or unwittingly, driving a form of economic growth that is causing rampant destruction of the natural resource base, particularly in tropical areas. Impacts associated with commodity-driven tropical deforestation, in particular, include loss of biodiversity, high levels of greenhouse gas emissions and reduced carbon sequestration, land degradation and loss of additional ecosystem services.

3. The development challenge faced here can be simply described as follows: how to expand production of key agricultural commodities—which are in high demand globally due to expanding populations, rising incomes and low substitutability—without imposing the kinds of external costs described above on local, national and global populations. Success in meeting this challenge will require change that transforms commodity production (as well as demand and finance) from its current, often extractive nature to a more inclusive form that ensures equity and internalization of environmental costs.

4. The UNDP-GEF project, *Support to Reduced Deforestation Commodity Production*, (hereafter the ‘Production project’) is a child project under the UNDP-GEF 6 Integrated Approach Pilot (IAP) program, *Taking Deforestation out of Commodity Supply Chains*. The IAP program is advancing an integrated, supply chain approach to tackling the underlying root causes of deforestation from agriculture commodities, specifically beef, palm oil, and soy that together account for nearly 70% of deforestation globally. This approach consists of linked projects covering production, demand, transactions and knowledge management and learning. The Production project will contribute to addressing the challenge by concentrating on the production of two of the main commodities driving these worrisome trends: palm oil and beef, in three target countries, Indonesia, Liberia, and Paraguay.¹

5. The present project covers all activities of the UNDP-GEF Production project for Indonesia, Liberia and global support. Its focus is on palm oil production. A separate project document has been prepared relating to beef production in Paraguay. The Production project as a whole works at multiple geographic levels within each participating country, including national, state or provincial and landscape levels; this includes seven target landscapes covering 7.94 million ha. in Indonesia, Liberia and Paraguay. **Table 1** below provides summary information regarding the present project’s target landscapes in Indonesia and Liberia, while **Annex I** provides additional background information on these landscapes.

¹ It will also work in close co-operation with, and provide global support to, another project under the IAP, which is addressing a similar set of issues associated with expansion of soy production in Brazil’s MATOPIBA region.

Table 1: Target landscape summary descriptions

Country	Province/District	Summary Description
Indonesia	1) Sintang District (West Kalimantan Province) – 2.16 million ha 2) South Tapanuli (North Sumatra Province) – 1.3 million ha 3) Pelalawan District (Riau Province) – 1.32million ha	1) Sintang District in West Kalimantan features a mountainous tropical rain forest ecosystem, including the Bukit Baka-Bukit Raya National Park. Rubber and palm oil production are the main agricultural activity in Sintang District, both by large-scale plantations and smallholders. Oil palm has dominated the district’s development over the past decade, with over 35 plantation licences being granted by the district government over the past decade. 2) North Sumatra on the island of Sumatra has the second most forest cover in Indonesia, and South Tapanuli is one of the three regencies with the biggest forest areas in North Sumatra. The latter’s climate has a wet/dry seasonal cycle strongly influenced by the Barisan Mountain Range. The district is connected to the Batang Toru Forest ecosystem, which is threatened by deforestation and degradation driven in large part by the expansion of palm oil plantations. South Tapanuli’s landscape is a mix of undulating and hilly slopes, some of which can impose considerable limitations on the land’s productivity potential and suitability for different agricultural commodities. North Sumatra’s economy is driven in approximately equal parts by agriculture, manufacturing, and trade/tourism. Palm oil, rubber, and coffee are the main crops in the province’s agricultural sector. 3) Pelalawan District is located in the province of Riau, on the island of Sumatra. It contains ecosystems with high biodiversity, including the Tesso Nilo dry lowland forest, which has the highest vascular plant diversity of all Sumatran and Indonesian forests (perhaps the highest diversity in the world). There are several significant biosphere reserves in Riau province, including Cagar Biosfer Giam Siak Kecil Bukit Batu and Giam Siak Kecil – Bukit Batu biosphere reserves. Riau Province is one of the richest provinces in Indonesia, and is particularly rich in petroleum, natural gas, rubber, and palm oil plantations. The province tends to grow faster than the Indonesian average, based largely on natural resource-derived revenues. This fuels high rates of deforestation, and the associated fires contribute to the haze in the region.
Liberia	Grand Cape Mount, Bomi, Gbarpolu and Bong, in Western Liberia – 310,170 ha	In this landscape, oil palm development is at a nascent stage but promises to grow substantially within the current concession areas and with smallholders. A major palm oil concession have been granted over land that was assumed to be unencumbered public land but in reality extends over vast areas that feature an intense mix of forest-dependent communities, high biodiversity value forest and competing natural resource interests such as logging, mining and rubber. The potential for conflict between pending oil palm plantation concessions and closed canopy natural forest is significant. Liberia contains the largest remnant of the Upper Guinean rainforest that once belted the continent. These forests provide a wide range of social, economic and ecological benefits to the Liberian people. They also provide habitat for globally important biodiversity. There is a serious risk that the end result of current land use trends is a fragmented and degrading natural landscape that fails to meet conservation objectives and is also sub-optimal for industry and communities. Communities own much of the land and are highly dependent for subsistence on the land and resources that palm oil developments will consume. Conflicts between communities and palm oil companies have already occurred over land rights and resource use. The social implications of large-scale land clearance for palm oil are therefore high. Sustainably integrating palm oil investments into forested landscapes in Liberia poses a number of challenges. In both industrial and conservation terms, this landscape represents a proving ground of regional and perhaps global significance and could potentially be the ideal test-bed for piloting innovative, integrative approaches that will deliver model progress towards sustainable development.

Palm Oil

6. This project document covers the two countries in the Commodities IAP program—Indonesia and Liberia—where the program’s intervention will be focused on the palm oil sector. Palm oil is an important and versatile raw material for both food and non-food industries, contributing to the economic growth of producing countries and serving as an important dietary ingredient for millions of people around the world. Indonesia is the world’s leading producer of crude

palm oil, responsible for more than 60% of global palm oil production.² On the other hand, the palm oil sector of Liberia, and Africa in general, is still in the early stages of its development, but West Africa is seen to be a region ripe for oil palm development by large-scale plantations. Oil palm alone represents 21.8% of all concessions acquired in Africa (Schoneveld 2014), and two companies, Sime Darby and Golden Veroleum, have acquired more than 500,000 ha of concessions in Liberia, nearly 5% of the country's land mass (Sime Darby 2014; Golden Agri-Resources, 2010).

7. The rapid growth of palm oil production globally has largely come at the expense of forested areas. For example, oil palm expansion caused one-quarter of all deforestation in Indonesia between 2009 and 2011 (Greenpeace 2013). Fifty six per cent of the oil palm plantations in Indonesia have replaced forests (Koh & Wilcove 2008), most significantly in the provinces of North Sumatra, Riau and Jambi, and the south-western borders of Kalimantan (Romijn et al. 2013). Continued deforestation adds significant environmental pressures on ecologically sensitive areas, with extensive impacts on biodiversity, habitat fragmentation, land degradation and soil erosion. For Liberia, the development of its palm oil sector could also lead to conversion of critically important forest areas to agriculture use.

8. A number of ongoing initiatives are attempting to address the environmental implications—including forest conversion—of commodity production, but most of these are limited in scope to individual commodities, individual supply chains, or individual countries or specific supply chain links. Although often successful in the focus of their efforts, this fragmented approach has not achieved comprehensive change within entire commodity sectors or reduced the rate of deforestation resulting from commodity expansion.³

9. As a part of an integrated, supply chain approach, the Production project will create linkages and synergies to overcome barriers that pose systemic challenges to reduced deforestation commodity production across regions and commodity markets. The selected approach seeks to catalyze the development or transformation of national and sub-national systems based on the following key levers: 1) dialogue, action planning, policies and enforcement, 2) farmer support systems, and 3) land use mapping and planning.

10. There are several important barriers to be addressed by the Production project. Foremost among these barriers are conflicting legislations and regulations in the target landscapes that ignore or even incentivize accelerated deforestation and forest loss. Moreover, there is minimal monitoring and enforcement capacity to implement existing legislation. Other barriers include opaque agricultural commodity expansion processes, and the absence of fora to identify and discuss equitable and environmentally protective ('green') solutions to sustainable production and expansion problems. Farmer support and outreach programs in the target landscapes are weak and chronically underfunded, hindering the spread of knowledge, techniques and tools for implementing sustainable agricultural practices. Finally, the widespread lack of land use planning, zoning and enforcement of designated land use in these countries also contributes considerably to the loss of forest ecosystems. Production expansion often outpaces clear analysis and careful planning, and the lack of environmental and social protections pose significant environmental, development and business risks that also need to be addressed in order to bring about positive change. These are the main issues this project sets out to address. By identifying and implementing sustainable agricultural practices in the project's target landscapes through the levers described above, the project will transform systemic barriers into opportunities for reform.

² <http://www.palmoilresearch.org/statistics.html>

³ Annex F provides further information on beef production in Paraguay and baseline scenarios.

III. STRATEGY

11. The fundamental rationale, or theory of change, underlying the Production project stems from the evidence that baseline global commodity expansion trends are generally unsustainable, inequitable, and the source of widespread global environmental damage. Urgent changes are needed on the production side relating to how, where and with what levels of productivity and environmental impacts, agricultural commodities are produced. Starting with the baseline situation, and assuming no retreat of the agricultural frontier (i.e. abandonment of agricultural lands), the challenge of expanding production efficiently and with minimal further loss of forested areas and associated values depends on: (1) where and in what manner production is intensified, (2) which new lands are selected for expanding that production, and (3) the extent, importance and location of any biodiversity and other environmental service set asides within productive lands.

12. Outcomes related to each of the above factors are affected by a combination of market-driven, legal/regulatory and knowledge-related processes, as well as by issues related to weak demand, poor lending oversight and limited or dysfunctional incentives. However, within the area of production itself, a range of *levers* is available to stakeholders who seek more positive and sustainable outcomes—as opposed simply to the maximization of short-term profits and rents. Available levers may be grouped into several categories, as follows:

- Public-private partnerships and dialogue: Dialogue and the development of partnerships have proven to be essential tools for increasing transparency, building consensus, enabling co-ordinated planning and regulatory oversight and encouraging sustainable forms of investment in commodity production. Commodity platforms, a mechanism hosted and led by national governments that convenes public and private sector stakeholders to promote sustainable production at a country level and to define national sustainability priorities and policies for a selected commodity, are a well-demonstrated approach to enabling all of the above, including through the development of commodity action plans.
- Production policy and enforcement: National and sub-national governments have an opportunity to influence market-driven productive forces with the aim of correcting market failures, serving broader societal interests and addressing equity issues in international supply chains. Too often, however, regulatory rule making and enforcement have been either extremely weak or have actively undermined sustainability by enabling, rather than restraining, extractive and unsustainable forms of production and continued ill-planned agri-commodity land use expansion.
- Farmer support systems: Extension services and other approaches that help farmers to adopt best practices and improved inputs and technologies offer good opportunities to increase production using existing agricultural lands. Encouraging and regulating good production practices and sustainability principles that contribute to adjacent forest conservation, in-farm set asides, and protection of water sources are among the ways in which forests and associated natural capital can be conserved. Farmer support systems can help to disseminate and encourage such practices while also helping to increase productivity. Systems for traceability may be introduced together with such services, furthering the drive towards more sustainable, reduced deforestation production systems.

- Land use planning and mapping systems: Decisions regarding the locations for intensifying or expanding production of agricultural commodities are typically driven by an intermingling of financial and political considerations, in some cases raising concerns about transparency and good governance. Yet more equitable and green growth-inspired decisions, even where politically possible, often founder on a lack of information, data and land use systems to put them to best use. Most important from a global environmental perspective is the need to gather and make use of spatially resolved data on high conservation value (HCV) and high carbon stock (HCS) forests, important biological corridors and related ecosystem services. Such information, increasingly accessible through remote sensing and other sources, can be brought to bear and mainstreamed into land use planning processes. Near-real time data, such as those available through Global Forest Watch (GFW), can also serve as a critical input to enforcement efforts, helping to make such efforts better targeted and thus more cost effective.
- Knowledge and learning: In a world where agricultural commodities are expanding into many and varied ecosystems, and multiple organizations are developing local, on-the-ground interventions, there are ample, largely untapped opportunities to capture and share experience and lessons learned and to apply these to the development of national strategies as well as to more localized deforestation frontier situations. The production project itself can be expected to generate many such lessons (see below).

13. The selected approach operates at the systemic level, seeking to catalyze the development or transformation of national and sub-national systems based on the above-mentioned levers. In order to strengthen the first four levers, the project will:

- (i) Build partnerships and increase dialogue globally and nationally by establishing, extending and connection national and sub-national commodity platforms for dialogue, planning, consensus building and knowledge sharing in the targeted commodity chain;
- (ii) Support the emergence of more effective policy enabling environments and the utilization of related enforcement standards and regulations;
- (iii) Enhance systems for farmer support, particularly of smallholders who are producing target commodities, in order to reduce unsustainable practices; and
- (iv) Support systems for mainstreaming national and global benefits associated with protecting tropical forests into land use planning in areas where forests are currently threatened by commodity expansion.

14. The Production project will focus on building the sustainability of the systems being strengthened, which will require it to be firmly embedded within national and sub-national institutions and to deliver clear benefits to key national, as well as international, stakeholders.

15. While the above systemic focus is necessary, it is unlikely to be sufficient to catalyze the needed change; additional types of interventions and support will be needed. **Table 2** below illustrates these relationships. First, pilot demonstrations will be implemented within identified target landscapes. This work will provide an opportunity for the project to 'road test' innovative approaches to strengthening systemic levers, removing barriers to increasing the sustainability of business and agricultural practices and, more broadly, contribute to reducing deforestation associated

with growth in commodity production. It will also create opportunities for direct, on-the-ground linking up with the IAP's demand and transactions projects. This supply chain based approach lies at the heart of the overall IAP theory of change, and will play out both within the landscape level pilot demonstrations, as well as across the project's system-level support efforts. Given limited time and resources, the project will not attempt to tackle the full range of issues within any pilot geography—including national and sub-national jurisdictions and target landscapes—for example, to deliver deforestation-free jurisdictions.

16. Second, and critical to enhancing the impact of both the project's systemic and pilot work, will be a substantial focus on knowledge and learning. Thus, the key to the project's ultimate effectiveness will lie not with the proximate, site-level impacts of its pilots, but also with its emphasis on ensuring lesson learning, knowledge building and dissemination both up and down the spatial scale from landscape to global in order to improve and accelerate broader impact. The approach will ensure both that project activities are transferring new lessons and knowledge and that awareness generated by the project is amplified and replicated broadly through provincial and national platforms.

17. Overall, GEF support for the above described systemic and pilot demonstration actions will be oriented towards the generation of short-, medium- and long-term global environmental benefits associated with reduced deforestation and enhanced habitat connectivity. To this end, the project will focus not simply on the problem of reducing deforestation *per se*, but on reducing deforestation within high conservation value (HCV) and high carbon stock (HCS) areas. In addition, it will prioritize *illegal* deforestation, while also encouraging careful review of official production and land use expansion targets.

Table 2: Production project dependencies, by component

	→ (Is fed) D e p e n d e n t				
	Components	1. Dialogue, action planning, policies and enforcement	2. Farmer support systems	3. Land use planning and mapping	4. Knowledge and awareness
I n d e p e n d e n t (f e e d s) →	1. Dialogue, action planning, policies and enforcement		Global dialogue and national and sub-national platforms help identify and build consensus on policy priorities and goals, strategies and regulations to institutionalize restructured farmer support systems and confirm sustainability-focused public-private partnerships (PPPs) to improve	Global dialogue and national and sub-national platforms support 1) clear definitions of HCV and/or HCS at national and target sub-national levels and 2) uptake of spatial information into national and district level land use decisions	Global dialogue and national and sub-national platforms identify knowledge gaps and priorities, build lessons learned through demonstrations into knowledge products and help share knowledge gained among different countries and districts
	2. Farmer support systems	Experience, tools, learning material, communication support and farmer books are captured and disseminated for further uptake; enforcement becomes increasingly important for preventing expansion in the context of farmer and company training		Farmers need to be educated about the need to avoid particular areas that are not compatible with farming, and about where are the best places to plant	Analysis of lessons learned through demonstrations and smallholder training material and tools is built into knowledge products and shared widely
	3. Land use planning and mapping	Experience with land use planning and mapping, combined with policies on definition of HCV, carry capacity and protected areas, is captured and disseminated via platforms and relevant government stakeholders and departments for further uptake, especially for identifying recommended go and no go areas in target landscapes	'Mapping' of farmers is essential to ensuring that support systems benefit legal farmers operating in 'right' locations		Analysis of lessons learned through demonstration is built into knowledge products
	4. Knowledge and awareness	Knowledge products are assessed by platforms and global partners, conclusions are drawn, policies are fine-tuned to enable better understanding of causes and effects of agricultural expansion and replication/uptake increases	Knowledge of landscapes and impacts of changes enables fine tuning and better understanding of causes & effects; understanding farmer motivations enables better targeting of smallholder support	Knowledge of landscapes, land suitability and impacts of changes enables better land use planning to serve multiple economic, social and environmental objectives	

IV. RESULTS AND PARTNERSHIPS

i. Expected Results:

18. The objective of the UNDP-GEF Production project is to support the sustainable production of palm oil and beef while conserving forests and safeguarding the rights of forest-dependent communities.⁴ The project as a whole includes global support along with work in three target countries: Indonesia, Liberia and Paraguay. It includes four components and 11 outcomes. These components and outcomes will be jointly achieved through the present project—covering Indonesia, Liberia and global support—along with a separate Paraguay national project. The components and outcomes are described below as well as in the Paraguay document; they are also presented in the CEO Endorsement document.

19. In addition to presenting the above Production project-level component and outcome descriptions, this section describes the specific outputs being delivered by the present project. These include national-level outputs for Indonesia and Liberia, as well as global-level outputs under Component 4. These are presented and numbered in a way that makes clear their connections across geographic levels. Thus, for example, Production project Outcome 1.1, which delivers consensus and reduced conflict related to commodity production through national and sub-national commodity platforms—is achieved through two outputs, one per target country. These are numbered as 1.1.1 IND and 1.1.1 LIB, corresponding to complementary outputs in Indonesia and Liberia.⁵

COMPONENT 1: DIALOGUE, ACTION PLANNING, POLICIES AND ENFORCEMENT

20. Structured dialogue is a central principle and tool of the Support to Production child project, consisting of a process through which public and private sector stakeholders engage, plan and undertake actions and investments related to a particular commodity production chain. Under Component 1, the project will support the establishment and operations of national and sub-national commodity platforms as the means to ensure structured dialogue on sustainable production within the target countries, thus facilitating action planning, policy reform and improved enforcement capabilities. The component will also support change processes related to policies and enforcement, which will be enabled by the opportunities for dialogue created by the platforms.

21. Based on root cause analysis and agreed upon by a wide array of stakeholders, commodity platforms will develop and implement strategies and action plans, leading to the practical alignment and implementation of public and private investments and other actions related to target commodities. Platforms will enable public-private discussions, as well as greater coordination among different governmental institutions and ministries. More broadly, they will provide public, private and civil society sector stakeholders with a forum within which to share experiences, coordinate activities and find ways to work more in partnership rather than pursuing competing or conflicting strategies traditionally associated with an environment vs. development paradigm. Dialogue and action planning will feed directly into the demonstration and barrier removal activities under components 1-3. Platforms will also ensure that the views of smallholders, local communities and disadvantaged groups are given more attention by helping to empower communities and increase smallholder competitiveness within commodity production. The project will provide monitoring and guidance during the

⁴ Soy production is primary focus in Brazil, for which a separate child project has been designed in accordance with the overall IAP program

⁵ National-level outputs for Paraguay are presented in the Paraguay project document using a similar numbering system.

initial period of implementation of these action plans. It should be noted, however, that because action plans take time to be developed, the majority of project activities have already been identified during the PPG and will not need to wait for guidance from the newly established platforms.⁶

22. Through the national and sub-national commodity platforms, the project will facilitate action planning that targets priority systemic barriers facing government oversight of, and policy and programmatic support for, sustainable, reduced-deforestation commodity production. These are broadly defined as barriers to governments' playing a positive and effective role in encouraging a form of commodity production that is economically efficient, promotes equity and is protective of natural capital.⁷ Barriers may be associated both with the design of programmes, policies and regulations related to commodity production and with their implementation/enforcement.

23. Critical policies, programmes, regulations and associated barriers and gaps will be identified at local, provincial/regional and national levels by national and sub-national commodity platforms, as well as the project's global support services, including south-south co-operation between IAP and other countries, and through a bottom-up connection to experience being gained in target landscapes (components 2 and 3) and lessons being captured there and elsewhere (component 4). These will be targeted during the initial period of project implementation. One cross-cutting theme of the work will be to identify and address overlaps and outright contradictions involving policies at national and sub-national levels of government. A second, analogous theme will be to tackle contradictions across different government ministries—for example, between ministries of agriculture and ministries of environment. In both cases, the project will support harmonization of policies, regulations and programmes in order to remove overlaps and contradictions while encouraging complementarities and synergies. Sub-grants to local partner organizations will be allocated to ensure the necessary expertise.

24. With the support of local forums, changes within these landscapes will be continually assessed and monitored for, *inter alia*, persisting governance-related barriers. In this way, the adaptive management and definition of project priorities and strategies will benefit from a built in feedback loop consisting of guidance from the platforms and from lessons being learned—and challenges encountered—at landscape level. Overall lessons from the experience will be cultivated and examined for potential amplification and replication.

25. Through dialogue on systemic issues and the project's pilot demonstration activities under components 2-3, analyzed under the project's knowledge component (4), the platforms will provide ready fora for such lessons to be assessed and follow up activities to either continue, converge or emerge. The platforms will enable the sharing and rapid dissemination and uptake of developments, lessons learned and innovations, both among stakeholders at a common geographic scale (e.g. within a province), as well as between geographic scales (e.g. province→national and vice versa). National and sub-national platforms will also serve as a fulcrum for connecting up and exchanging lessons with private sector and donor initiatives, as well as with other co-ordination fora, such as REDD+ initiatives, roundtables and industry groups.

⁶ Initial project support to barrier removal will be informed by recent and ongoing multi-party negotiations, e.g. those taking place under the Indonesia Palm Oil Platform (INPOP) or Liberia's Technical Working Group (TWG), thus allowing work in these areas to start quickly.

⁷ The latter notably includes conservation of carbon stocks, biodiversity and other ecosystem services—all of which are strongly implicit in the notion of reduced-deforestation production.

Outcomes and outputs:

Production Project Outcome 1.1: Responsible Governmental authorities, along with private sector & civil society organizations, build consensus and reduce conflict related to target commodity production and growth at national and sub-national levels in the three target countries, Indonesia, Liberia and Paraguay, through structured dialogue in national and sub-national commodity platforms and district/target landscape commodity forums

26. Structured dialogue is a central principle and tool of the Support to Production child project. It consists of a process through which public and private sector stakeholders engage, plan and undertake actions and investments related to a particular commodity production chain. The project will support the establishment and operations of national and sub-national commodity platforms and forums as a means to ensure structured dialogue on sustainable production within the target countries, thus facilitating action planning, policy reform and improved enforcement capabilities.

27. Platforms will enable public-private discussions, as well as greater coordination among different governmental institutions and ministries. More broadly, they will provide public, private and civil society sector stakeholders with a forum within which to share experiences, coordinate activities and find ways to work more in partnership rather than pursuing competing or conflicting strategies traditionally associated with an environment vs. development paradigm. Platforms will also ensure that the views of smallholders, local communities and disadvantaged groups are given more attention by helping to empower communities and increase smallholder competitiveness within commodity production. From this process, a reduction in the level of conflict can be expected to emerge.

28. The project will engage with key private sector, civil society and donor organisations at global and regional levels to ensure their active participation in the national and sub-national commodity platforms, as well as in pilot demonstration activities, in the pilot countries. It is anticipated that meaningful engagement will foster a sense of ownership and responsibility of the partners, leading them to champion the approach. As champions, they will work with the global and national teams to bring greater technical, political and financial support to the IAP work.

29. Key partners to be engaged at global level and brought into national-level platforms, will include:

- Bilateral and multi-lateral donors, bringing funding and experience/lessons learned;
- Private sector companies, who bring technical insight, supply chain leverage and financial support;
- Civil society organisations, who provide technical insight, political leverage and opportunities for joint implementation, in order to advance the priorities of their organization;
- Projects and organizations active in REDD+, creating linkages to work and data emerging from this closely related area;
- Other organisational partners or stakeholders, who provide a service, tool or platform which is valuable to the IAP either at the global level, or in more than one national programme. This will include relationships with other partnerships or membership organisations, such as the TFA2020, 3GF, RSPO, IDH, Global Forest Watch, etc.

30. Developing partnerships will create opportunities to engage partners more directly in various national and global components, such as knowledge management, farmer support systems and support to spatial planning.

31. Achievement of the above Production project-level outcome will be supported at country level by the outputs described below.

Output 1.1.1-Indonesia (1.1.1 IND): Establishment / strengthening of one national and three provincial palm oil platforms (North Sumatra, Riau and West Kalimantan) and three district-level forums (South Tapanuli, Pelalawan and Sintang)

32. Platform/forum establishment and operations will be supported at three spatial levels in Indonesia:

- National Level – The Indonesian National Palm Oil Platform (INPOP), which has been operational since March 2015, will act as the central vehicle for GEF support to implement activities and coordinate partners at national and sub-national levels, with GEF and partner branding, in order to support replication and amplification. It will act as a clearinghouse for information sharing at national, provincial and district levels. INPOP will advise and support the Indonesian government, companies and civil society on the development of more sustainable palm oil supply chains. The project will support INPOP implementation and adoption of a National Action Plan for Palm Oil (see Output 1.1.2.1 below)—including strengthening of working groups, facilitation and communications, background studies, etc—leading up to expected action plan finalization in 2017.
- Provincial level – Platforms will be inaugurated by the government in each of the project’s three pilot provinces—Riau, West Kalimantan, and North Sumatra.⁸ Working at an intermediate level between target districts and national levels will significantly increase leverage and enable economies of scale compared with working in single districts/landscapes only. Provincial platforms will offer networking and lesson sharing opportunities for the full range of relevant sector-related activities underway in the province, including capturing learning from all sub-provincial activities by the production project and other relevant agencies.⁹ They will also provide a mechanism for supporting the scale up of lessons being learned by pilot activities at landscape level. In the case of North Sumatra, the work will upscale the nascent Joint Secretariat for Sustainable Palm Oil (JSSPO), which was established with the support of CI and which provides a forum for government and private sector engagement.¹⁰ Provincial palm oil platforms are also planned by the UNDP-GEF project in Central and East Kalimantan,¹¹ and these will ‘plug into’ the national network, e.g. by sharing lessons and progress reports with INPOP.
- Target landscape-level support will help to establish district forums, which will feed into the provincial platforms and will be engaged in all landscape-level pilot activities. These forums will be run by WWF, UNDP and CI in relevant districts of West Kalimantan, Riau and North Sumatra, respectively. District-level forums will connect to the provincial platforms and will:
 - Support demonstrations of best practice in existing plantations related to Best Management Practices (BMP), Good Agricultural Practices (GAP), peatland and riparian area management;

⁸ UNDP will act as lead agency for the Riau platform and, in light of its experience supporting platforms, and its role in INPOP at national level, will share responsibility with Conservation International (CI) and World Wildlife Fund for Nature (WWF) on the North Sumatra and West Kalimantan platforms, respectively.

⁹ For example, in West Kalimantan, key external actors who would be asked to participate in the provincial forum include GCFF, CIFOR, GIZ and Earth Innovation Institute/Inobu.

¹⁰ JSSPO is managed by the regional environmental agency through decree from the governor; its main aim is to encourage uptake of sustainable agricultural practices and reduce impact on the environment, including forests.

¹¹ GEF 6965, “Strengthening Forest Area Planning and Management in Kalimantan,” currently in its PPG phase.

- Observe and respond to information and analysis emerging from pilot district-level (see Output I.4.1.1);
- Undertake local visits and consultations with medium and smaller plantation companies to discuss best practices;
- Provide local monitoring of legal compliance for all palm oil operators in cooperation with the district and provincial government, and with the knowledge and support of the district Environment Office and Estate-Crop Office;
- Monitor changes in emerging local government systems and regulations.

33. The project will establish or strengthen the above palm oil platforms and district-level forums in Indonesia to ensure stakeholder participation, dialogue and approval, and enable inter-agency and multi-sectoral action. The platforms will meet regularly over the first two years of the project, with discussions leading to the adoption of national and sub-national action plans, respectively. The district-level forums will meet regularly to review and discuss local developments and project activities, and will prepare local roadmaps or sustainable commodity plans. The platforms will promote long-term sustainable palm oil production by providing a mechanism for convening and coordinating between public and private sectors to promote sustainable palm oil production and to define sustainability priorities and policies for the sector. The project will support members of the platforms in developing long-term spaces where the public and private sectors can align and develop joint concrete actions to mitigate the negative impacts of palm oil production and maximize productivity, thereby strengthening the enabling environment in the country for the production of sustainable products. The platforms will be based on the following principles: neutrality, empowerment and social inclusion, multiple actors, strong facilitation and conflict resolution. As noted, there will be frequent interactions and cross-representation among the national-level and provincial platforms, so no platform will operate in isolation.

34. Two grantees have been identified for supporting the delivery of this output: Ecoagriculture Partners and the Committee on Sustainability Assessment (COSA). First, Ecoagriculture Partners will develop and implement an approach to building synergies between the integrated landscape initiatives being implemented under components 2 and 3 and the national commodity platforms. Second, progress in establishing and operating the national and sub-national platforms—as well as with implementing the subsequent action plan—will be tracked using a dashboard tracking tool to be developed by COSA.

Output 1.1.1-Liberia (1.1.1 LIB): Strengthening of one national commodity platform and establishment of one landscape-level forum

35. The project will strengthen one national platform in Liberia and establish one landscape-level forum to ensure stakeholder participation, dialogue and approval, and enable inter-agency and multi-sectoral action. The platform will meet regularly over the first two years of the project, with discussions leading to updating and refinement of a national action plan. The landscape-level forum will meet regularly to review and discuss local developments and project activities, but will not conduct action planning exercises *per se*. The platform will promote long-term sustainable palm oil production by providing a mechanism for convening and coordinating between public and private sectors to promote sustainable palm oil production and to define sustainability priorities and policies for the sector. The project will support members of the platform in developing a long-term space where the public and private sectors can align and develop joint concrete actions to mitigate the negative impacts of palm oil production and maximize productivity, thereby

strengthening the enabling environment in the country for the production of sustainable products. The platform will be based on the following principles: neutrality, empowerment and social inclusion, multiple actors, strong facilitation and conflict resolution. There will be frequent interactions and cross-representation between the national-level platform and the landscape-level forum, so neither will operate in isolation.

36. Platform/forum establishment and operations will be supported at the following spatial levels in Liberia:

- National level – The work of the Oil Palm Technical Working Group (OPTWG), which has been operating in Liberia since 2010, will be strengthened and expanded. It is one of several Technical Working Groups, including one for REDD+, that are operating in Liberia. Technical co-operation under the IAP will strengthen the OPTWG by, *inter alia*, bringing on board UNDP's experience and methodology for operating Green Commodity Platforms to: (i) expand the membership base to include a broader mix of government representatives, producers (concessions, smallholders), supply chain and investors; environmental interests; civil society groups, financiers and community representatives; (ii) support additional sub-groups that will address specific issues such as the RSPO national interpretation process, community grievance mechanisms and land use planning; (iii) support implementation of the National Oil Palm Strategy and Action Plan; and (iv) enable learning from the experience of national commodity platforms in other countries (including Indonesia) through south-south co-operation. In order to ensure Government sustainability and ownership, technical support will focus on the establishment of a Secretariat within Liberian Government offices. Embedded project staff, working closely with Government counterparts, will have responsibility for partnerships, communications and administration of the Platform, as well as for consultations to be held under its auspices. This local team, supported by the Production Project's Global Support team, will bring the extensive experience and platform methodology developed by UNDP's Green Commodity Programme (GCP), as well as other learnings, to the Liberian context. The project will also support travel by Liberian government officials to learn from UNDP's existing Commodity Platforms already in operation, notably including Indonesia.
- Landscape-level – A forum will be established at the landscape level in Western Liberia, encompassing the counties of Grand Bomi, Gbarpolu and Bong and Grand Cape Mount. With technical support and leadership from CI, the Forum will enable dialogue amongst local communities, government, the private sector and NGOs on issues including: (i) proposed go and no-go areas in the target landscape, (ii) the establishment and operation of outgrower schemes, (iii) conservation agreements with communities inside concession areas who may not be eligible for outgrower schemes, including promotion of alternative livelihoods (e.g. providing goods and services to companies and members of outgrower communities), and (iv) best agricultural practices in palm oil cultivation. Discussions will include the identification of key incentives, policies and measures and will inform action planning described in Outcome 1.2.

Production Project Outcome 1.2: Practical alignment of policies and measures that reduce deforestation and forest degradation, implementation of public and private investments and other actions related to target commodities production in the three target countries through finalized, adopted and implemented national and sub-national Commodity Action Plans

37. A central activity of commodity platforms is the development of strategies for responsible production and trade of the target commodities through the national and sub-national commodity platforms. Based on root cause analysis and agreed upon by a wide array of stakeholders, commodity platforms will develop and implement strategies and action plans, leading to the practical alignment and implementation of public and private investments and other actions related to target commodities.

38. These National Strategies, aka Commodity Action Plans, will include a jointly agreed set of actions to be undertaken by government, private sector, producers and buyers. Agreed actions will cover many of the barrier areas being addressed by the IAP—including production policy and enforcement, spatial analysis and planning, farmer support systems, policies and amendments related to land use planning, forest set-asides in concessions, access to degraded land and priority investments, issues related to demand and transactions, etc.—and therefore will have a key role to play in fine-tuning and advising IAP interventions.

39. Achievement of the above Production project-level outcome will be supported by the outputs described below.

Output 1.2.1 Indonesia (1.2.1 IND): One national, three provincial palm oil action plans and three district-level strategies agreed and adopted and initial implementation guided / monitored

40. Under this output, the project will finalize and gain adoption of one national and three provincial Commodity Action Plans for sustainable palm oil production in Indonesia. These will include continued support to operations of platform working groups in order, *inter alia*, to increase the participation of marginalized stakeholder groups and integration of their concerns into decision-making processes, as well as advisory support with regards to such matters as assessing the role of existing or new plantation operations. They may also involve the strengthening of such platforms to a point where they could act or have a stake in the monitoring of results and/or address issues that may arise in the dialogue and process.

41. A National Action Plan for palm oil is under development, which will be finalized in 2017. The National Action Plan will serve as a guidance document for sustainable palm oil production in Indonesia. The Ministry of Agriculture leads the formulation of the national action plan, which is expected to take the form of a Presidential Regulation. Provincial level action plans for Riau, North Sumatra and West Kalimantan will be agreed and adopted by the respective provincial governments. Following approval of each Action Plan, the role of the Platforms will shift from action plan development to action plan oversight.

42. In addition to developing national and provincial action plans, the project will work with pilot districts to prepare roadmaps or other guidance documents related to sustainable palm oil production within these jurisdictions.

Output 1.2.1 Liberia (1.2.1 LIB): National commodity action plan for sustainable palm oil production agreed, adopted and implemented

43. Under this output, the project will finalize and gain adoption of one national Commodity Action Plan for sustainable palm oil production in Liberia. This will include continued support to operations of platform working groups in order, *inter alia*, to increase the participation of marginalized stakeholder groups and integration of their concerns into decision-making processes, as well as advisory support with regards to such matters as assessing the role of existing or

new plantation operations. It may also involve the strengthening of such platforms to a point where they could act or have a stake in the monitoring of results and/or address issues that may arise in the dialogue and process.

44. A “National Palm Oil Strategy and Action Plan” has been under development both before and during the PPG with support from CI, and is expected to be concluded in 2016. During its first year, the project will continue to review, revise and update the action plan as needed. It will support the publication and dissemination of the document, as well as communications and advocacy to ensure its high-level endorsement/adoption by Government.

45. The project will seek leveraged co-financing for implementation of the Plan. In addition, it will provide funding for key elements thereof, particularly those closely tied to reducing the threat of deforestation within oil palm concession areas of interest. These are expected to include support in the areas already identified for project support under Outputs 1.3 – 1.5 and components 2 and 3 below.

Production Project Outcome 1.3: Dialogue and action planning contributes to improved national and sub-national policies, regulations and programmes related to commodity production practices and associated environmental protection practices in the three target countries that address the drivers of deforestation, forest degradation and greenhouse gas emissions in commodity value chains

46. Dialogue facilitated by national and sub-national commodity platforms will focus, *inter alia*, on identifying critical policies, programmes, regulations and associated barriers and gaps at local, provincial/regional and national levels, with input from the project’s global support services, including south-south co-operation between IAP and other countries, and through a bottom-up connection to experience being gained in target landscapes and lessons being captured there and elsewhere.

47. The platforms will then provide guidance and monitoring for initial implementation of the action plans developed by national and sub-national commodity platforms. The project will engage in technical co-operation with decision makers, providing data, expert advisory and legal support, and organizing stakeholder consultations. It should be noted, however, that because action plans take time to be developed, the majority of project activities have already been identified during the PPG and will not need to wait for guidance, particularly in cases where platforms are being newly established.

48. Achievement of the above Production project-level outcome will be supported by the outputs described below.

Output 1.3.1 Indonesia (1.3.1 IND): At least six priorities for improving policy, legal and institutional frameworks to support reducing deforestation and degradation and enhance conservation and sustainable management of forests reviewed and suggestions for improvement prepared, advocated and, where possible, implemented

49. The project will support the continuous and opportunistic refinement and resolution of priority regulatory and policy challenges and government programme development and implementation related to commodity production practices and sustainable intensification. This will include perverse, or negative, policy incentives that may be encouraging deforestation and other environmentally undesirable outcomes. It will also address unmet opportunities for government to play a more strongly positive role, e.g. by encouraging the use of best production practices.

50. Technical co-operation will come in a variety of forms, including development of data needed to underpin policy decisions, provision of expert national and international advisory and legal support and organization of stakeholder consultations aimed at building consensus. It will include targeted policy analyses, taking care to build on existing work. For example, Targeted Scenario Analysis (TSA), an innovative analytical approach, will be used to capture and present the value of ecosystem services within decision making, to help make the business case for sustainable policy and investment choices. Through TSA, practitioners working with governments and private enterprises will generate and present data related to the management of ecosystems in a way that is more relevant to the choices facing a decision maker. This increases the likelihood that this data will be used to make policy and management decisions that result in effective and sustainable management of ecosystems and ecosystem services. This tool will be used to identify and assess various policy options, including those being considered as part of commodity action plans.¹²

51. Finally, this output will support advocacy in cases where existing policies and regulations are clearly counter-productive and better alternatives are available.

52. *Standard operating procedures:* The project will also advise on a range of Standard Operating Procedures (SOPs) associated with new investment in concessionaires' areas of interest. This will include issues such as site selection (in conjunction with Component 3 work on HCV and HCS identification), consultation and FPIC, broader community relations, support for conservation agreements, etc.

53. The following laws and regulations will be prioritized for support:

- Strengthen a Government Regulation on seedlings that aims to optimize the utilization of quality seedlings for increased yield.
- Support the implementation of the upcoming Government Moratorium on Palm Oil Plantation Concessions
- Assist the development of a guideline to implement the Ministry of Agriculture Regulation No. 98 Year 2013 on Plantation Licenses, particularly regarding the responsibility of companies to develop community plantations.

Output 1.3.1 - Liberia (1.3.1 LIB): At least two policy and regulatory priorities for improving policy, legal and institutional frameworks to support reducing deforestation and degradation and enhance conservation and sustainable management of forests reviewed and suggestions for improvement prepared, advocated and, where possible, implemented

54. The project will support the continuous and opportunistic refinement and resolution of priority regulatory and policy challenges and government programme development and implementation related to commodity production practices and sustainable intensification. This will include perverse, or negative, policy incentives that may be encouraging deforestation and other environmentally undesirable outcomes. It will also address unmet opportunities for government to play a more strongly positive role, e.g. by encouraging the use of best production practices. For example, the definitions of HCV and HCS have not yet been codified under Liberian law; doing so would help to direct development toward areas of lower environment value.

¹² TSA studies will also contribute to policy comparison and valuation of the utility of land use allocation options under Outcome 2.2.

55. Technical co-operation will come in a variety of forms, including development of data needed to underpin policy decisions, provision of expert national and international advisory and legal support and organization of stakeholder consultations aimed at building consensus. It will include targeted policy analyses, taking care to build on existing work. For example, Targeted Scenario Analysis (TSA), an innovative analytical approach, will be used to capture and present the value of ecosystem services within decision making, to help make the business case for sustainable policy and investment choices. Through TSA, practitioners working with governments and private enterprises will generate and present data related to the management of ecosystems in a way that is more relevant to the choices facing a decision maker. This increases the likelihood that this data will be used to make policy and management decisions that result in effective and sustainable management of ecosystems and ecosystem services. This tool will be used to identify and assess various policy options, including those being considered as part of commodity action plans.¹³

56. Finally, this output will support advocacy in cases where existing policies and regulations are clearly counter-productive and better alternatives are available.

57. This output will include a review of Liberia's Environmental and Social Impact Assessment process, as well as the development of guidance and workshops to build the capacity of EPA officials to review palm oil development proposals. It will also work with Government to complete the National Interpretation of RSPO principles and criteria for Liberia, an initiative that was originally developed by Flora & Fauna International, but never completed. Once this is completed, in combination with awareness-raising activities, smallholders will have an opportunity to move towards RSPO certification.

58. In summary, this output will prioritize the following laws and regulations for support:

- Develop and adopt a national definition and policy on HCS/HCV forest;
- Strengthen the Environmental and Social Impact Analysis (ESIA) process as it relates to oil palm investments;
- Ensure that grievance mechanisms for conflict resolution are adequately developed and implemented;
- Support the definition of a Free Prior Informed Consent (FPIC) process in the Liberian context in line with Liberian cultures and traditions; and
- Complete the national interpretation of RSPO principles and criteria, which, among other benefits, will create opportunities for smallholders to become RSPO certified.

Production Project Outcome 1.4: Dialogue and action planning contributes to improved national and sub-national policies, regulations and programmes related to land use allocations for commodity production and set asides in the three target countries strengthen norms, tools, REDD+ safeguards and incentive mechanisms, improving access to and use of degraded and existing agricultural lands

59. A variety of factors are involved in determining the suitability of a given area for production of a given commodity. Historically, issues of profitability linked to soil quality and type, distance to market, transportation infrastructure,

¹³ TSA studies will also contribute to policy comparison and valuation of the utility of land use allocation options under Outcome 2.2.

availability of labour, etc. were pre-eminent factors in land use decisions. Where governments exercise substantial authority over land uses, politics became an additional factor. More recently, governments and communities have come to recognize a wide range of additional factors—including environmental and social ones—that need to be taken into account in determining appropriate land use allocations, including areas for commodity expansion. In particular, the tendency for the path of commodity expansion to sharply overlap with, and have unavoidable impacts on, areas of high biodiversity value and other important ecosystem services has become an important factor to be taken into account in land use allocations.

60. Under this outcome, the project will support efforts to guide commodity expansion, where necessary, into areas where associated environmental impacts can be minimized and multiple benefits at landscape level optimized.

61. Achievement of the above Production project-level outcome will be supported by the outputs described below.

Output 1.4.1 Indonesia (1.4.1 IND): Improved implementation of Kawasan Ekosistem Essensial (Essential Ecosystem Areas) regulation as the most appropriate regulatory framework for broader HCV implementation in Indonesia

62. For individual land owners and concession holders, in the absence of regulation, profit motives may drive land use decisions towards forested areas. One reason is that felled trees may be harvested and sold for profit, which can be an important consideration, particularly for crops that take longer to yield product and profit. In addition, at least initially, such lands may be relatively productive, particularly compared with lands that have been previously cleared and planted for some years.

63. As a result, driving land use decisions away from forested areas requires a land use allocation system that can effectively identify and steer concession awards away from, forested (particularly HCV and HCS) areas. In addition, in countries like Indonesia, where a large backlog of awarded yet undeveloped concessions covering still forested areas creates an enormous ‘deforestation potential’, there may be a need for a combination of regulation, enforcement and incentives designed to shift development to degraded, often less economically attractive, land areas.

64. Under this output, the project will support the emergence and strengthening of governmental policies, regulations and programmes, including incentives, to encourage and/or require commodity expansion onto degraded and/or previously cleared, rather than forested, lands. This work will link closely with Component 3, helping to create the enabling environment needed for effective implementation of the latter through the definition and application of rules related to HCV and HCS, among other actions. The output will also include economic analysis of the environmental costs and benefits of degraded land use that would help, *inter alia*, gauge the magnitude of required incentives. It will investigate ways in which the private sector may contribute to this effort.¹⁴

Output 1.4.1 Liberia (1.4.1 LIB): One improved national and sub-national policies, regulations and programmes, including key rules and national definitions for land use planning, zoning and conversion

65. For individual land owners and concession holders, in the absence of regulation, profit motives may drive land use decisions towards forested areas. One reason is that felled trees may be harvested and sold for profit, which can be an

¹⁴ This would target companies like Mondelez, which has committed to “...support efforts to encourage new plantings on degraded lands as one of the best means to reduce clearance of forested lands.” Mondelez International Palm Oil Action Plan. June 2014

important consideration, particularly for crops that take longer to yield product and profit. In addition, at least initially, such lands may be relatively productive, particularly compared with lands that have been previously cleared and planted for some years.

66. As a result, driving land use decisions away from forested areas requires a land use allocation system that can effectively identify and steer concession awards away from, forested (particularly HCV and HCS) areas. In addition, there may be a need for a combination of regulation, enforcement and incentives designed to shift development to degraded, often less economically attractive, land areas in areas where a large backlog of awarded, but as of yet undeveloped, concessions covering still forested areas creates an enormous 'deforestation potential'.

67. This output aims to support the establishment of a national mechanism to incentivize the use of degraded land for palm oil development. This will consist of support for the emergence and strengthening of governmental policies, regulations and programmes, including incentives, to encourage and/or require commodity expansion onto degraded and/or previously cleared, rather than forested, lands. This work will link closely with Component 3, helping to create the enabling environment needed for effective implementation of the latter through the definition of HCV and HCS, among other actions. The output will also include economic analysis of the environmental costs and benefits of degraded land use that would help, *inter alia*, gauge the magnitude of required incentives. It will investigate ways in which the private sector may contribute to this effort.¹⁵

Output 1.4.2 Indonesia (1.4.2 IND): Three district governments endorse / recognize critical ecological areas (KEE, wildlife corridors, watershed, riparian and other high priority areas) in target landscapes as no-go areas

68. Under output I.1.4.2, the project will work to enhance regulatory systems and processes to identify and designate areas of high conservation value (HCV, HCS and other priority areas) as 'no go areas' when land-use zoning and planning decisions are made. This work will depend in part on maps and other information being supported under Component 3, while also feeding into planning work being done under that Component.

69. The project will support the development and pilot application of national and/or sub-national principles and criteria of HCV and HCS, in accordance with Indonesia's existing legal and regulatory framework. This work will link closely with support being provided under Outcome 3.2, including maps of HCV, HCS and other priority areas within selected target landscapes.

70. Based on the above normative work, the project will advocate for changes in abandoned land legislation ('tanah terlantar', Government Regulation PP No.11/2010) and other policies in order, first, to make it legal for companies to protect HCV and HCS areas within their existing concessions¹⁶ and, second, to help ensure that such protection comes about through some combination of enforcement and incentives. Such an initiative will need to involve the assessment of other key laws, such as Law No.32/2009 and Government Regulation 108/2015 and Government Regulation PP No.28/2011.

¹⁵ This would target companies like Mondelez, which has committed to "...support efforts to encourage new plantings on degraded lands as one of the best means to reduce clearance of forested lands." Mondelez International Palm Oil Action Plan. June 2014

¹⁶ Currently, companies face a regulation that stipulates the conversion of all available land to agriculture within their concessions.

71. With newly agreed principles and criteria for Indonesia's HCV and HCS areas, and a strengthened policy environment, the project will then support, under Component 3, analysis and identification of HCV and HCS areas as part of a process of identifying and agreeing on 'no-go areas' within pilot landscapes.

Output 1.4.2 Liberia (1.4.2 LIB): A national policy that encourages the identification and conservation of High Conservation Value (HCV) and High Carbon Stock (HCS) forests through the use of REDD+ outputs, land use planning maps, cost-benefit analysis, and other spatial and technical analytical techniques

72. This output aims to support the establishment of a national mechanism for incentivizing community management of areas of high conservation values, including HCV and HCS areas. The project will work to enhance regulatory systems and processes to identify and designate areas of high conservation value (HCV, HCS and other priority areas) as 'no go areas' when land-use zoning and planning decisions are made. This work will depend in part on maps and other information being supported under Component 3, while also feeding into planning work being done under that component.

73. The key mechanism for incentivizing conservation to be tested within the target landscape (see output L.2.2.1) will be alternative livelihood support to be delivered under conservation agreements. The principles and any legal or regulatory issues raised by such agreements will be carefully reviewed under this output prior to pilot implementation. Lessons learned by this demonstration will be captured and fed back into the policy environment through the enactment of new policy.

Production Project Outcome 1.5: Dialogue and action planning contributes to improved monitoring and enforcement of existing and new (ref. Outcome 1.3) policies and regulations, strengthening the rule of law in the three target countries and particularly within selected landscapes

74. The project will strengthen capacities to build the rule of law across targeted sectors, including via the implementation of effective and locally appropriate remote sensing and other cost-effective monitoring systems tailored for use within specific landscapes. These systems will work in conjunction with staff training initiatives to improve approaches and strategies for compliance and enforcement in the target landscapes.

75. In order to achieve this outcome, the project will organize consultations with government officials and major NGOs working within targeted areas to assess the benefits and cost effectiveness of certain monitoring systems over others, help implement monitoring systems and build capacity to run the systems effectively. Ultimately, this outcome will lead to more effective and consistent responses to violations of environmental protections.

76. Achievement of the above Production project-level outcome will be supported by the outputs described below.

Output 1.5.1 Indonesia (1.5.1 IND): Cost-effective monitoring systems are adapted and implemented within target landscapes

77. A land use change monitoring system (LUCM) will be piloted at the provincial level in Indonesia. The system will be designed to identify on an annual basis: (i) whether agricultural crops have illegally invaded natural habitat, (ii) whether

there are any breaches in the nationally specific forestry legislation within private lands (for example, required distance of crops from riverbeds); and (iii) whether farms are keeping healthy protection zones in terms of forest cover. The system will also map total land cover of specific agricultural commodities that may pose a threat to natural habitat due to their expansion on a yearly basis. Total commodity cover mapping is estimated through advanced classification methods using spectral signatures for specific crops.¹⁷

78. The system should be based on **four** operational principles.

- **Annual Frequency:** Every year, remote sensing images of productive landscapes suffering from agricultural expansion in natural habitat are processed. The result is an image, generated yearly, that shows polygons of the areas where a potential environmental infringement, or an increase of forest cover, has been identified.
- **Verification of Nationally Specific Forestry Infringements in Private Land.** The monitoring system processes imagery every year in order to: i) identify illegal encroachment of farms onto natural habitat; ii) determine if there is natural habitat regeneration on farms; or iii) if there are violations to the forestry law. For example, by measuring the area between riverbeds and the edges of plantations, to determine if the distance is smaller than what is allowed by law.
- **Link with Land Tenure.** The system only processes images of the productive landscapes for which there is a layer of information recording land tenancy. In this way, environmental offenders are identified by relating the layer of land use change with the layer of tenure of specific farms.
- **Public Dissemination:** The layer of land use change generated by this system is published through the National Territorial Information System. This allows users, from public sector entities to commodities buyers, to link the layer of land use change with the layer of gain and loss of forest cover through this information system.

79. The system will increase capacity for enforcement and for removing deforestation from commodity supply chains. Public sector institutions responsible for combating deforestation will be able to process, every year, forestry law violations by looking at previously processed images that tie infringements to specific land tenants, without the need for costly field surveillance. This will speed up the process, and make more effective use of scarce resources available to monitor wide areas of forest outside of protected areas.

80. In addition, the LUCM system will lay the groundwork for incentive mechanisms aimed at encouraging increased forest cover on private land and concessions by monitoring the growth of forest cover on a yearly basis. Commodities buyers could also use the annual images of gain and loss of forest cover within private land to determine whether the suppliers they are sourcing from have complied with forestry legislation, thereby protecting their company's reputation of responsible sourcing.

Output 1.5.1 Liberia (1.5.1 LIB): A cost-effective monitoring system is adapted and implemented within target landscape

81. A land use change monitoring system (LUCM) will be piloted at the sub-national level in Liberia. The system will be designed to identify on an annual basis: (i) whether agricultural crops have illegally invaded natural habitat, (ii) whether there are any breaches in the nationally specific forestry legislation within private lands (for example, required distance

¹⁷ For a brief video summarizing the LUCM-TT system being developed by Costa Rica, see: <https://vimeo.com/125056174>

of crops from riverbeds); and (iii) whether farms are keeping healthy protection zones in terms of forest cover. The system will also map total land cover of specific agricultural commodities that may pose a threat to natural habitat due to their expansion on a yearly basis.

82. The system will increase capacity for enforcement and for removing deforestation from commodity supply chains. Public sector institutions responsible for combating deforestation will be able to process, every year, forestry law violations by looking at previously processed images that tie infringements to specific land tenants, without the need for costly field surveillance. This will speed up the process, and make more effective use of scarce resources available to monitor wide areas of forest outside of protected areas.

83. In addition, the LUCM system will lay the groundwork for incentive mechanisms aimed at encouraging increased forest cover on private land and concessions by monitoring the growth of forest cover on a yearly basis. Commodities buyers could also use the annual images of gain and loss of forest cover within private land to determine whether the suppliers they are sourcing from have complied with forestry legislation, thereby protecting their company's reputation of responsible sourcing.

84. Beyond supporting the development of one of the above systems in Liberia, the project will support the use of the Landscape Accounting Framework (LAF), developed by CI, as a monitoring protocol with clear goals and responsibilities for assessing the status of the target landscape. The lessons learned through the use of the LAF will be captured and assessed under component 4.

Output 1.5.2 Indonesia (1.5.2 IND): Improved individual and institutional capacities to implement cost-effective tools and strategies for enforcement of forest conservation and land conversion laws and regulations

85. Support to enforcement in Indonesia will be closely linked to the process of ISPO certification, which is based on compliance with a comprehensive set of relevant legislation and regulations. Key steps under the project will be to support Government in developing a monitoring system on implementation of a plan for comprehensive roll out of ISPO. This will link to efforts under Component 3 to support pilot implementation in target landscapes.

Output 1.5.2 Liberia (1.5.2 LIB): Improved individual and institutional capacities to implement cost-effective tools and strategies for enforcement of forest conservation and land conversion laws and regulations

86. Beyond the adaptation and implementation of remote sensing and other cost-effective monitoring systems, it also crucial to build the capacity of government officials and other stakeholders in the use of these systems for enforcement purposes. The project will develop and deliver training workshops for officials from the FDA, EPA and other key stakeholder organizations on the use of remote sensing and monitoring of forest areas for enforcement in the target landscape. This will consist of both technical presentations on the use of software and other tools and presentations on strategic considerations and best practices for the use of remote sensing evidence in enforcement proceedings against violators.

COMPONENT 2: FARMER SUPPORT SYSTEMS

87. Unsustainable production practices are common in areas where palm oil is produced and sourced. In addition to reducing environmental damages associated with commodity production on existing agricultural lands, farmer support systems based on principles of sustainable intensification offer an important path to increasing production while

minimizing deforestation.¹⁸ Opportunities here are significant, both globally and in pilot countries, particularly given that smallholders, for example, tend both to produce at relatively low levels of efficiency and to expand into new areas. Farmer support systems—including extension programs, training schools, log book and technology exchange programs, applications to measure yields, and so on—have the potential to generate green growth, enhance benefits and income for farmers and substantially reduce the pace of deforestation. Sub-grants to local partner organizations will be allocated to ensure the necessary expertise.

Outcomes and outputs:

Production Project Outcome 2.1: Enhanced understanding of commodity farmer needs and effectively demonstrated approaches to meeting these needs through training and other support

88. Under this outcome, the project will support the assessment of training needs aimed at identifying technical, knowledge-related barriers preventing more efficient, intensified and sustainable practices from taking hold. The process will include a thorough review and bringing together of best practices for production and for farmer training from government and private sector, including any earlier experience with such trainings. The assessments will emphasise farmers, and their needs, within deforestation frontier areas ('deforestation landscapes'), where sustainable commodity intensification is appropriate (i.e. not in peat or other 'no go' areas in Indonesia, for example). Broad training needs related to sustainable intensification, including the need for awareness-raising related to avoiding deforestation, will be assessed. The strategies will determine how many farmers need support, in which technical topics and priority geographic areas, and at what potential cost. The assessments will be prepared in close consultation with both Government and private sector stakeholders and will be designed to complement REDD+ strategies and associated Policies and Measures (PAMs).

89. Also under this outcome, the project will demonstrate effective approaches to supporting the sustainable intensification of commodity production within target landscapes. Key areas of support to be tested and assessed via pilots will include: establishment of demonstration plots; smallholder mapping and legality assessment; targeted support to sustainable production. The pilot project will also test approaches to building the capacity of public and private extension services, including knowledge dissemination and training on the use of new tools and technologies. These approaches will be tested, refined and demonstrated in target landscapes within all three pilot countries.

90. By strengthening farmer support systems, the project will improve the knowledge, skills, and tools available to producers for improving yields without engaging in deforestation practices. These systems will advocate socially and environmentally responsible strategies for intensifying production, leading to greater uptake of sustainable commodity production practices.

91. Achievement of the above Production project-level outcome will be supported by the outputs described below.

Output 2.1.1 Indonesia (2.1.1 IND): Three landscape-level palm oil smallholder needs assessments, with potential linkages to REDD+ strategy options for the development of policy, regulation, and incentive measures, prepared and disseminated

92. Under this output, a palm oil production training needs assessment will be prepared for Indonesia. This will help

¹⁸ The latter result will typically require intensification efforts to be accompanied by increased enforcement efforts.

identify technical, knowledge-related barriers that are preventing more efficient, intensified and sustainable growing practices from taking hold. The process will include a thorough review and bringing together of best practices for production and for farmer training from government and private sector, including any earlier experience with trainings. The assessments will focus on farmers, and their needs, within deforestation frontier areas ('deforestation landscapes'), where sustainable commodity intensification is appropriate (i.e. not in peat or other 'no go' areas, for example). Broad training needs related to sustainable intensification, including the need for awareness-raising related to avoiding deforestation, will be assessed. The strategies will determine how many farmers need support, in which technical topics and priority geographic areas, and at what potential cost. The assessments will be prepared in close consultation with both Government and private sector stakeholders and will be designed to complement REDD+ strategies and associated Policies and Measures (PAMs).

93. The needs assessments will quantify the number of producers in need of technical assistance, as well as priority technical issues, with particular emphasis on reducing deforestation due to the expansion of commodity production, the specific intervention areas within pilot sites, and the potential cost of implementation. All of these findings will serve as inputs for the design and implementation of national commodity farmer support strategies (Output 1.2.1.2).

Output 2.1.1 Liberia (2.1.1 LIB): A landscape-level palm oil smallholder training needs assessment, with potential linkages to REDD+ strategy options for the development of policy, regulation, and incentive measures, prepared and disseminated

94. Under this output, a landscape-level palm oil smallholder training needs assessment will be prepared for Liberia. The assessment will help identify technical, knowledge-related barriers that are preventing more efficient, intensified and sustainable growing practices from taking hold. The process will include a thorough review and bringing together of best practices for production and for farmer training from government and private sector, including any earlier experience with trainings. The assessments will focus on farmers, and their needs in areas where sustainable palm oil intensification is appropriate. Broad training needs related to sustainable intensification, including the need for awareness-raising related to avoiding deforestation, will be assessed. The strategies will determine how many farmers need support, in which technical topics and priority geographic areas, and at what potential cost. The assessments will be prepared in close consultation with both Government and private sector stakeholders and will be designed to complement REDD+ strategies and associated Policies and Measures (PAMs).

95. The needs assessment will quantify the number of producers in need of technical assistance, as well as priority technical issues, with particular emphasis on reducing deforestation due to the expansion of commodity production, the specific intervention areas within pilot sites, and the potential costs of implementation.

96. The assessment will also help identify the main technical and knowledge-related barriers to the adoption of efficient and sustainable production practices on these farms. Work will be undertaken in close co-operation with the Ministry of Agriculture. Given the scope of the challenge and relative paucity of available data, the GEF-funded work will be focused on the target landscape, where smallholders will be mapped and a database developed to help farmer support systems better target interventions. Additional data and information will be incorporated from other parts of the country in order to ensure the national-level relevance of the assessment. In particular, the project will work with IDH and GROW to ensure that data emerges from at least two other concession areas. All of these findings will serve as inputs for the design and implementation of national commodity farmer support strategies (see Output 2.2.1 LIB).

Output 2.1.2 Indonesia (2.1.2 IND): Pilot implementation of approaches to sustainable intensification in target landscapes, including training of at least 2,500 farmers in adoption of good agricultural practices (GAP)

97. Within the target districts, pilot support will be provided in order to test, refine and demonstrate the effectiveness of approaches that can subsequently be incorporated into national farmer support strategies (see Output 1.2.1.2 above).

98. The project will provide pilot smallholder support in target districts in Riau, West Kalimantan and North Sumatra (see **Table 1**). Key themes to be tested and assessed via pilots will include:

- **Establishment of demonstration plots:** At least, one demonstration plot will be established in existing smallholder plantations in each targeted district. Number of demonstration plot will depend on local circumstances (e.g. peatland, GAP, BMP, and riparian).
- **Smallholder mapping:** As multiple stakeholders are currently working on the problem related to smallholder mapping—including the Ministry of Agriculture, Ministry of Environment and Forestry, BIG (Geospatial Information Agency), CIFOR, WRI, INOBU, IFC and IDH—there is a need for a common methodology for collecting data and for mapping of smallholders. Work is already underway under INPOP (see baseline section above) to harmonize these efforts. Information generated through smallholder mapping exercises will be useful in generating an enhanced map of a landscape’s human geography and can be incorporated into spatial analyses being prepared under Component 3. Smallholder mapping will be conducted in Pelalawan by UNDP, in Sintang by WWF, and South Tapanouli by CI.
- **Smallholder legality and ISPO readiness:** Support here will include testing of various approaches to smallholder legality and ISPO readiness and developing district-level roadmaps for certifying smallholders.
- **Targeted production support to smallholders:** The project will deliver targeted support to ‘mapped’, legalized and otherwise ‘vetted’ smallholders in pilot locations and test approaches that would use the availability of such support as an incentive to encourage ISPO-based certification/legalization by additional smallholders.
- **Capacity building for extension services:** The project will build local capacity, including selected key farmers (usually farmer group representatives) to provide extension services and other approaches, aimed at supporting sustainable intensification. A training of trainers (ToT) approach will be utilized, with training available to extension workers from target districts and also to relevant local staff from throughout the target provinces. Areas of co-operation will include: (i) developing modernized training materials and curricula, particularly including special training modules for farmers in deforestation frontier areas and areas with peat soils; (ii) systematization of capacity building of key government extension personnel, typically through provincial-level training of trainers programmes; (iii) building capacity to develop and manage partnerships, including PPPs, and outreach mechanisms.

Outcome 2.2: Improved national and sub-national farmer support systems to encourage sustainable, reduced deforestation commodity production and intensification through adoption of farmer support strategies emphasizing reduced deforestation, sustainable intensification, biodiversity conservation and elimination of the gender gap in agricultural productivity

99. Based on the above assessment and learnings from pilot farmer support efforts, the project will support the development of national commodity farmer support strategies, including technical, financial and marketing/logistical approaches to closing yield gaps, increasing incomes and conserving important natural capital and essential ecosystem areas. Strategies will include programs aimed at educating and engaging smallholders in conservation, while providing benefits linked to production improvement (e.g. support services, supply of agri-inputs, replanting incentives, access to seedlings, etc.), all while increasing transparency within the supply chain. Strategies will be based on farmer needs assessments and will include farmer mapping, the latter to ensure that support is provided only to farmers operating legally prescribed ('go') areas. This will help to create important incentives for farmers to operate in such areas and in accordance with all applicable regulations. Emphasis will be placed on supporting farmers in 'deforestation frontier' areas.

100. Achievement of the above Production project-level outcome will be supported by the outputs described below.

Output 2.2.1 Indonesia (2.2.1 IND): A national palm oil smallholder support strategy based on best practices for reduced deforestation, sustainable intensification, biodiversity conservation and elimination of the gender gap in agricultural productivity adopted, with emphasis on the utility of public private partnerships, and guidance / monitoring of initial implementation provided

101. Outputs 2.1.1 IND and 2.1.2 IND (see above) will provide important inputs and lessons for the development of national and provincial farmer support strategies in Indonesia. Strategies will cover the following areas:

- **Education and training:** carried out by first establishing staffing and training plans, which will then construct specific training services (formal and informal) to fill in skill gaps and resources for small producers and smallholders.
- **Input supply extension services:** These can be addressed through the identification of genetic material and technology (seeds, agrochemicals, organic locally produced fertilizers, etc.), but also through equipment and infrastructure constraints for small producers.
- **Farmer mapping:** This is particularly important in the case of oil palm in Indonesia, where an important component of the overall strategy will to some extent depend on the following: (i) a national consensus on what steps to follow in cases where smallholders cannot be certified, e.g. because they are producing in national parks or other protected areas; (ii) development of a common database for use at national and local levels, and; (iii) establishment of an inventory/database of smallholders, including location/legality, productivity/age of plantation.
- **Public private and intra-governmental partnerships:** Objectives and modalities for PPPs should be clarified in the strategies. Approaches to encouraging the harmonization and synergies between national and sub-national governmental partners will also be developed. Finally, the issue of financial sustainability of farmer support programs will be addressed.

- **Finance/Credit:** Strategic support to smallholders for gaining access to credit and other financial extension services.¹⁹

Output 2.2.1 Liberia (2.2.1 LIB): A national palm oil smallholder support strategy based on best practices for reduced deforestation, sustainable intensification, biodiversity conservation and elimination of the gender gap in agricultural productivity adopted, with emphasis on the utility of public private partnerships, and guidance / monitoring of initial implementation provided

102. Outputs 2.1.1 LIB and Output 2.1.2 LIB (see above) will provide important inputs and lessons for the development of a national palm oil farmer support strategy in Liberia. In addition, the strategy will incorporate lessons learned through pilot demonstrations conducted by the GEF and others. The strategy will cover the following areas:

- **Education and training:** carried out by first establishing staffing and training plans, which will then construct specific training services (formal and informal) to fill in skill gaps and resources for small producers and smallholders.
- **Input supply extension services:** These can be addressed through the identification of genetic material and technology (seeds, agrochemicals, organic locally produced fertilizers, etc.), but also through equipment and infrastructure constraints for small producers.
- **Farmer mapping:** This will aim to identify, *inter alia*, areas where smallholders may be encroaching on national parks or other protected areas.
- **Public private and intra-governmental partnerships:** Objectives and modalities for PPPs should be clarified in the strategies. Approaches to encouraging the harmonization and synergies between national and sub-national governmental partners will also be developed. Finally, the issue of financial sustainability of farmer support programs will be addressed.
- **Finance/Credit:** Strategic support to smallholders for gaining access to credit and other financial extension services.²⁰

COMPONENT 3: LAND-USE PLANS AND MAPS IN TARGETED LANDSCAPES

103. The ability to effectively mainstream forest conservation into spatial planning in the face of commodity expansion pressures depends on multiple factors, including accurate maps of HCV areas and degraded lands, stakeholder buy in, etc. In the target landscapes, the project will contribute to the development of spatial plans aimed at ensuring commodity production and expansion within appropriate areas, as well as the reduction and eventual elimination of deforestation associated with commodity expansion, beginning with HCV and HCS areas. It will also require extensive awareness raising, consultations, and participation of, local government authorities, companies and communities. Sub-grants to local partner organizations will be allocated to ensure the necessary expertise. Based on the conclusions of the planning exercise, the project will provide support to agreed conservation actions, including the promulgation of local Government decrees and regulations aimed at protecting no go areas and identifying areas for ecological restoration.

¹⁹ This element will liaise closely with the IFC transactions child project.

²⁰ This element will liaise closely with the IFC transactions child project.

Box 1 offers a simple overview of how, building on previous work, these will come together to demonstrate change within a district of North Sumatra.

Box 1: HCV mapping and land use plans: an alternative scenario from North Sumatra

In 2005-2007, Conservation International, working with the Ministry of Forestry, WCS, BLI, UNAD and others, identified Key Biodiversity Areas (KBAs) of Sumatra, including KBAs in North Sumatra province. Ten years later, a good deal has changed on the ground. The production project will update the KBAs in North Sumatra, particularly three priority KBAs in Tapanuli Selatan and Mandailing Natal districts. These KBA areas will represent critical reference points for preparation of a revised district spatial plan document and Strategic Environmental Assessment (SEA) activities. The project will support a spatial planning exercise in order to influence local government regulation for go and no-go areas in South Tapanuli district. No-go areas will include high biodiversity value areas and corridor analysis. As part of the no-go areas assessment, existing environmental regulations will be translated into a spatial format on a 1:50:000 map. This analysis will form the basis for developing one or more local decrees aimed at protecting and managing the no-go areas. During the second half of the project, these go and no-go zones will be integrated into district spatial plans to ensure developmental and environmental outcomes over a 20-year period.

Outcomes and outputs:

Production Project Outcome 3.1: Improved land use planning/zoning helps to shift targeting and conversion to commodity production from high biodiversity value, high carbon stock, ecosystem service-rich forested areas to degraded or otherwise more suitable lands

104. There is a clear need for practical, scientifically robust and cost-effective methodologies that can distinguish viable forest areas from degraded areas that have lower carbon and biodiversity values. The High Carbon Stock (HCS) Approach represents one practical methodology that has been tested and developed in active concessions in Asia and Africa with input from a variety of stakeholders. It is a relatively simple tool that plantation companies can use for new developments while ensuring that forests are protected from conversion. Another methodology, the High Conservation Value (HCV) approach, is designed to maintain or enhance environmental and social values in production landscapes. Together these two methodologies offer practical pathways that will help draw the line between potentially viable natural forests that need to be protected; areas required for community livelihoods and degraded land that may be suitable for palm oil development. The project will develop a definition and identify the 'right' land for commodity production and for forest conservation in the target landscapes. This will be based on national-level HCV and HCS definitions being developed (in cases where they do not already exist) under component 1. The project will go on to identify HCV/HCS areas in the target landscapes. Land use maps, access to degraded and targeted lands, and forest conservation efforts will be clearly identified, agreed upon and promoted. This component will result in improved land use planning and zoning systems that help protect priority areas by directing the conversion of land to commodity production to environmentally appropriate areas.

105. Achievement of the above Production project level outcome will be supported by the outputs described below.

Output 3.1.1 Indonesia (3.1.1 IND): Maps prepared identifying critical land areas (KEE, watershed, riparian and other high priority areas) in target landscapes and land use scenarios developed

106. National interpretation of the definition and importance of HCV and HCS forests will be socialized with local governments, NGOs and civil society. Maps of HCV, HCS and degraded lands within the target landscapes will be prepared in co-operation with these stakeholders. Time series data will provide context by showing trends over the previous ten-year period. HCV/HCS areas will represent the core 'no go areas' for commodity expansion and concession granting. This work will be done in close co-operation with land use change mapping work being supported under Output I.1.4.2 to define HCV/HCS, which have not been codified under Indonesian law.

107. In addition to the spatial and ecological information, legal analysis will be undertaken of concession and land use issues, particularly as they might affect access to degraded land. Safeguards-related work will include consultations with local communities as well as with private sector concession holders.

108. Based on the above, environmental economic modelling and analysis of various commodity production: forest conservation scenarios will be developed. These scenarios will be discussed extensively with local stakeholders and will represent key inputs into the spatial planning exercises.

Output 3.1.1 Liberia (3.1.1 LIB): Maps of HCV, HCS and other priority areas for selected target landscape(s) prepared and land use scenarios developed

109. National interpretation of the definition and importance of HCVs will be socialized with local governments, NGOs and civil society. Maps of HCV and degraded lands within the target landscapes will be prepared in co-operation with these stakeholders. Time series data will provide context by showing trends over the previous ten-year period. HCV /HCS areas will represent the core 'no go areas' for commodity expansion and concession granting. This work will be done in close co-operation with land use change mapping work being supported under Output 1.4.2 LIB to define HCV/HCS.

110. In addition to the spatial and ecological information, legal analysis will be undertaken of concession and land use issues, particularly as they might affect access to degraded land. Safeguards-related work will include consultations with local communities as well as with private sector concession holders.

111. Based on the above, environmental economic modelling and analysis of various commodity production: forest conservation scenarios will be developed. These scenarios will be discussed extensively with local stakeholders and will represent key inputs into the spatial planning exercises.

112. The project will work in the target landscape on HCV and HCS analysis and development of associated maps. This will be done in conjunction with work by Sime Darby involving the use of LIDAR technology to identify HCS areas in its concession. Lessons will also be drawn from similar work being undertaken Golden Veroleum to identify HCS areas in its concessions in co-operation with Proforest and IDH.

Output 3.1.2 Indonesia (3.1.2 IND): Land use plans and zoning with go and no-go areas defined (latter covering approximately 500,000 hectares of HCV, HCS and other priority areas) in target landscapes

113. Once the maps of HCV, HCS and other priority areas, along with the scenario analysis for the target landscapes are completed, spatial plans and land use regulations will be developed. These plans and regulations will be based on accurate data and information, which will also be useful for developing systematic landscape-level forest-safeguarding plans and/or conservation needs assessments to guide land use planning.

114. This effort will be complemented by efforts that strengthen, improve, and eventually implement processes that also increase access and use of degraded and existing agricultural land for commodity expansion.

Output 3.1.2 Liberia (3.1.2 LIB): Land use plans and zoning with go and no-go areas defined (latter covering approximately 75,000 hectares of HCV, HCS and other priority areas) in Western Liberia

115. Once the maps of HCV, HCS and other priority areas, along with the scenario analysis for Western Liberia, are completed, spatial plans and land use regulations will be developed. These plans and regulations will be based on accurate data and information, which will also be useful for developing systematic landscape-level forest-safeguarding plans and/or conservation needs assessments to guide land use planning. They will include a transparent process of identifying go and no go areas in the target landscape. This will link closely with ongoing work under the Liberia Forest Sector programme.

116. This effort will be complemented by efforts that strengthen, improve, and eventually implement processes that also increase access and use of degraded and existing agricultural land for commodity expansion.

Production Project Outcome 3.2: Enhanced land use protection strategies, including gazettement, of HCV and HCS forest areas within commodity-producing landscape avoids 58 million tons of CO₂e emissions and contributes to conservation of over 650,000 ha of high value forest areas and associated biodiversity

117. The project will facilitate the use of land use protection strategies that identify go and no go areas in target landscapes by providing support to government agencies and other stakeholders. Beyond the formal gazettement of land, these strategies may include creating private forest reserves and designating community conservation areas, among others. The project will also raise awareness of go and no go areas among stakeholders in target areas through campaigns to disseminate maps and knowledge of the risks of continued development. Through these efforts, the project will help reduce or eliminate deforestation in key HCV/HCS areas, directly generating associated environmental benefits, such as mitigated CO₂e emissions.

118. Achievement of the above Production project-level outcome will be supported by the outputs described below.

Output 3.2.1 Indonesia (3.2.1 IND): Development and initial implementation of strategies for conserving priority areas within selected target landscape(s)

119. Various options for conservation of no go areas will be considered. Many, such as riparian areas, will already have legal protection and conservation will depend on improved data and enforcement. Others may benefit from local or provincial government decrees. Another option that may be useful is that of community conservation areas. Finally, private sector landowners will be encouraged to conserve existing HCV within their concessions (see also component 1 for legal/regulatory work aimed at removing disincentives to private conservation actions). The effectiveness of various conservation approaches at reducing commodity-driven conversion will be carefully monitored.

Output 3.2.1 Liberia (3.2.1 LIB): Two conservation agreement implemented with communities located within palm oil concession areas

120. Communities living in forest areas in major palm oil concessions recognise the significant value of keeping forests resources largely intact. However, for many communities the opportunity cost associated with forgoing use of some

forest resources is significant. One way of addressing this issue and providing a viable economic incentive for conservation is through Conservation Agreements. In a Conservation Agreement, resource users commit to conservation actions in exchange for benefit packages that are defined through participatory processes.

121. The project will support the implementation of Conservation Agreements with select communities living within concession areas and in the vicinity of HCV and HCS forests. The Conservation Agreement approach will be used to involve communities in the governance and management of forest ecosystems in the landscape, with a particular focus on land use planning. The central premise is that people will conserve biodiverse forest if they have the option to do so, and that the benefits of conserving outweigh the costs. The conservation actions to be undertaken by the resource users are designed in response to threats to biodiversity or ecosystems and result in a formal protection plan. The benefits provided by the conservation investor are structured to offset the opportunity cost of conservation incurred by the resource users. Selected communities will be among those located in areas where, for various reasons including deforestation risk, participation in outgrower schemes will not be feasible. The agreements will include the establishment of a community-driven monitoring system to monitor forest loss and compliance with the agreements. The key element for sustainability of these conservation agreements is an enduring incentive. In this case, incentives provided under the conservation agreements might include ongoing engagement with the company in the form of jobs, preferential purchasing arrangements for local produce or skills development.

122. In addition to the above support to community conservation agreements, other options for conservation of no go areas will be considered. Many, such as riparian areas, will already have legal protection and conservation will depend on improved data and enforcement. Others may benefit from local or provincial government decrees. Finally, concessionaires will be encouraged to conserve existing HCV within their concessions. The effectiveness of various conservation approaches at reducing commodity-driven conversion will be carefully monitored and recommendations provided to Government.

Output 3.2.2 Indonesia (3.2.2 IND): Increased awareness of go and no-go areas in selected target landscapes and strengthened stakeholder engagement among communities, producers and government officials

123. Local communities will be engaged as part of the process with due diligence on rights and gender dimensions. In addition, finalized plans will be disseminated through various means to communities and the general public so that key stakeholders are aware of, and up to date regarding, the resulting new regulations and stipulations. This will be done through awareness raising campaigns and/or through the hiring of local NGOs to raise awareness regarding the designation of go and no-go areas.

124. The project will undertake awareness raising campaigns in pilot landscapes to widely disseminate HCV/HCS maps, and any new regulations at various levels among Government, producers and other actors, especially in regard to go and no go areas in the selected target landscapes. A successful campaign will help to orient commodity production towards sustainability in HCV/HCS areas.

125. For producers in the priority landscapes, the campaign will seek to raise awareness of the risks of continuing production under the business-as-usual scenario, potential effects on ecosystem services and how these may affect their production. Where appropriate, the campaigns will seek to encourage landowners to certify forests in No go areas and to access funding that can be invested in conservation and sustainable practices.

Output 3.2.2 Liberia (3.2.2 LIB): Increased awareness of go and no-go areas in selected target landscapes and strengthened stakeholder engagement among communities, producers and government officials

126. Local communities will be engaged as part of the process with due diligence on rights and gender dimensions. In addition, finalized plans will be disseminated through various means to communities and the general public so that key stakeholders are aware of, and up to date regarding, the resulting new regulations and stipulations. This will be done through awareness raising campaigns and/or through the hiring of local NGOs to raise awareness regarding the designation of go and no-go areas.

127. The project will undertake awareness raising campaigns in pilot landscapes to widely disseminate HCV/HCS maps, and any new regulations at various levels among Government, producers and other actors, especially in regard to go and no go areas in the selected target landscapes. A successful campaign will help to orient commodity production towards sustainability in HCV/HCS areas.

COMPONENT 4: KNOWLEDGE MANAGEMENT AND M&E

128. The project's theory of change and its component structure are based on three interlinked themes: **Dialogue, Action and Knowledge**. Component 4 supports the third of these themes. It will ensure that the project gathers and shares lessons systematically and effectively—with a special emphasis on developing and disseminating knowledge. It will also support adaptive management, so that the project fully integrates and reacts to the success and failures of relevant activities, both within and outside the Programme. In this sense, the key to the project's ultimate effectiveness will lie not merely in the proximate, site-level impacts of its pilots, but rather with its emphasis on ensuring lesson learning, knowledge building and dissemination both up and down the spatial scale from landscape to global in order to improve and accelerate impact.

129. The programmatic approach of the Commodities IAP offers an excellent framework for learning and knowledge sharing. The knowledge management, monitoring and evaluation component will operate in close co-operation with analogous efforts being supported by the demand and transactions child projects, all working under the umbrella of the adaptive management and learning project.

130. The majority of the knowledge management and M&E component will operate at the global, rather than national level, but will be closely linked to national level knowledge management and M&E activities. This will allow it to learn and compare across IAP countries in order to identify common solutions and differences.

131. At the global level, lesson learning and dissemination will centre on, but not be limited to, the project's own lever strengthening, barrier removal and demonstration activities. Given that the IAP program as a whole will be working in four pilot countries, there will be substantial opportunities for sharing lessons learned, both among the target countries themselves and with other countries facing similar challenges, particularly at the regional level. This will create significant opportunities for south-south co-operation. Success stories will figure prominently among the lessons being shared, with the goal of ensuring extensive within- and between-country uptake and replication.

132. Overall, the approach will ensure both that all project activities are imbued with cutting edge knowledge and that new knowledge generated by the project is amplified and replicated through provincial and national platforms and beyond. Dissemination within the IAP program's own Global Community of Practice, as well as through other global fora, will also ensure that knowledge sharing and replication take place throughout the project implementation period, rather than, for example, as an afterthought in the final year of the project.

133. Mechanisms for learning will include the following:

- A highly qualified team of short- and medium-term experts delivering technical support and coherence within the thematic technical areas being addressed by the project. This team will deliver cutting-edge tools and technical support services to pilot countries and landscapes, while capturing and drawing connections between emerging lessons in the pilot countries and elsewhere globally. The global support team will also nurture linkages with key regional and global partners, while helping to bring project lessons to international fora, such as Conference of the Parties for the Biodiversity and Climate Change Conventions, and the United Nations Framework on Forests (UNFF). Support teams in specific areas such as land use change monitoring will include members from developing countries who have helped to tackle similar challenges in their own countries—thus bringing an important element of south-south co-operation into the process
- A series of co-ordination and dialogue mechanisms, ranging from landscape-level forums to national-level platforms (see Component 1 above) to a global-level community of practice which will serve, *inter alia*, to enable dissemination of knowledge and learning.

134. Activities aimed at capturing lessons will have at their core a continuous process of discussion, reflection and reporting involving the project team, partners and stakeholders, which will be useful both for drawing lessons and for adaptive management of project actions. At landscape and district levels, activities will include, for example, focus group discussions with smallholders, where experiences and ongoing challenges are discussed and potential solutions identified.

135. At sub-national and national levels, commodity platforms will undertake a variety of activities aimed at gathering and disseminating lessons and encouraging their uptake. Sharing and gathering of lessons—including those learned separately by project partners and stakeholders—will take place via multi-stakeholder technical working group workshops, which will be held under the auspices of the platforms. These workshops will provide opportunities for individuals and organisations to share their experiences and best practices regarding what has worked and what hasn't worked. These will include both cross-cutting workshops as well as ones focused on specific technical issues, e.g. HCVs. Lessons will focus, *inter alia*, on developing a better understanding of the effectiveness of government, NGO and donor interventions in encouraging reduced deforestation commodity production.

136. Key lessons thereby captured will be incorporated into National Action Plans, which will serve as the primary mechanism for facilitating sub-national and national-level uptake, helping to ensure that successful approaches identified through lessons learned are replicated at multiple levels and locations. A wide range of activities associated with development and implementation of these action plans will thus contribute to uptake.

137. Organization of the Community of Practice (CoP) through the A&L project will represent the main global level activity supporting dissemination / communication of lessons learned by the production project. Links with other GEF and UN-REDD projects, through which lessons and successful methodologies can be applied, will be supported both through those projects' participation in the CoP (using the projects' own budgets) and through project-to-project exchanges in order to encourage uptake. Here, the global support team will work with partner projects to identify specific areas in which production project lessons may support the work of those other projects and deliver resulting support to uptake via workshops, etc. For example, while the UNDP-GEF Kalimantan forest management project does

not directly provide farmer support, lessons from the IAP, along with actions to be supported by the National Action Plan, are expected to usefully complement the latter project's forest management and planning efforts.

138. Media outreach activities, notably including a partnership with the Guardian newspaper, which is being supported through the AM&L project, will contribute further to dissemination, while uptake will be encouraged through South South study tours.

139. The project will support IAP communication platforms such as the website and social media channels and work with outreach mechanisms supported by partner organizations, including UNDP's Green Commodities Programme and similar mechanisms operated by WWF, CI and IFC, will also be used for dissemination. Finally, knowledge will be shared through presentations at key events.

140. Knowledge products to be developed based on lessons learned by the project and disseminated through the above activities will include:

- i. technical reports on major topics such as:
 - a. approaches to constructively engaging governments and balancing potential conflicts perceived to exist between environmental protection and aspirations for economic growth;
 - b. national policies that positively influence commodity production practices to reduce deforestation, enabling conditions for these policies to be effective, and case studies of countries with effective policies in this regard;
 - c. approaches to working with the private sector to improve the implementation of deforestation-related commitments;
 - d. good practices for providing effective support to smallholders, mainstreaming gender and building resilience, with observations regarding the effectiveness of interventions at various levels, the role of the private sector and the financial viability and sustainability of farmer extension services;
 - e. the development of improved policies and regulations in the target countries.
- ii. issue briefs—short 2-5 page documents that explore specific issues in a less technical, user-friendly way;
- iii. case studies, articles, blogs, infographics;
- iv. written, as well as brief video, productions from the field.

Production Project Outcome 4.1: Increased knowledge of factors underpinning the readiness of landscape-level environments to adopt reduced-deforestation commodity production improves the design and future implementation of intervention and capacity building strategies and tools for improving the sustainability of commodity production

141. As described in **Table 1**, the project will work with selected landscapes in Indonesia and Liberia.²¹ These landscapes cover a total of 7.94 million ha and will be the site of various demonstration activities under components 1-3. These landscapes also represent areas where the demand and transaction child projects are expected to focus a portion of their activities.

142. Working in these and other landscapes, the project will develop a tool for tracking the status and dynamics of change at the landscape level, as well as how the impacts of commodity production on deforestation may be influenced

²¹ In addition, the IAP's Brazil project will work with four mainly soy-production landscapes in the MATOPIBA region.

by government, NGO and donor interventions. Data will be collected in the target landscapes to test and refine the tool. Beyond this, the project will capture and disseminate lessons learned at the landscape and country level.

143. Training and capacity building activities will share knowledge and promote learning and uptake within and among target countries. They will also inform efforts to encourage the uptake, adaptation and replication of demonstrated lessons and knowledge in other at least seven other sub-national and national situations via the IAP's Global Community of Practice. Given the presence of partially overlapping efforts from a number of governments, donors and private sector actors, including REDD+ and various farmer support programmes, effective information and knowledge sharing will be essential to ensure their complementarity.

144. In order to obtain a diverse set of lessons and experiences for analysis, the project will establish a knowledge-sharing platform for practitioners working on sustainable commodity production, not only within the CIAP and its pilot countries, but also engaging select projects and partners to be able to pull in lessons learned in a wider range of countries and contexts. **Table 3** provides an initial list of programmes and associated countries that are expected to participate in this knowledge-sharing platform.

Table 3: Lesson learning across programmes and regions

Programme	Countries
UN-REDD, FCPF	Cote d'Ivoire, PNG, Viet Nam, Colombia, Ecuador, Peru, Ethiopia
UNDP-GEF commodity and deforestation projects	Peru, Indonesia, Honduras, Paraguay, Costa Rica, Dominican Republic

145. Achievement of the above Production project-level outcome will be supported by the outputs described below.

Output 4.1.1 Indonesia (4.1.1 IND): Data collected from three target landscapes and used to test Commodities Integrated Approach Programme (CIAP) tool for tracking: (i) landscape-level status and dynamics of change, (ii) the role of commodity production and expansion as a driver and (iii) the effectiveness of government, NGO and donor interventions in encouraging reduced deforestation commodity production

146. In addition to testing approaches and tools in the pilot landscapes, the project will collect data and monitor trends in these areas. This data will be used in testing an analytical tool developed at the global level intended to improve understanding of the dynamics of, and designing positive management responses to, landscape-level changes and deforestation threats posed by agricultural commodity expansion. This tool will build on existing tools like CI's

Landscape Accounting Framework²² in order to create a customized CIAP tool for understanding—and designing approaches to mitigating—landscape-level deforestation pressures associated with commodity expansion.

147. The present output will therefore build on information gathered during the PPG to develop an enriched quantitative and qualitative picture of both the dynamics of land use and land use change (notably deforestation) within the target landscape, as well as of various parameters related to the human environment, the political economy of commodity growth within the areas and a portrait of governance factors. Economic aspects, as well as indicators of landscape integrity, such as biodiversity health indices, will be measured. Both positive and negative aspects of commodity production and expansion will be considered and assessed.

148. A complete set of recent and ongoing interventions by Government, the IAP and other donors, such as Norway and DFID, and NGOs, such as IDH and Solidaridad—including provincial and national-level changes affecting the landscapes—will be mapped onto the enhanced baseline picture of each target landscape. These will be categorized according to a refined version of the typology of elements and barriers developed during the PPG. The overall aim will be to gain knowledge—based on actual experience—of the most important levers for effecting change, most notably in deforestation rates, but also in other key impact indicators, with an emphasis on measuring contributions to SDGs.

Output 4.1.1 Liberia (4.1.1 LIB): Data collected from the target landscape used to test Commodities Integrated Approach Programme (CIAP) tool for tracking: (i) landscape-level status and dynamics of change, (ii) the role of commodity production and expansion as a driver and the effectiveness of government, NGO and donor interventions in encouraging reduced deforestation commodity production

149. In addition to testing approaches and tools in the pilot landscapes, the project will collect data and monitor trends in these areas. This data will be used in testing an analytical tool developed at the global level intended to improve understanding of the dynamics of, and designing positive management responses to, landscape-level changes and deforestation threats posed by agricultural commodity expansion. This tool will build on existing tools like CI's Landscape Accounting Framework²³ in order to create a customized CIAP tool for understanding—and designing approaches to mitigating—landscape-level deforestation pressures associated with commodity expansion.

150. The present output will therefore build on information gathered during the PPG to develop an enriched quantitative and qualitative picture of both the dynamics of land use and land use change (notably deforestation) within the target landscape, as well as of various parameters related to the human environment, the political economy of commodity growth within the areas and a portrait of governance factors. Economic aspects, as well as indicators of landscape integrity, such as biodiversity health indices, will be measured. Both positive and negative aspects of commodity production and expansion will be considered and assessed.

151. A complete set of recent and ongoing interventions by Government, the IAP and other donors, such as Norway and DFID, and NGOs, such as IDH—including provincial and national-level changes affecting the landscapes—will be mapped onto the enhanced baseline picture of each target landscape. These will be categorized according to a refined version of the typology of elements and barriers developed during the PPG. The overall aim will be to gain knowledge—based on

²² See baseline section for a description of CI's Landscape Accounting Framework.

²³ See baseline section for a description of CI's Landscape Accounting Framework.

actual experience—of the most important levers for effecting change, most notably in deforestation rates, but also in other key impact indicators, with an emphasis on measuring the contribution to SDGs.

Output 4.1.2 Indonesia (4.1.2 IND): Capture of lessons learned at landscape and country level from systemic support and other target activities

152. Complementing the above landscape-based analytics, the project will develop thematic lessons related to its major areas of intervention, as well as those of its main partners. This effort will deliver clear lessons and success stories emerging from project demonstration work. Capturing lessons learned along the way will help to: (1) inform future approaches; (2) inform global, regional and national policy dialogues regarding the best options and approaches for achieving reduced deforestation commodity supply chains, and; (3) improve the impact of GEF-supported projects and programmes.

153. Primary themes for lesson learning will include: 1) approaches to constructively engaging governments and balancing potential conflicts perceived to exist between environmental protection and aspirations for economic growth; 2) national policies that positively influence commodity production practices to reduce deforestation, enabling conditions for these policies to be effective, and case studies of countries with effective policies in this regard; 3) approaches to working with the private sector to improve the implementation of deforestation-related commitments; 4) good practices for providing effective support to smallholders, mainstreaming gender and building resilience, with observations regarding the effectiveness of interventions at various levels, the role of the private sector, and the financial viability and sustainability of farmer extension services; 5) the development of improved policies and regulations in the target countries; and 6) approaches to linking project outcomes and outputs to REDD+ and observations in regard to the influence of financial support (e.g. through the IFC project in North Sumatra) on producer behavior.

Output 4.1.2 Liberia (4.1.2 LIB): Capture of lessons learned at landscape and country level from systemic support and other target activities

154. Complementing the above landscape-based analytics, the project will develop thematic lessons related to its major areas of intervention as well as those of its main partners. This effort will deliver clear lessons and success stories emerging from project demonstration work. Capturing lessons learned along the way will help to: (1) inform future approaches; (2) inform global, regional and national policy dialogues regarding the best options and approaches for achieving reduced deforestation commodity supply chains, and; (3) improve the impact of GEF-supported projects and programmes.

155. Primary themes for lesson learning will include: 1) approaches to constructively engaging governments and balancing potential conflicts perceived to exist between environmental protection and aspirations for economic growth; 2) national policies that positively influence commodity production practices to reduce deforestation, enabling conditions for these policies to be effective, and case studies of countries with effective policies in this regard; 3) approaches to working with the private sector to improve the implementation of deforestation-related commitments; 4) good practices for providing effective support to smallholders, mainstreaming gender and building resilience, with observations regarding the effectiveness of interventions at various levels, the role of the private sector, and the financial viability and sustainability of farmer extension services; 5) the development of improved policies and regulations in the target countries; and 6) approaches to linking project outcomes and outputs to REDD+ and observations in regard to the influence of financial support on producer behavior.

Output 4.1.3 Indonesia (4.1.3 IND): Thematic studies and other knowledge, awareness and communications materials produced and available for dissemination

156. Data, analysis and lessons learned under outputs 4.1.1 IND and 4.1.2 IND—which will derive from work taking place throughout the project—will constitute major sources of data and information for knowledge and communications products to be developed under output 4.1.3 IND. Products will include analytical studies, policy briefs and a range of communication materials.

157. In addition to analytical studies and policy briefs, a range of communication materials will be developed for sharing in various forums and online. These will include videos, brochures, website posts and blogs. In particular, a video production and online distribution campaign will be organized, with a social media engagement element designed to raise awareness of targeted issues. This will be designed as an annual campaign, each year building on the last in order to build interest in target issues.

158. These and other communication materials will be developed and shared at workshops, CoPs, annual events and as presentations at global events. They will be intrinsic elements in sharing IAP findings and advancing global thinking on the challenge of reduced deforestation commodity production.

Output 4.1.3 Liberia (4.1.3 LIB): Thematic studies and other knowledge, awareness and communications materials produced and available for dissemination

159. Data, analysis and lessons learned under outputs 4.1.1 LIB and 4.1.2 LIB—which will derive from work taking place throughout the project—will constitute major sources of data and information for knowledge and communications products to be developed under output 4.1.3 LIB. Products will include analytical studies, policy briefs and a range of communication materials.

160. In addition to analytical studies and policy briefs, a range of communication materials will be developed for sharing in various forums and online. These will include videos, brochures, website posts and blogs. In particular, a video production and online distribution campaign will be organized, with a social media engagement element designed to raise awareness of targeted issues. This will be designed as an annual campaign, each year building on the last in order to build interest in target issues.

161. These and other communication materials will be developed and shared at workshops, CoPs, annual events and as presentations at global events. They will be intrinsic elements in sharing IAP findings and advancing global thinking on the challenge of reduced deforestation commodity production.

Outcome 4.2: Uptake, adaptation and replication of demonstrated lessons and knowledge in 7 other sub-national and national situations via the IAP's Global Community of Practice and through other knowledge-sharing mechanisms

162. A number of governments, donors and private sector actors are investing substantial time and funding in efforts to remove deforestation from commodity supply chains. Partially overlapping efforts, including REDD+, as well as various farmer support programmes, are also making contributions. Effective information and knowledge sharing amongst both direct and ancillary approaches is essential to ensuring their complementarity and effectiveness.

163. Achievement of the above [project-level] outcome will be supported by the outputs described below.

Output Global 4.2.1 (4.2.1 GLO): Implementation of training and capacity building to share knowledge and promote learning and uptake within and among target countries

164. Knowledge and tools, along with training and awareness materials, will be disseminated in a number of distinct ways:

- **Within target countries**, so that learning—for example, within target landscapes—is shared at sub-national (e.g. provincial) and national levels. Platforms being supported under Component 1 will represent the primary outlet for this dissemination process. Through the platforms, materials for training and capacity building will be shared and in-depth courses organized. Importantly, cases will be analyzed within platform committees as evidence to support possible uptake and replication.
- **Among IAP target countries**, within the context of South–South learning and co-operation and sharing of project experience. This might include, for example, a study tour by selected farmers and government extension agencies in Liberia to a model site in Indonesia to learn about sustainable palm oil development and involvement of farmer cooperatives. It could also include cross country publications and participation in global events by all countries together, e.g. panels of representatives of Indonesia, Paraguay at Liberia at events.
- **With other interested countries at regional levels**, with the potential to stimulate interest in the CIAP approach amongst additional countries.

Output 4.2.2 Global (4.2.2 GLO): Sharing and dissemination of knowledge with regional and global policy and programme development and implementation

165. Important opportunities exist to share knowledge and experience, not only among IAP partners, but also amongst a broader network of partners within the overall ‘commodity community’ (see section A.3 below). Learning, knowledge building and dissemination will thus be further enabled by the IAP’s extensive and high-level set of partnerships, to be managed jointly by the global and national teams. This effort will ensure that project lessons will reach a broad set of institutional and organizational partners around the world. Disseminating results and information to a wide audience will help embed the Programme’s aims within national and corporate policies, while ensuring that successful approaches being piloted begin to influence commercial norms within commodities sectors.

166. As noted above, a global Community of Practice will be established under the adaptive management and learning project, helping to share knowledge and encourage alliances. Rather than simply share knowledge products through this Community, the project will aim to create a sub-community, or working group, of knowledge professionals. This sub-group, which will meet on an annual basis, will bring together practitioners and academics involved in creating knowledge about commodity production and approaches towards reducing associated deforestation. This group will seek ways to combine forces in order to develop cutting edge joint analyses of key issues and findings under the project’s themes, e.g. policy and enforcement, farmer support and spatial analysis. Key partners are expected to include: Norway, UN-REDD, DFID and the Bio-carbon fund.

ii. Partnerships:

167. A Partnership Strategy for the IAP as a whole was developed during the PPG phase, which identifies the role and relationship expected with stakeholders²⁴. Stakeholders were categorized as either engaged stakeholders, who may be consulted or kept informed of the progress or who will benefit from IAP implementation, and partners (active stakeholders), which comprise a subset of the above and who will actively participate in Program implementation. The potential role(s) that partners can play during implementation were:

- providing expert guidance or critique,
- providing innovative tool(s), thinking or experience,
- increasing the scale of impact of the IAP/ influencing the enabling environment,
- providing implementation services, and/or providing co-financing.

168. A partnership database was developed and populated with information supplied at the global level and by each of the child project agencies in terms of the stakeholders they propose to engage during implementation and the expected nature of this engagement. The extensive work to build and consolidate relationships and to develop a Partnership Strategy that was carried out during the PPG phase will be built upon during Program implementation and will increase the level of ownership and impact of the IAP.

169. Key partners and their roles in the production project are described below in **Table 8**.

Table 8: Key partners and their expected involvement in the production project

Stakeholder	Stakeholder involvement in production project
Governments, at the national, state, province and district levels	Governments influence the enabling conditions for sustainable practices, including, for example, policies that favour a production-protection agenda. The project will work closely particularly with the governments of Paraguay, Indonesia and Liberia on issues related to policies, incentive mechanisms, and platforms, among others.
Private sector, i.e., buyers, traders, processors, consumer goods manufacturers and retailers	The IAP will work with the private sector to foster increased demand for sustainably sourced commodities and to strengthen transparency in line with increased commitments from various companies to remove deforestation from their supply chains.
Producers, at a range of scales from smallholders (including women and indigenous groups), local communities, SMEs to multinational companies	The IAP production child project will strengthen the extension services available to producers to implement good agricultural practices and low carbon agriculture, and will support intensification where coupled with the setting aside of HCV and HCS lands for protection. The IAP will also stimulate greater demand for sustainably produced commodities. More details on how women and indigenous groups will be integrated into the project can be found in section A4 on gender and in the production and Brazil child project proposals.
NGOs and Civil Society, such as CI, WWF, Proforest and Forest Trends	CI and WWF are two of the Implementing Agencies for this Program. The IAP will also collaborate with other NGOs to make use of their expertise and contacts and in some cases, for implementation services (e.g., Proforest).
Platforms and Collaboration Fora, such as Tropical Forest Alliance, Consumer Goods Forum, Climate & Land Use Alliance, IDH	Partnerships with such platforms and fora will enable the IAP to leverage and add momentum to their work, in order to catalyze widespread change, and also to gain insights to feed into the learning agenda of the IAP.

²⁴ See AM&L project document.

Stakeholder	Stakeholder involvement in production project
Academia, such as University of Michigan and University of Wisconsin	Academic institutions may provide specific tools or may develop papers to assess or validate approaches or to support knowledge management related to reduced-deforestation commodity production.
Donors, such as KLP, DFID or the Moore Foundation	By supporting other initiatives that are aligned with the objectives of the project, these donors strengthen the enabling environment for positive change.
Organizations that take a gender lens to work on development or environmental issues, such as the Global Gender and Climate Alliance, WOCAN (Women Organizing for Change in Agriculture and Natural Resource Management) and WEDO (Women's Environment and Development Organization)	Through its gender mainstreaming strategy, the CIAP will ensure that women and men's issues are addressed in Program implementation (see section A.4 for more details). Liaising with these organizations will strengthen this integration of gender aspects in the program and in the policy work to be undertaken.

iii. Stakeholder engagement:

170. The production project PPG phase has included extensive stakeholder engagement. This included various Program-level engagements, in which various relevant organizations were consulted jointly. These consultations had the following results: (i) raising awareness about the IAP and the production project; (ii) identifying organizations' potential roles during implementation; (iii) identifying areas of synergy so that the project could build on rather than duplicating existing initiatives; and (iv) ensuring effective coordination with other interventions in this production-protection space.

171. In addition, a Program Advisory Committee was established comprised of representatives of the private sector (Mondelez International), the banking sector (Grupo Santander), bilateral donors (DFID), as well as foundations/alliances (Climate and Land Use Alliance and World Economic Forum), in order to provide technical and strategic feedback into the design of the production and other IAP project. Several virtual meetings were held with this Committee in 2016 with the participation of the Steering Committee to ensure that feedback would be addressed in the project design.

172. Regular communication was maintained with all the Implementing Agencies involved in this project and with GEF through Steering Committee meetings and additional *ad hoc* thematic meetings, including as on the topics of M&E, resilience, gender and IAP cohesion. This includes efforts to ensure that each project was designed in a way that would allow it to contribute to the overall aims of the programme's integrated supply chain approach.

173. Extensive consultations were carried out to ensure that the proposed intervention builds on existing work and to obtain inputs on the interventions that are considered most feasible and effective. Stakeholders consulted were from the following sectors: platforms and collaboration fora, NGOs, institutes and thought leaders, the banking financial sector, private sector, donors, academia and others. Child project working group meetings also took place regularly to design the most appropriate interventions.

174. National-level and sub-national project design workshops and focus group discussions were held in order to come to agreement on proposed interventions, solicit the input of all relevant stakeholders (including GEF OFPs), and ensure appropriate linkages between production, demand and transactions elements of the Program design. These included

workshops in Paraguay (January 2016), Indonesia (October 2015 and April 2016), and Liberia (May 2016), among others. In addition to focusing on the design elements of the production project, these consultations included supply chain integration and linkages with the IAP demand and transactions and learning projects.

175. Annex G presents key stakeholders, including Government and civil society, by country and at global level.

iv. Mainstreaming gender:

176. As part of overall IAP preparation, gender analyses carried out during the PPG phase gathered information on gender differences related to the commodities supply chain, including reduced productivity of female-led farms due to differential access to inputs. Issues such as gender differences in terms of access to resources, such as land, livestock and financial services, were examined as well as legal rights and land tenure issues that may act as a barrier to increasing productivity for women. Other issues such as the gender division of labour and differences in availability of time were also factors that were assessed. Based on these analyses, a Program Gender Mainstreaming Strategy and Action Plan was prepared²⁵, the objective of which is to guide actions taken across the components of the IAP Program to ensure that gender mainstreaming is adequately addressed throughout implementation. The plan assesses gender issues in the oil palm, soy and beef supply chains, and describes the gender mainstreaming strategies of each child project. It is closely aligned with both the UNDP Gender Equality Strategy and with the GEF Gender Mainstreaming Policy. The IAP strategy will be complemented by country-level action plans, to be developed during the inception phase.

177. According to the above reviews, gender differentiation in production of agricultural commodities has a wide range of economic and social impacts. The problem has been noted in studies covering Indonesia's palm oil sector as well as in Paraguay's livestock sector.²⁶ For example, gender-related social issues facing Indonesia's palm oil sector include: ²⁷

Women's participation in the oil palm sector, while significant, is barely addressed in studies and statistics.

Women are often excluded from formal plot ownership. Plots are generally registered in men's names, which means that mainly men are eligible to become members of co-operatives;

In the plantation sector, a gendered division of labor put in place by plantation managers often relegates women to lower paid casual jobs

Women may not be paid directly for fruit collection in cases where their contribution is used to help meet their spouses' production quotas.

Women and children often bear the brunt of health hazards in the palm oil sector, including those associated with application of pesticides.

178. The Production child project will engage stakeholders, including commercial producers, smallholders (men and

²⁵ See AM&L project document, Annex I.

²⁶ See, e.g., Li TM. 2015. Social impacts of oil palm in Indonesia: A gendered perspective from West Kalimantan. Occasional Paper 124. Bogor, Indonesia: CIFOR; Gumucio et al. 2015 *Silvopastoral Systems in Latin America: Mitigation Opportunities for Men and Women Livestock Producers*. CCAFS Policy Brief. CGIAR Research Program on Climate Change, Agriculture and Food Security (CCAFS), Copenhagen.

²⁷ Li TM 2015.

women) and communities to encourage forest conservation and to improve agricultural yields without compromising environmental quality. In doing so, the project will make a material contribution to gender equality and women's empowerment in the target countries. The project includes a gender-disaggregated objective-level indicator for "the number of direct project beneficiaries among groups including smallholder farmers and forest-dependent communities" and will contribute to a gender-disaggregated Programme-level indicator on learning. In addition, an international consultant will provide support for gender mainstreaming at the global and country levels.

179. Table 12 describes the specific issues and barriers relating to gender equality and women's empowerment, as well as the actions planned to mainstream gender into the child project's implementation. Country-level action plans will be developed during the project's inception phase.

Table 12: Integration of gender equality and women's empowerment into project design, by component

Component	Issues/barriers	Gender mainstreaming actions planned for implementation
1. Dialogue, action planning, policies and enforcement	- Women's voices, perspectives and interests are under-represented in decision-making processes - Policies may not be geared to addressing challenges that are predominantly facing women	- The composition of national and sub-national commodity platforms will be designed to ensure gender balance and coverage of gender issues (relevant Ministries, NGOs, etc) - Gender-based analysis of policy proposals as appropriate
2. Farmer support systems	- Despite their often important role in the commodity production supply chain, women may not benefit commensurately from development co-operation efforts - A persisting gender gap means that women's comparative lack of access to agricultural inputs, and income has a significant impact on productivity and income use within the sector	- Farmer needs assessments will take care to identify gender-disaggregated roles and needs - Farmer support strategies will be based on a thorough analysis of women's role in the agricultural economy - Encouraging women's active participation in agricultural co-operatives - Ensuring that agricultural policies and extension services are gender targeted, focusing, inter alia, on the needs of women farmers.
3. Land use planning	- Women are under-represented in land use planning and zoning discussions - Planning may not take account of differential benefits and costs related to ecosystem services, e.g. where women's labour related to firewood, oil palm fruitling collection may go 'unaccounted'	- Women's representation in planning decisions will be ensured - Landscape-level planning will take full account of the stock and flow values of natural capital, including the many elements which remain outside of the market economy and tend to affect women and vulnerable groups disproportionately
4. Knowledge management and M&E	- Gender differences are not always considered in analysis of sustainable commodity challenges and interventions - Discussion and learning does not always refer specifically to gender issues	- A study analyzing the gender gap (see Component 3) as it effects the target countries and commodities and of lessons learned through project efforts to remove this barrier - The Global Community of Practice will include thematic discussions specifically on gender and convene expert organizations to present to participants, as well as sharing and lesson learning concerning the implementation of gender mainstreaming strategies and integration of gender in program M&E

v. South-South and Triangular Cooperation (SSTrC):

180. The Production project, like the IAP as a whole, places substantial emphasis on lesson learning, dissemination and uptake. These processes will unfold at multiple levels, beginning with target landscapes and working upwards through sub-national and national platforms and, finally, to participation in the IAP's global Community of Practice (CoP). Learning, exchange and co-operation thus take place both within and among countries via these project-supported exchange fora, which will enable and guide much of the project's support to enhanced south-south co-operation.

181. The CoP, to be established under the Adaptive Management and Learning project, will support South-South learning, cooperation, and networking among a broad array of practitioners. Among the key topics of this exchange will be identification of the most effective set of interventions to reduce deforestation in global commodity supply chains and to promote replication. The CoP will bring together practitioners and producers from the South, with a focus on Brazil, Paraguay, Indonesia and Liberia and will thus serve as a strong platform to facilitate South-South cooperation and technology transfer. The Production project will provide funding for pilot country participation in the COPs.

182. In addition to the CoP, and given that the IAP as a whole will be working in four pilot countries, there will be numerous opportunities for sharing lessons learned by the production and Brazil projects, both among the pilot countries themselves and with other countries facing similar challenges, particularly at the regional level. This will create significant opportunities for south-south co-operation. Success stories will figure prominently among the lessons being shared, with the goal of ensuring extensive within- and between-country uptake and replication. Opportunities will also be identified and pursued for exchanges with countries involved in UN-REDD, GCP and GEF commodity projects in order to optimize institutional learning and dissemination in key technical areas related to the commodity production: deforestation nexus. A highly qualified team of short- and medium-term experts will deliver technical support and coherence within the thematic technical areas addressed by the project. These support teams will include members from developing countries who have helped tackle similar challenges in their own countries—thus bringing an important element of south-south co-operation into the process.

183. Finally, the production project team, working in close co-operation with the AM&L team, will engage regularly with external partners, will participate at key events and will disseminate information through media coverage, publications and presentations, all of which will facilitate South-South learning. Study tours will be organized in co-operation with the demand child project to enable practitioners from different countries in the South to exchange experiences, thereby facilitating learning. For example, in the case of Paraguay, the project will fund South-South learning trips for key stakeholders in the production of beef, such as government and private sector representatives, to countries in the region to learn from their experience in stimulating the production and demand for sustainable beef. In addition, key stakeholders will participate in study tours to learn more about the relationship between advances on the demand and production sides of the supply chain.

i. Cost efficiency and effectiveness:

184. Given limited time and resources, the project will not attempt to tackle the full range of barriers within any pilot geography—including national and sub-national jurisdictions and target landscapes—for example, to deliver deforestation-free jurisdictions. Instead, the approach will be a menu-driven one, based on location-specific identification of priority elements / barriers to be targeted through pilot interventions.

ii. Risk Management:

185. As per standard UNDP requirements, the Project Manager will monitor risks quarterly and report on the status of risks to the UNDP RH LAC. The UNDP RH LAC will record progress in the UNDP ATLAS risk log. Risks will be reported as critical when the impact and probability are high (i.e. when impact is rated as 5, and when impact is rated as 4 and probability is rated at 3 or higher). Management responses to critical risks will also be reported to the GEF in the annual PIR.

Project Risks				
Description	Type	Impact & Probability	Mitigation Measures	Status
Inter-dependencies between components in the production project and between these components and those of the demand, transactions and adaptive management and learning projects cause significant delays and inconsistencies in implementation	<i>Operational</i>	Failure to provide this level of coordination may result in disparate and inept implementation of activities and programs, which could greatly diminish the uptake and impact of the project. Probability: 2 Impact: 3	The project has systematically identified linkages and inter-dependencies among individual components of the production project (see Table 2 above) and between these components and those of the other IAP projects (pending). These analyses will be further elaborated during the inception phase and will form the basis for an IAP co-ordination plan to be led by the adaptive management and learning project. Co-ordination efforts will take place within pilot countries as well as at global level.	M
Stakeholder willingness to commit to changes in policies and practices depends on a complex set of political and economic factors linked to self interest	<i>Political</i>	Failure to obtain buy-in from critical project stakeholders will limit the project's long term sustainability, lead to continued deforestation and environmental degradation and diminish the reproducibility of project of activities, policies, and practices beyond the target landscapes Probability: 3 Impact: 2	Based on a set of pragmatic considerations, the project design ensures key stakeholder incentives, including financial, social and health factors, are well aligned with project activities to encourage the uptake of sustainable production practices. Adaptive management efforts will include review and updating of assumptions in this regard as part of its lesson learning approach.	M

Project Risks				
Description	Type	Impact & Probability	Mitigation Measures	Status
Government officials may perceive environmental degradation as a necessary cost of pursuing economic development, leading to decisions that undermine efforts to reduce deforestation through the adoption of sustainable production practices.	<i>Political</i>	This will have the effect that more sustainable production is reserved for export to advanced markets while emerging economies continue to have a higher risk supply base and lower environmental quality. Probability: 3 Impact:	The project is designed to emphasize the national as well as global benefits associated with reduced deforestation commodity production, as well as global benefits. Project activities ensure that key stakeholders, particularly those within government, maintain incentive structures that encourage the promotion of environmentally sustainable practices. Again, the project will consider this aspect in its lesson learning and adaptive management elements.	
Vagaries of world commodity markets and associated price changes, including those driven by the effects of climate change and sources of environmental degradation, may negate the project's assumptions and render some of its strategies sub-optimal. Government policies aimed at softening the impacts of global price changes on production (e.g. Indonesia's biodiesel mandate) further complicate the picture.	<i>Financial</i>	This will have the effect that more sustainable production is reserved for export to advanced markets while emerging economies continue to have a higher risk supply base. Probability: 3 Impact:	The project will incorporate a range of commodity price scenarios into its landscape-level planning work. It will likewise encourage Governments to take a holistic look at the impacts of demand-side interventions.	M
Improved agricultural practices for the sustainable intensification of palm oil production may incentivize producers and government decisionmakers to exceed production increase targets through continued into forested areas.	<i>Strategic</i>	This will have the effect of intensifying commodity production through project activities while maintaining or increasing deforestation rates, leading to overall greater commodity production and degraded environmental quality. Probability: 2 Impact: 2	The project will work with key stakeholders to foster greater appreciation for the value added by forested areas, especially HCV and HCS forests. By working with stakeholders to encourage the adoption of a comprehensive understanding of economic development, one that encompasses, for example, environmental services, and well aligned incentive structures within decision-making institutions, exceeding production increase targets through continued commodity expansion at the expense of	H

Project Risks				
Description	Type	Impact & Probability	Mitigation Measures	Status
			forested areas will be less attractive to producers and decision makers.	
Activities to strengthen the sustainability of palm oil production in the target landscape may lead producers to relocate expansion plans to other areas due to regulatory leakage, leading to higher rates of deforestation in those regions	<i>Regulatory</i>	Failure to address regulatory leakage will mean the project will displace, rather than reduce, deforestation due to commodity expansion. Probability: 1 Impact:3	The project will co-ordinate sub-national activities with national-level stakeholders to reduce regulatory inconsistency in regards to production practice standards and protection of HCV/HCS forests. In addition, the project will emphasize the benefits of sustainable production practices for producers, including financial, social and health factors. These measures will make relocation of commodity expansion to areas outside of the Chaco region less attractive to producers.	H
Weak demand growth for sustainable commodities, especially in domestic markets, may negate assumptions regarding the financial sustainability of project strategies.	<i>Financial</i>	This will undermine the effectiveness of project activities, leading to diminished uptake of sustainable agricultural practices. Probability: 2 Impact: 2	The project will work in close coordination with the other CIAP program child projects, especially the Demand child project, to facilitate synergies between the two projects. By aligning activities to encourage sustainable production and activities to cultivate domestic and international demand for sustainable products, the CIAP program will ensure adequate financial sustainability for widespread adoption of sustainable production practices.	M
Climate changes and associated extreme events significantly affect agricultural production, adding to pressure to expand production and potentially reducing support for setting aside high conservation value forests and for sustainably sourced commodities, undermining the ability of the IAP to achieve expected impacts	<i>Environmental</i>	This will increase pressure on remaining forests. Probability: 3 Impact: 3	The IAP Program as a whole and the production project in particular have built in consideration of resilience into all aspects of their design and also ensured that proposed interventions are climate-proofed. The IAP is built on the premise that agricultural production is expected to significantly increase and the Program will work to ensure that the areas for expansion are carefully selected so that high carbon forests and biological corridors are not used. Spatial planning to be carried out through the production project—both in terms of proposed	

Project Risks				
Description	Type	Impact & Probability	Mitigation Measures	Status
			areas for expansion and for set-asides—will take into consideration climate scenarios. It should also be noted that the project focuses on reducing deforestation, thus contributing to climate change mitigation.	

Resilience

186. As highlighted in the recent guidance from GEF on RAPTA (Resilience, Adaptation Pathways, Transformation Assessment Framework), resilience assessment involves the identification of risks and points-of-no-return, opportunities for adaptation and/or transformation, and the costs and benefits of these options. The design phase of the IAP program has involved an analysis of risks at the level of each child project and for the Program as a whole. For the Production child project, *anticipated* project risks and adaption measures are presented in the table above. Risk management and implementation of adaptation measures will be carried out continuously throughout project implementation.

187. The Production project intervention occurs at multiple geographic levels, including global, national, sub-national and landscape levels. The project's PPG phase has emphasized an initial mapping out of the variables controlling change at the smallest of these geographic units of analysis, i.e., the level of commodity-producing landscapes. It did so while acknowledging the complex connections between landscapes and 'higher' levels, e.g. national and global; such connections are characteristic of systems that are heavily influenced by global markets—a central factor underpinning the project's integrated, global approach.

188. The fundamental question facing the IAP may be characterized as follows: how can dynamic change within productive landscapes—including sometimes rapid increases in the production of important commodities—be made more resilient and sustainable²⁸, particularly in ways that help to sustain forest cover and associated ecosystem services such as biodiversity and climate services, as well as equity, green growth and socio-economic benefits?

189. As a first step in addressing the above question, the PPG team began the process of creating an IAP perspective, or lens, through which to view and monitor landscape-level dynamics²⁹. This lens is reflected in the project's theory of change and in its definition of 'elements of sustainability and resilience'. Importantly, it is also visible in the project's structure of components, outcomes and outputs. The simple idea here is that the project can strengthen landscape-level systems by bolstering these constituent elements—which are seen a common but differentiated across landscapes. Thus, while every such landscape is unique and its evolution through time to some extent unpredictable, the project design is based on the assumption that there is sufficient similarity among landscapes and among the factors controlling their sustainability, that principles and actionable lessons can emerge from a multi-landscape comparative and learning approach.

190. While landscape sustainability and resilience are thus briefly reduced and simplified in theory, complexity re-emerges once these elements are considered as part of complex and dynamic systems wherein the elements—including policies, plans, people and personalities—are interacting and where the landscapes as a whole remain subject to buffeting by external factors, e.g. commodity price shocks, national policy changes, global REDD+ agreements, etc.

191. Given the above characterization, the project's strategy for building landscape-level resilience and sustainability during the full project includes the following:

- To further iterate the elements of sustainability and resilience concept, based on lessons learned during the project, and to develop a landscape scorecard for same.

²⁸ Here, sustainability and resilience are seen as partially overlapping concepts, so that increased sustainability may largely correlate with increased resilience over the long term.

²⁹

- To apply the scorecard to multiple landscapes, including both project and control landscapes.
- To develop a systems-level approach to understanding the interactions among elements and between them and exogenous factors. Thus, the elements-based approach may be taken one step further here as it comes to serve as a model describing the dynamic evolution of the system over time. Here, different approaches, e.g. to a given policy dilemma, will push the system in a particular direction. In this sense, the system can be compared to the ecological system of which it is a fundamental component, albeit one with a heavily anthropogenic, and externally-influenced overlay.
- Within the above framework of analysis, to ensure ongoing monitoring of unexpected and hard-to-predict shocks and stresses, and using this analysis to adaptively manage the project and, more importantly, to recommend corresponding course of action to policy makers. **Table 14** below presents one possible typology for describing specific options and alternatives for adapting agricultural systems which, to the extent possible, may be considered from a broader landscape resilience perspective, rather than in isolation. This approach will be dynamic in nature, acknowledging the complex systemic nature of the problems and solutions and external variables.
- Finally, to arrive at an enhanced understanding of the characteristics that make policy, project and programme interventions—including actions at landscape, provincial, national and global levels—successful in supporting landscape-level sustainability and resilience.

Table 14: Issues and choices impacting the resilience of commodity-producing landscapes

Type of factor / option	Example
Micro-level options	Farm production adjustments such as diversification and intensification of crop and livestock production; changing land use and irrigation; and altering the timing of operations.
Income-related responses	Crop, livestock and flood insurance schemes, credit schemes, and income diversification opportunities
Institutional changes	pricing policy adjustments such as the removal or putting in place of subsidies, the development of income stabilization options, agricultural policy including agricultural support and insurance programs; improvements in (particularly local) agricultural markets, and promotion of inter-regional trade in agriculture.
Technological developments	development and promotion of new crop varieties and livestock feeds, improvements in water and soil management, and improved animal health technology

Source: Kurukulasuriya, P., Rosenthal, S., 2003. Climate change and agriculture: a review of impacts and adaptations. Climate Change Series Paper No. 91, World Bank, Washington, DC.

192. The extent to which the project and the IAP Program as a whole have been able to bolster resilience will be assessed annually through project and Program M&E. In addition, resilience will be discussed annually at Program Steering Committee meetings. These meetings will provide a forum for the IAP agencies and partners to discuss how well they have been applying a resilience lens to ensure robustness in project implementation and to review lessons emerging from implementation. If additional adaptation measures or even transformation of project or Program activities or objectives appear to be needed, the costs and benefits of options will be discussed on an annual basis at

these Program Steering Committee meetings and as a result of M&E activities. In this way, an iterative and participatory approach will be followed to refine project and Program planning. Finally, resilience will be discussed in the two Global Community of Practice events to be organized by the A&L project.

iii. Social and environmental safeguards:

193. Social and Environmental Screening Procedures (SESPs) were conducted for Liberia and Indonesia (see **Annex H**).

iv. Sustainability and Scaling Up:

194. Sustainability and continuation of activities after project implementation comes from the change in business and market practices. The new market structure and business standard will maintain producers and buyers aligned with new, sustainable practices. The project's initial target commodities and countries of action can be easily expanded. Replication will come from applying the approach and proven model to other commodities and countries with similar issues. Scaling up will be required into other geographies and countries that produce or demand the commodities addressed by this project.

195. Multinationals, national companies and platforms will be stimulated to expand their commitments to other commodities and to other geographies, specifically those geographies that are new frontiers of deforestation. The production project builds on a strong baseline of public and private sector commitment to changing production towards reduced-deforestation commodities, and project activities will empower these key stakeholders to implement such commitments.

VI. PROJECT RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/Country Programme Results and Resources Framework: x
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: x
Applicable Outputs from the 2014 – 2017 UNDP Strategic Plan: Output 1.3: Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste.
Applicable Output Indicators from the UNDP Strategic Plan Integrated Results and Resources Framework: Output 1.3 indicator 1.3.1: Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or sub-national level.

	Objective and Outcome Indicators	Baseline³⁰	Mid-term Target³¹	End of Project Target	Assumptions³²
Project Objective: Encourage sustainable practices for oil palm and beef production while conserving forests and safeguarding the rights of smallholder farmers and forest-	Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or subnational level.	Two national green commodity platforms (in Indonesia and Paraguay)	At least 40 private sector, civil society, and donor organizations newly connected and engaged in broad-based dialogue under national and sub-national platforms	At least 60 private sector, civil society, and donor organizations newly connected and engaged in broad-based dialogue under national and sub-national platforms	Platforms and action plans fully incorporate the objective of, and provide effective support for, reduced deforestation commodity production
	Number of direct project beneficiaries among groups including smallholder farmers and forest-dependent communities (disaggregated by gender)	NA	At least 1,500 farmers benefitting	At least 2,500 farmers benefitting	
	Area of high conservation value forest (HCVF), or equivalent, identified and set aside within commodity production landscapes for conservation of globally	<10% of total HCVF within the landscapes is set aside	At least 25% of total HCVF is set aside	At least 50% of HCVF is set aside	The type of set aside utilized (planning, regulation, etc.) is

³⁰ Baseline, mid-term and end of project levels must be expressed in the same neutral unit of analysis as the corresponding indicator. Baseline is the current/original status or condition and need to be quantified wherever possible. The baseline must be established before the project document is submitted to the GEF for final approval. The baseline values will be used to measure the success of the project through implementation monitoring and evaluation.

³¹ Target is the change in the baseline value that will be achieved by the mid-term review and then again by the terminal evaluation.

³² Risks must be outlined in the Feasibility section of this project document.

	Objective and Outcome Indicators	Baseline ³⁰	Mid-term Target ³¹	End of Project Target	Assumptions ³²
dependent communities	significant biodiversity and associated ecosystem goods and services				adequate to ensure long-term protection
Component 1 Dialogue and public private partnerships; production policies and enforcement	Outcome 1.1 Responsible Governmental authorities, along with private sector & civil society organizations, build consensus and reduce conflict related to target commodity production and growth at national and sub-national levels Outcome Indicator 1.1.1 Number of national and sub-national commodity platforms, and number of district district/target landscape forums established and fully operational	Baseline 1.1.1 1 national commodity platform (Indonesia = INPOP), 1 sub-national commodity platform (Indonesia = JSSPO)	Mid-term Target 1.1.1 2 national commodity platforms; 3 sub-national platforms; and up to 4 district/target landscape forums	End of Project Target 1.1.1 2 national commodity platforms; 3 sub-national platforms; and up to 4 district/target landscape forums	The airing of grievances and concerns enabled by dialogue under the Platforms has the desired outcome of reducing conflict.
	Outcome 1.2 Practical alignment and implementation of public and private investments and other actions related to target commodities Outcome Indicator 1.2.1 Number of national and sub-national Commodity Action Plans finalized and adopted by national and sub-national governments	Baseline 1.2.1 0 national and sub-national Commodity Action Plans finalized and adopted	Mid-term Target 1.2.1 1 national level action plan finalized, adopted and implemented	End of Project Target 1.2.1 3 national-level and four sub-national level action plans finalized, adopted and implemented	

	Objective and Outcome Indicators	Baseline ³⁰	Mid-term Target ³¹	End of Project Target	Assumptions ³²
	Outcome 1.3 Improved national and sub-national policies, regulations and programmes related to commodity production practices in three target countries Outcome Indicator 1.3.1 Number of policy and regulatory priorities achieved through technical co-operation, analysis and advocacy support	Baseline 1.3.1 0 policy and regulatory priorities realized	Mid-term Target 1.3.1 3 policy and regulatory priorities achieved (including at least 1 of the priority policies and practices listed in Table 7)	End of Project Target 1.3.1 5 policy and regulatory priorities achieved (including at least 3 of the priority policies and practices listed in Table 7)	
	Outcome 1.4 Improved national and sub-national policies, regulations and programmes related to land use allocations for commodity production and set asides in three target countries Outcome Indicator 1.4.1 Number of improved national and sub-national policies, regulations and programmes related to land use allocation for commodity production Outcome Indicator 1.4.2 Number of improved national and sub-national policies, regulations and programmes related to the identification and designation of areas of HCV and HCS, particularly within concessions and on privately owned lands	Baseline 1.4.1 0 improved policies, regulations and programmes related to land use allocation for commodity production Baseline 1.4.2 0 improved national and sub-national policies, regulations and programmes related to the identification and	Mid-term Target 1.4.1 3 improved national or sub-national policies, regulations and programmes Mid-term Target 1.4.2 3 improved national and sub-national policies, regulations and programmes	End of Project Target 1.4.1 5 improved national or sub-national policies, regulations and programmes End of Project Target 1.4.2 6 improved national and sub-national policies, regulations and programmes	

	Objective and Outcome Indicators	Baseline ³⁰	Mid-term Target ³¹	End of Project Target	Assumptions ³²
		designation of areas of high conservation value within target landscapes			
	Outcome 1.5 Improved monitoring and enforcement of existing and new (ref. Outcome 1.4) policies and regulations in three target countries and particularly within target landscapes Outcome Indicator 1.5.1 Substantial increases in relevant enforcement actions in target landscapes, based in part on use of improved monitoring systems and enforcement protocols	Baseline 1.5.1 Baseline and targets to be determined in co-operation with relevant sub-national authorities during the inception phase	Mid-term Target 1.5.1 TBD	End of Project Target 1.5.1 TBD	Increased risk of enforcement actions is sufficient to affect decision making re. whether to engage in illegal behaviour
Component 2 Farmer support systems and agri-inputs	Outcome 2.1 Improved national and sub-national systems for supporting sustainable, reduced deforestation commodity production and intensification Outcome Indicator 2.1.1 Existence of national and sub-national farmer support strategies emphasizing: (i) reduced deforestation, (ii) sustainable intensification, (iii) biodiversity conservation and (iv) elimination of gender gap in agricultural productivity	Baseline 2.1.1 No farmer support strategies exist	Mid-term Target 2.1.1 Three national and four sub-national strategies under preparation and including referenced criteria	End of Project Target 2.1.1 Three national and four sub-national strategies adopted, including referenced criteria	Private sector remains committed and sees advantages in encouraging smallholder intensification

	Objective and Outcome Indicators	Baseline ³⁰	Mid-term Target ³¹	End of Project Target	Assumptions ³²
	Outcome 2.2: Effective approaches to smallholder support (via public private partnerships) have been demonstrated Outcome Indicator 2.2.1 Number of smallholder farmers trained in, and employing sustainable agricultural practices	Baseline 2.2.1 0 farmers trained	Mid-term Target 2.2.1 2,500 farmers trained and employing sustainable agricultural practices	End of Project Target 2.2.1 6,000 farmers trained and employing sustainable agricultural practices	The benefits of employing good agricultural practices are apparent and outweigh any short-term gains from less sustainable methods
Component 3: Land use plans and maps in targeted landscapes	Outcome 3.1: Improved land use planning / zoning helps to shift targeting and conversion to commodity production from high biodiversity value, high carbon stock, ecosystem service-rich forested areas to degraded or otherwise appropriate lands Outcome Indicator 3.1.1 Number of hectares of HCV and HCS forest areas in commodity-producing landscapes protected through zoning, or similar legal protections	Baseline 3.1.1 0 ha of HCVF and HCS covered	Mid-term Target 3.1.1 230,000 ha of HCVF and HCS covered	End of Project Target 3.1.1 1 million ha of HCVF and HCS covered	
	Outcome 3.2: Enhanced land use set aside and protection strategies, including gazettement, of HCV and HCS forest areas within commodity-producing landscapes, reduces deforestation, avoids 30 million tons of CO₂e emissions and contributes to conservation of approximately 1 million ha of high value forest areas and associated biodiversity Outcome Indicator 3.2.1 Tons CO₂e emissions avoided due to	Baseline 3.2.1 0 additional tons	Mid-term Target 3.2.1 6 million tons CO₂e emissions projected to	End of Project Target 3.2.1 63.7 million tons CO₂e	

	Objective and Outcome Indicators	Baseline ³⁰	Mid-term Target ³¹	End of Project Target	Assumptions ³²
	gazettement and other related land use and protection strategies	Co2e emissions avoided	be avoided based on actions to date	emissions avoided (lifetime direct and indirect)	
Component 4: Knowledge management.	Outcome 4.1: Increased knowledge of effective strategies and tools for improving production of commodities in ways that do not involve conversion of forested land Outcome Indicator 4.1.1 Technical understanding of factors underpinning landscape-level enabling environments determining readiness for reduced-deforestation commodity production and impacts of associated capacity building interventions	Baseline 4.1.1 No widely tested methodology or scorecard available	Mid-term Target 4.1.1 Scorecard methodology developed and baseline capacity assessment completed for nine production landscapes covering 8 million ha	End of Project Target 4.1.1 End of project assessment completed and utility of methodology assessed and improved	
	Outcome 4.2: Uptake, adaptation and replication of demonstrated lessons and knowledge Outcome Indicator 4.2.1 Documented examples of specific lessons shared via Community of Practice being applied in other sub-national and national situations	Baseline 4.2.1 0 examples	Mid-term Target 4.2.1 3 examples applied successfully	End of Project Target 4.2.1 7 examples applied successfully	

VII. MONITORING AND EVALUATION (M&E) PLAN

196. The project results as outlined in the project results framework will be monitored annually and evaluated periodically during project implementation to ensure the project effectively achieves these results.

197. Project-level monitoring and evaluation will be undertaken in compliance with standard UNDP requirements as outlined in the [UNDP POPP and UNDP Evaluation Policy](#). Though these UNDP requirements are not detailed in this section of the project document, the UNDP RH and UNDP Country Offices Indonesia and Liberia will ensure UNDP M&E requirements are met in a timely fashion and to high quality standards. The additional and mandatory GEF-specific M&E requirements as outlined in this section will be undertaken in accordance with the [GEF M&E policy](#) and other relevant GEF policies (link to be added). In addition to these mandatory UNDP and GEF M&E requirements, other M&E activities deemed necessary to support project-level adaptive management, and the exact role of project target groups and other stakeholders in project M&E activities, will be finalized during the Inception Workshop and will be detailed in the Inception Report.

Oversight and monitoring responsibilities:

198. The primary responsibility for day-to-day project implementation and regular monitoring rests with the Project Manager. The Project Manager will develop annual work plans based on the multi-year work plan included in the annexes, including annual targets at the output level to ensure the efficient implementation of the project. The Project Manager will ensure that the standard UNDP and GEF M&E requirements are fulfilled to the highest quality. This includes, but is not limited to, ensuring the results framework indicators are monitored annually in time for reporting (e.g. GEF PIR), and reporting to the Project Board at least once a year on project progress. The Project Manager will inform the Project Board and the UNDP RH LAC and the UNDP Country Offices Indonesia and Liberia of any delays or difficulties as they arise during implementation, including the implementation of the M&E plan, so that the appropriate support and corrective measures can be adopted. The Project Manager will also ensure that all project staff maintain a high level of transparency, responsibility and accountability in monitoring and reporting project results.

199. The UNDP RH LAC and UNDP Country Offices Indonesia and Liberia will support the Project Manager as needed, including through possible annual supervision missions. The UNDP RH and UNDP Country Offices Indonesia and Liberia are responsible for complying with all UNDP project-level M&E requirements as outlined in the [UNDP POPP](#). This includes ensuring the UNDP Quality Assurance Assessment during implementation is undertaken annually; that annual targets at the output level are developed, and monitored and reported using UNDP corporate systems; and updating the UNDP gender marker on an annual basis based on progress reported in the GEF PIR and the UNDP ROAR reporting. Any quality concerns flagged during by the process must be addressed by project management.

200. Additional M&E and implementation quality assurance and troubleshooting support will be provided by the UNDP RH LAC, UNDP-GEF Regional Technical Advisor and the UNDP-GEF Unit as needed.

The project target groups and stakeholders including the GEF Focal point will be involved as much as possible in project-level M&E.

201. **Audit:** The project will be audited according to UNDP Financial Regulations and Rules and applicable audit policies on DIM implemented projects.³³

Additional GEF monitoring and reporting requirements:

202. Inception Workshop and Report: A project inception workshop after the project document has been signed to: a) re-orient project stakeholders to the project strategy and discuss any changes in the overall context that influence project implementation; b) discuss the roles and responsibilities of the project team, including reporting and communication lines and conflict resolution mechanisms; c) review the results framework and discuss reporting, monitoring and evaluation roles and responsibilities and finalize the M&E budget; d) review financial reporting procedures and mandatory requirements, and agree on the arrangements for the annual audit; and e) plan and schedule Project Board meetings and finalize the first year annual work plan. The Project Manager will prepare the inception report no later than one month after the inception workshop. The final inception report will be cleared by the UNDP-GEF Regional Technical Adviser, and will be approved by the Project Board. Together with the UNDP/GEF-approved Project Document, the Inception Workshop Report will constitute a key reference document for the project and will be prepared and shared with participants to clarify and formalize various agreements and plans decided during the meeting.

Quarterly:

Progress made shall be monitored in the UNDP Enhanced Results-Based Management Platform.

Based on the initial risk analysis submitted (Annex 1), the risk log shall be regularly updated in ATLAS. Risks become critical when the impact and probability are high. Based on the information recorded in ATLAS, a Project Progress Report (PPR) can be generated in the Executive Snapshot.

Where appropriate and pertinent, other ATLAS logs can be used to monitor issues, lessons learned etc. The use of these functions is a key indicator in the UNDP Executive Balanced Scorecard.

Annually:

203. Annual Project Review/Project Implementation Report (APR/PIR): The Project Manager, UNDP RH, UNDP Country Offices of Indonesia and Liberia, and the UNDP-GEF Regional Technical Advisor will provide objective input to the annual GEF APR/PIR covering the reporting period July (previous year) to June (current year) for each year of project implementation. The Project Manager will ensure that the indicators included in the project results framework are monitored annually in advance of the APR/PIR submission deadline and are reported on accordingly in the PIR. The APR/PIR that is submitted to the GEF each year must also be submitted in English and shared with the Project Board. The Project Manager and UNDP Country Offices Indonesia and Liberia will coordinate the input of the GEF Operational Focal Point and other stakeholders to the APR/PIR. The project's terminal PIR along with the terminal evaluation (TE) report and corresponding management response will serve as the final

³³ See guidance here: <https://info.undp.org/global/popp/frm/pages/financial-management-and-execution-modalities.aspx>

project report package. The final report package shall be discussed with the Project Board during an end-of-project review meeting to discuss lessons learned and opportunities for scaling up.

The APR/PIR submitted to the GEF will be shared with the Program Steering Committee. The quality rating of the previous year's PIR will be used to inform the preparation of the subsequent APR/PIR.

The APR/PIR includes, but is not limited to, reporting on the following:

- Progress made toward project objective and project outcomes—each with indicators, baseline data and end-of-project targets (cumulative)
- Project outputs delivered per project outcome (annual)
- Lesson learned/good practice
- AWP and other expenditure reports
- Risk and adaptive management
- ATLAS Quarterly Performance Review (QPR)

204. Periodic Monitoring:

Periodic monitoring of implementation progress will be undertaken by the UNDP Regional Hub for Latin America and the Caribbean through quarterly meetings with the project management unit, or more frequently as deemed necessary. This will allow parties to take stock of and to troubleshoot any problems pertaining to the project in a timely fashion to ensure the timely implementation of project activities. The UNDP Regional Hub for Latin America and the Caribbean and UNDP-GEF Regional Technical Advisor, as appropriate, may conduct annual supervision missions. Any other member of the Project Board can also take part in these trips, as decided by the Project Board. Supervision mission reports will be circulated to the project team and Program Steering Committee within one month of the mission.

205. Lessons learned and knowledge generation: Results from the project will be disseminated within and beyond the project intervention area through existing information sharing networks and forums. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to the project. The project will identify, analyse and share lessons learned that might be beneficial to the design and implementation of similar projects and disseminate these lessons widely. There will be continuous information exchange between this project and other projects of similar focus in the same country, region and globally.

206. GEF Focal Area Tracking Tools: In line with its objective and the corresponding GEF Focal Areas/Programs, this project will prepare the following GEF Tracking Tool(s): *list the required GEF Tracking Tool(s), as agreed with the UNDP-GEF RTA*. The baseline/CEO Endorsement GEF Focal Area Tracking Tool(s) – submitted in Annex to this project document – will be updated by the Project Manager/Team (*indicate other project partner, if agreed*) and shared with *the mid-term review consultants* and terminal evaluation consultants before the required *review/evaluation* missions take place. The updated GEF Tracking Tool(s) will be submitted to the GEF along with the completed *Mid-term Review report* and Terminal Evaluation report.

207. Mid-term Review (MTR): An independent mid-term review process will begin after the second APR/PIR has been submitted to the GEF, and the final MTR report will be submitted to the GEF in the

same year as the 3rd APR/PIR. The MTR findings and responses outlined in the management response will be incorporated as recommendations for enhanced implementation during the final half of the project's duration. The terms of reference, the review process and the final MTR report will follow the standard templates and guidance available on the [UNDP Evaluation Resource Center \(ERC\)](#). Additional quality assurance support is available from the UNDP-GEF Directorate. The final MTR report will be available in English and will be cleared by the UNDP RH and the UNDP-GEF Regional Technical Adviser, and approved by the Project Board.

208. Terminal Evaluation (TE): An independent terminal evaluation (TE) will take place before operational closure of the project. The Project Manager will remain on contract until the TE report and management response have been finalized. The terms of reference, the evaluation process and the final TE report will follow the standard templates and guidance available on the [UNDP Evaluation Resource Center](#). Additional quality assurance support is available from the UNDP-GEF Directorate. The final TE report will be cleared by the UNDP RH and the UNDP-GEF Regional Technical Adviser, and will be approved by the Project Board. The TE report will be publically available in English on the UNDP ERC.

209. The UNDP RH will include the planned project terminal evaluation in the UNDP RH evaluation plan, and will upload the final terminal evaluation report in English and the corresponding management response to the UNDP Evaluation Resource Centre (ERC). Once uploaded to the ERC, the UNDP Independent Evaluation Office will undertake a quality assessment and validate the findings and ratings in the TE report, and rate the quality of the TE report. The UNDP IEO assessment report will be sent to the GEF Independent Evaluation Office along with the project terminal evaluation report.

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

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

Mandatory GEF M&E Requirements and M&E Budget:

GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget ³⁴ (US\$)		Time frame
		GEF grant	Co-financing	
Inception Workshop (national-level)	Project Manager, UNDP Country Offices Indonesia and Liberia	USD 15,000	None	Within first three months of project start up in country
Inception Report	Project Manager, UNDP RH	None	None	Within two weeks of inception workshop
Standard UNDP monitoring and reporting requirements as outlined in the UNDP POPP	UNDP RH LAC, UNDP Country Offices Indonesia and Liberia	None	None	Quarterly, annually
Monitoring of indicators in project results framework	National Project Managers in Indonesia and Liberia, Project Manager	Per year: USD 6,000 Total: 24,000	10,000	Annually
GEF Project Implementation Report (PIR)	Project Manager, UNDP RH, UNDP Country Offices Indonesia and Liberia, UNDP-GEF team	None	None	Annually
Audit as per UNDP audit policies	UNDP RH, UNDP Country Offices Indonesia and Liberia	Per year: USD 3,000 Total: 12,000	1,000	Annually or other frequency as per UNDP Audit policies
Project audit, evaluation and translation Liberia	UNDP RH, UNDP Country Office Liberia	Total: 34,998	None	Annually or other frequency as per UNDP Audit policies
Project audit Indonesia	UNDP RH, UNDP Country Office Indonesia	Year 2 USD 3,000 Year 4 USD 3,000 Total: USD 6,000	None	For project audit as per UNDP audit policies.
Project audit CI Indonesia	UNDP RH, UNDP Country Office, CI	Year 1 USD 8,800 Year 2 USD 8,800 Total: USD 17,600	None	For project audit

³⁴ Excluding project team staff time, salaries? and UNDP staff time and travel expenses.

GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget ³⁴ (US\$)		Time frame
		GEF grant	Co-financing	
Project audit, evaluation and translation CI Liberia	UNDP RH, UNDP Country Office, CI	Year 1 USD 8,800 Year 2 USD 8,800 Total: USD 17,600	None	For project audit
Supervision missions	UNDP RH (as appropriate), UNDP Country Offices Indonesia and Liberia, Project Manager	None ³⁵	2,500	Annually
Oversight missions	UNDP-GEF team	None	1,500	Troubleshooting as needed
Knowledge management as outlined in Outcome 4	Project Manager	See project budget	1,500	On-going
GEF Secretariat learning missions/site visits	Project Manager and UNDP-GEF team	None	None	To be determined.
Mid-term GEF Tracking Tool to be updated	Project Manager	USD 10,000	None	Before mid-term review mission takes place.
Independent Mid-term Review (MTR) including translation. Included in the evaluation plan.	UNDP RH, UNDP Country Offices Indonesia and Liberia, Project team and UNDP-GEF team	USD 65,000	10,000	Between 2 nd and 3 rd PIR. As required. GEF will only accept reports in English.
Final GEF Tracking Tool to be updated	Project Manager	USD 10,000	None	Before terminal evaluation mission takes place
Independent Terminal Evaluation (TE) including translation. Included in the evaluation plan.	UNDP RH, UNDP Country Offices Indonesia and Liberia, Project team and UNDP-GEF team	USD 75,000	10,000	At least three months before operational closure. As required. GEF will only accept reports in English
TOTAL indicative COST Excluding project team staff time, and UNDP staff and travel expenses		USD 287,198		

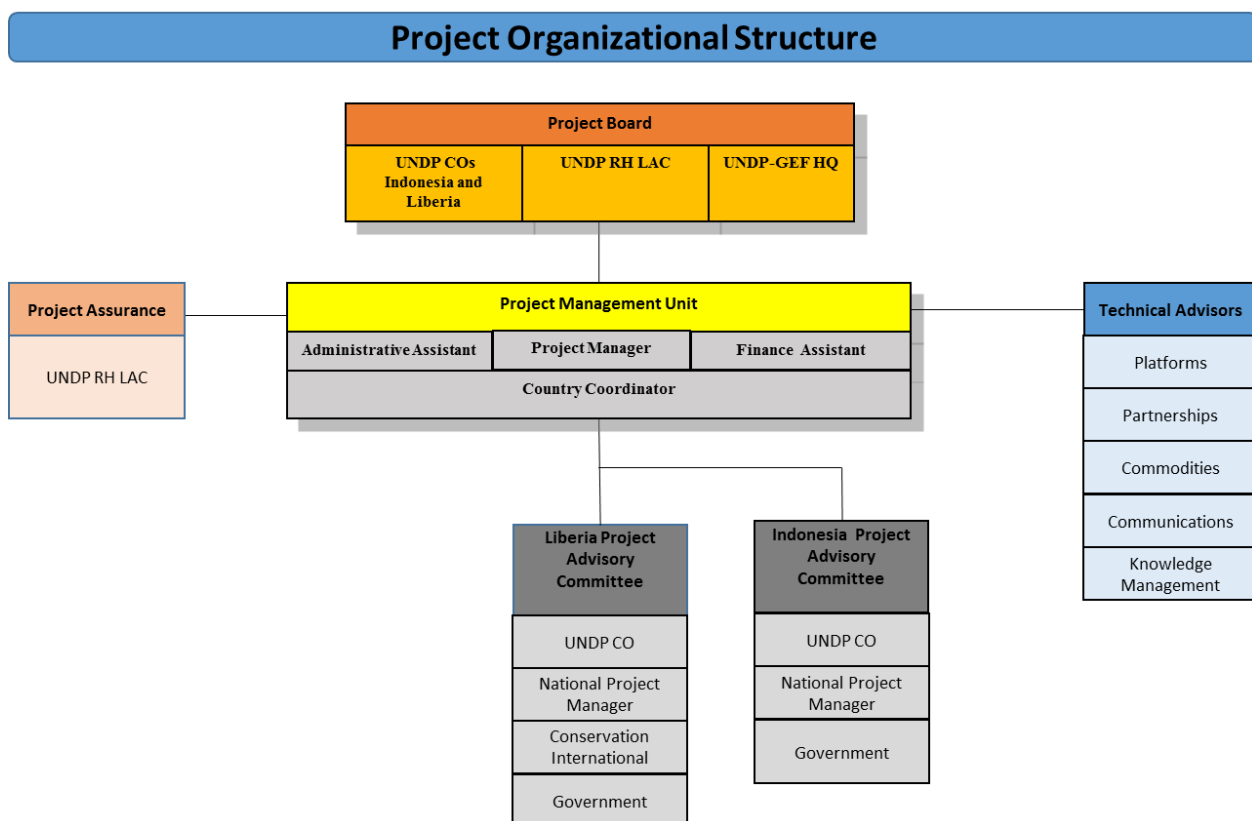
³⁵ The costs of UNDP Country Offices' Indonesia and Liberia and UNDP-GEF's participation and time are charged to the GEF Agency Fee.

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

212. The project will be implemented following UNDP’s direct implementation modality (DIM) approach.

213. The **Implementing Partner** for this project is United Nations Development Program Regional Hub for Latin America and the Caribbean (UNDP RH LAC). The Implementing Partner is responsible and accountable for managing this project, including the monitoring and evaluation of project interventions, achieving project outcomes, and for the effective use of UNDP resources. UNDP Country Offices Indonesia and Liberia will act as **Responsible Parties**.

214. The Production Project Organisational Structure globally is as follows:



215. **National Project Managers (NPM)** will be responsible for all production project outputs taking place in Liberia and Indonesia as well as for liaison with the Project Management Unit (PMU), more specifically that Unit's Country Co-ordinator. The NPM will also liaise directly with **Technical Advisors** recruited by the PMU, whose role will be to provide technical support and guidance to country-level activities. In Indonesia, the NPM will also act as National Focal Point for the project (in Liberia, this role will be undertaken by CI). As National Focal Point, the NPM will be the points of contact and will facilitate communication among the agencies with a view to achieving technical synergies, but will not be responsible for overall coordination of the actions at the country level, nor they will be responsible for overall communications at the country level, which will remain the responsibility of each child project. The national focal points will also prepare biannual briefing notes to the IAP Coordinator on their views of inter-agency coordination at the country level.

216. The **Project Board** ³⁶ will be responsible for providing strategic guidance to project implementation and making management decisions, by consensus, when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions will be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Committee, final decision shall rest with the UNDP Programme Manager. The Project Board is comprised of the following representatives from UNDP:

- UNDP Regional Hub Latin America and the Caribbean - Chair
- UNDP Country Offices, representatives from Liberia and Indonesia.
- UNDP- GEF Headquarters

217. Project Board meetings will take place two times per year (or more frequently if needed and agreed upon), with at least one of these meetings being in person and the other one being virtual. The locations of the face-to-face meetings will be determined by consensus among the members.

218. **Project Advisory Committees** ³⁷ will be established in both Indonesia and Liberia in order to review progress and planning, provide guidance and ensure co-ordination. In Liberia the Project Advisory Committee is comprised of UNDP CO, Government and Conservation International. In Indonesia the Project Advisory Committee is comprised of UNDP and the Government.

219. The project assurance and oversight services will be provided by UNDP Units at various levels, Panama Regional Hub, UNDP-GEF Regional Technical Advisors, UNDP Country Offices Indonesia and Liberia and UNDP-GEF NY.

Quality assurance and oversight services (GEF project cycle management services) will be provided by Regional Hub for Latin America and the Caribbean as Primary Project Representative, UNDP Country Offices Indonesia and Liberia and by UNDP-GEF Regional Technical Advisor, and UNDP-GEF HQ. .

³⁶ Terms of Reference of the Project Board are to be finalized after the project inception.

³⁷ Terms of Reference of both Indonesia and Liberia Advisory Project Committees are to be finalized after the project inception.

220. The UNDP will provide project management cycle services for the project as defined by the GEF Council. In addition, it will provide Direct Project Services (DPS), according to its policies and procedures. DPS costs are those incurred by UNDP for the provision of services that are execution driven and can be traced in full to the delivery of project inputs. They relate to operational and administrative support activities carried out by UNDP offices according to the Direct Implementation Modality (DIM) and include the provision of the following estimated services: i) Payments, disbursements and other financial transactions; ii) Recruitment of staff, project personnel, and consultants; iii) Procurement of services and equipment, including disposal; iv) Organization of training activities, conferences, and workshops, including fellowships; v) Travel authorization, visa requests, ticketing, and travel arrangements; vi) Shipment, custom clearance, vehicle registration, and accreditation. As is determined by the GEF Council requirements, these service costs are charged under the Project Management Cost component of the budget (which must remain within 5% of the component total of the GEF funding, and they are identified as Direct Project Costs

221. The **Production Project Management Unit (PMU)** will be composed of the Project Manager and Country Coordinator, with support from a Finance Assistant and Administrative Assistant. The PMU will be based in Panama at the UNDP Regional Hub for Latin America and the Caribbean offices to be co-located with the UNDP Green Commodities Program Core Team. A **Global Project Manager** will spend 70% of his/her time on this project and 30% on the A&L project. S/he will run the project on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Project Board. S/he will be overall responsible for the successful completion of project outputs, ongoing monitoring or progress and adaptation of workplans as required, and ultimately the achievement of the project's objective. In addition to his/her responsibilities within the project, s/he will be responsible for the coordination of the project with other projects within the IAP, through regular communications, including providing information and update of the project implementation status to the IAP Program Steering Committee , as well as attendance to coordination and knowledge management events within the A&L project.

222. The Global IAP Manager function will end when the final project terminal evaluation report and corresponding management response, and other documentation required by the GEF and UNDP, has been completed and submitted to UNDP (including operational closure of the project). The full TOR for this position can be found in Annex E.

223. The Global IAP Manager will be supported by a **Country Coordinator**, who will be responsible for the coordination of project activities between Liberia and Indonesia, and for the reporting of progress within each country back to the Project Manager. The full TOR for this position can be found in Annex E.

224. The **Finance Assistant** will support the Project Manager and Country Coordinator with all project finances, dividing his/her time equally between this project and the A&L project. The **Administrative Assistant** will provide administrative support to the management team, also dividing his/her time

equally between this project and the A&L project. The full TORs for these two positions can be found in Annex E.

225. Several **Technical Advisors** will be contracted to support project implementation by providing specialist expertise for various specific outputs of the project. Areas of expertise will include: Platforms, Partnerships, Commodities, Communications, Knowledge Management, and REDD+. Indicative TORs for the main Technical Advisors are found in Annex E.

226. A **National Project Manager** will be employed both in Indonesia and Liberia to lead implementation of project activities and provide technical and coordination support to the responsible party/ies as appropriate. S/he will also liaise with and update the UNDP CO of each country on project activities as required and will report on all project activities to the Country Coordinator.

227. The UNDP will monitor the implementation of the project, review progress in the realization of the project outputs, and ensure the proper use of UNDP/GEF funds. **UNDP RH** will provide project assurance service for global components and the overall project and **UNDP Country Offices** Indonesia and Liberia will provide project assurance service for country specific components as well as support services to the project - including procurement, contracting of service providers, human resources management, administration of project grant funding, and financial services and charge direct project costs as stipulated in the project budget section.

228. **Conservation International (CI)** will act as responsible party on collaborative advantage for certain project activities in Liberia, in close co-operation with the National Project Manager. **CI** and **Worldwide Fund for Nature (WWF)** will act as responsible party on collaborative advantage for certain project activities in Indonesia, in close co-operation with the National Project Manager of that country. **EcoAgriculture Partners** and the **Committee on Sustainability Assessment (COSA)** will be grantees for specific work to be undertaken under Output 1.1.1 IND. Grants will be granted according to UNDP Guidance on Micro-Capital Grants.

229. Agreement on intellectual property rights and use of logo on the project's deliverables and disclosure of information: In order to accord proper acknowledgement to the GEF for providing grant funding, the GEF logo will appear together with the UNDP logo on all promotional materials, other written materials like publications developed by the project, and project hardware. Any citation on publications regarding projects funded by the GEF will also accord proper acknowledgement to the GEF. Information will be disclosed in accordance with relevant policies notably the UNDP Disclosure Policy³⁸ and the GEF policy on public involvement³⁹.

IX. FINANCIAL PLANNING AND MANAGEMENT

³⁸ See http://www.undp.org/content/undp/en/home/operations/transparency/information_disclosurepolicy/

³⁹ See https://www.thegef.org/gef/policies_guidelines

230. The total cost of the project is USD 171,238,403. This is financed through a GEF grant of USD 12,584,403 and USD 158,654,000 in parallel co-financing. UNDP, as the GEF Implementing Agency, is responsible for the execution of the GEF resources and the cash co-financing transferred to UNDP bank account only.

231. Parallel co-financing: The actual realization of project co-financing will be monitored during the mid-term review and terminal evaluation process and will be reported to the GEF. The planned parallel co-financing will be used as follows:

Co-financing source	Co-financing type	Co-financing amount	Planned Activities/Outputs	Risks	Risk Mitigation Measures
Indonesia Ministry of Agriculture	Parallel	158,000,000	Support to palm oil smallholder farmers (ref. component 2), including oil palm replantation, smallholder capacity building, institutional strengthening and research	Financing is in hand	NA
Conservation International	Cash	654,000	Support to landscape level activities under components 2 and 3	Financing is in hand	NA

232. Regarding the \$158 million co-financing from the Government of Indonesia, approximately \$6.5 million of this total is from national budgetary sources and covers various activities of the Ministry of Agriculture, including smallholder capacity building, provision of high yield palm oil seeds, Good Agricultural Practices /GAP and ISPO training, farmers institutional support and supervision, monitoring and evaluation of palm oil development.

233. The remaining \$151.5 million of co-financing comes from the recently created Crude Palm Oil (CPO) Support Fund (hereafter “the Fund”). The Fund was established by Presidential Regulation no 61/2015 to collect levies on exports of crude palm oil and redistribute these revenues to support the sector. Charges of USD50 per ton are imposed for all crude palm oil (CPO) exports, with lower rates ranging from USD10 to USD40 imposed on various derivative products. In the past year (2015-16), the Fund collected approximately IDR 11 trillion (USD 840 million).

234. While the majority of Fund resources are spent on a biodiesel subsidy, the Chairman of the Fund estimates that, going forward, approximately 10% of spending will be allocated for sustainable palm oil-related activities. The project’s total co-financing of USD158 million thus represents a conservative estimate of such spending likely to take place during the four-year project.

235. CPO funds are being used for the following activities related to sustainable palm oil:

- *Oil palm replantation*: Oil palm productivity decreases gradually within 25 years of planting. Replanting these trees, particularly with high-yield seeds, is an effective way to increase productivity, thus increasing output without expanding area planted (“sustainable

intensification”). However, an estimated three million hectares of oil palm plantations are currently not being replanted because of lack of farmer's capital. The Fund offers concessional financing, typically covering approximately 40% of replanting costs, with farmers / plantation owners responsible for the remaining investment.

- *Smallholder capacity building*: The Fund will support the costs of programmes to provide training to smallholders in good agricultural practices, environmental management (including avoiding deforestation), compliance with ISPO regulations / ISPO certification.
- *Institutional strengthening*: Institutional development of the sector will be supported, including through the establishment of farmers’ co-operatives.
- *Research*: Research on high yield varieties and other science supporting sustainable intensification.

236. The above Indonesian Government co-financing is expected to make a major contribution to achieving the project’s outcomes and objective, particularly with respect to Component 2, Farmer Support Systems and Agri-Inputs. This will be achieved, *inter alia*, by working to ensure that the Fund management is closely involved in the development of the National Action Plan and that interventions supported by the Fund reflect and contribute to, and are integrated with, the NAP’s strategy and design.

237. Budget Revision and Tolerance: As per UNDP requirements outlined in the UNDP POPP, the Project Board will agree on a budget tolerance level for each plan under the overall annual work plan allowing the project manager to expend up to the tolerance level beyond the approved project budget amount for the year without requiring a revision from the Project Board. Should the following deviations occur, the Project Manager, UNDP RH and UNDP Country Offices Indonesia and Liberia will seek the approval of the UNDP-GEF team as these are considered major amendments by the GEF:

- (i) Budget re-allocations among components in the project with amounts involving 10% of the total project grant or more;
- (ii) Introduction of new budget items/or components that exceed 5% of original GEF allocation.

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

239. Refund to Donor: Should a refund of unspent funds to the GEF be necessary, this will be managed directly by the UNDP-GEF Unit in New York.

240. Project Closure: Project closure will be conducted as per UNDP requirements outlined in the UNDP POPP. On an exceptional basis only, a no-cost extension beyond the initial duration of the project will be sought from in-country UNDP colleagues and then the UNDP-GEF Executive Coordinator.

241. Operational completion: The project will be operationally completed when the last UNDP-financed inputs have been provided and the related activities have been completed. This includes the final clearance of the Terminal Evaluation Report (that will be available in English) and the corresponding management response, and the end-of-project review Project Board meeting. The Implementing Partner

– UNDP RH LAC through a Project Board Committee decision will notify the UNDP Country Offices Indonesia and Liberia when operational closure has been completed. At this time, the relevant parties will have already agreed and confirmed in writing on the arrangements for the disposal of any equipment that is still the property of UNDP.

242. Financial completion: The project will be financially closed when the following conditions have been met:

- (i) The project is operationally completed or has been cancelled;
- (ii) The Implementing Partner has reported all financial transactions to UNDP;
- (iii) UNDP has closed the accounts for the project;
- (iv) UNDP and the Implementing Partner have certified a final Combined Delivery Report (which serves as final budget revision).

243. The project will be financially completed within 12 months of operational closure or after the date of cancellation. Between operational and financial closure, the implementing partner will identify and settle all financial obligations and prepare a final expenditure report. The UNDP RH LAC will send the final signed closure documents including confirmation of final cumulative expenditure and unspent balance to the UNDP-GEF Unit for confirmation before the project will be financially closed in Atlas by the UNDP RH .

X. TOTAL BUDGET AND WORK PLAN

Total Budget and Work Plan			
Atlas Proposal or Award ID:	00098209	Atlas Primary Output Project ID:	Output ID 00101611 (IAP Global), Output ID 00104629 (IAP Indonesia), Output 00104630 (IAP Liberia).
Atlas Proposal or Award Title:	IAP Reducing Deforestation From Commodity Production		
Atlas Business Unit	UNDP1		
Atlas Primary Output Project Title	IAP Global Reducing Deforestation from Commodity Production, IAP Indonesia Reducing Deforestation from Commodity Production and IAP Liberia Reducing Deforestation from Commodity Production.		
UNDP-GEF PIMS No.	5664		
Implementing Partner	UNDP Regional Hub For Latin America and the Caribbean		

OVERALL BUDGET

GEF Component/ Atlas Activity	Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Total (USD)	Year 1 (USD)	Year 2 (USD)	Year 3 (USD)	Year 4 (USD)	Budget Note
Component 1 - Dialogue, action planning, policies and enforcement											
Activity 01		62000	GEF	61300	Salaries – IP Staff	\$126,000	\$31,500	\$31,500	\$31,500	\$31,500	1
				71200	International Consultants	\$870,919	\$238,668	\$262,461	\$200,540	\$169,250	2
				71300	Local Consultants	\$373,724	\$154,227	\$166,811	\$32,686	\$20,000	3
				71400	Contractual Services - Individ	\$671,306	\$194,789	\$197,183	\$139,667	\$139,667	4
				71600	Travel	\$1,302,306	\$429,095	\$432,406	\$300,816	\$139,989	5
				72100	Contractual Services - Companies	\$608,700	\$201,675	\$171,675	\$149,175	\$86,175	6
				72200	Equipment & Furniture	\$5,000	\$5,000	\$0	\$0	\$0	7
				72300	Materials and Goods	\$1,692	\$1,692	\$0	\$0	\$0	8

				72400	Communic & Audio Equip	\$10,500	\$3,000	\$2,500	\$2,500	\$2,500	9
				72500	Supplies	\$10,250	\$3,925	\$4,325	\$1,000	\$1,000	10
				72600	Grants	\$124,000	\$22,000	\$102,000	\$0	\$0	11
				72800	Tecnological Information Eq.	\$31,250	\$12,500	\$8,750	\$5,000	\$5,000	12
				73100	Rental & Maintenance - Premises	\$80,909	\$40,796	\$39,311	\$802	\$0	13
				74200	Printed and audivisual material	\$170,000	\$57,500	\$67,500	\$30,000	\$15,000	14
				74500	Miscellaneous Expenses	\$10,000	\$2,500	\$2,500	\$2,500	\$2,500	15
				75700	Workshops	\$743,318	\$283,400	\$258,018	\$134,827	\$67,073	16
				TOTAL COMPONENT 1		\$5,139,874	\$1,682,267	\$1,746,940	\$1,031,013	\$679,654	
Component 2 - Farmer support systems											
Activity 02		62000	GEF	61300	Salaries – IP Staff	\$220,500	\$55,125	\$55,125	\$55,125	\$55,125	17
				71200	International Consultants	\$457,000	\$114,250	\$114,250	\$114,250	\$114,250	18
				71300	Local Consultants	\$197,814	\$63,266	\$68,018	\$33,577	\$32,953	19
				71400	Contractual Services - Individ	\$641,641	\$172,903	\$168,844	\$149,991	\$149,903	20
				71600	Travel	\$123,215	\$34,139	\$38,239	\$25,437	\$25,400	21
				72100	Contractual Services - Companies	\$430,000	\$317,500	\$62,500	\$50,000	\$0	22
				72215	Transportation	\$2,500	\$2,500	\$0	\$0	\$0	23
				72500	Supplies	\$8,250	\$3,425	\$3,825	\$500	\$500	24
				72600	Grants	\$28,188	\$14,094	\$14,094	\$0	\$0	25
				72800	Tecnological Information Eq.	\$3,600	\$3,600	\$0	\$0	\$0	26
				73100	Rental & Maintenance - Premises	\$13,609	\$6,639	\$6,831	\$139	\$0	27

				74200	Printed and audiovisual material	\$20,000	\$10,000	\$10,000	\$0	\$0	28
				74500	Miscellaneous Expenses	\$10,000	\$2,500	\$2,500	\$2,500	\$2,500	29
				75700	Workshops	\$145,898	\$63,990	\$61,908	\$10,000	\$10,000	30
				TOTAL COMPONENT 2		\$2,302,215	\$863,931	\$606,134	\$441,519	\$390,631	
Component 3 - Land use planning											
Activity 03		62000	GEF	61300	Salaries – IP Staff	\$136,000	\$34,000	\$34,000	\$34,000	\$34,000	31
				71200	International Consultants	\$473,056	\$141,683	\$143,356	\$94,517	\$93,500	32
				71300	Local Consultants	\$251,244	\$121,277	\$127,570	\$2,397	\$0	33
				71400	Contractual Services - Individ	\$76,543	\$30,713	\$31,373	\$7,229	\$7,228	34
				71600	Travel	\$137,524	\$42,114	\$46,742	\$24,518	\$24,150	35
				72100	Contractual Services - Companies	\$245,086	\$133,600	\$38,362	\$38,362	\$34,762	36
				72215	Transportation	\$8,000	\$8,000	\$0	\$0	\$0	37
				72300	Materials and Goods	\$61,848	\$61,848	\$0	\$0	\$0	38
				72500	Supplies	\$6,250	\$2,925	\$3,325	\$0	\$0	39
				72600	Grants	\$203,500	\$104,500	\$99,000	\$0	\$0	40
				72800	Tecnological Information Eq.	\$3,375	\$3,375	\$0	\$0	\$0	41
				73100	Rental & Maintenance - Premises	\$76,654	\$37,695	\$38,180	\$779	\$0	42
				74200	Printed and audiovisual material	\$30,000	\$0	\$20,000	\$10,000	\$0	43
				74500	Miscellaneous Expenses	\$10,000	\$2,500	\$2,500	\$2,500	\$2,500	44
				75700	Workshops	\$114,583	\$55,744	\$58,839	\$0	\$0	45
				TOTAL COMPONENT 3		\$1,833,663	\$779,974	\$643,247	\$214,302	\$196,140	

	Component 4 - Knowledge management and M&E										
Activity 04		62000	GEF	61300	Salaries – IP Staff	\$157,500	\$39,375	\$39,375	\$39,375	\$39,375	46
				71200	International Consultants	\$781,965	\$208,098	\$208,339	\$183,028	\$182,500	47
				71300	Local Consultants	\$72,945	\$28,374	\$34,161	\$5,410	\$5,000	48
				71400	Contractual Services - Individ	\$409,668	\$117,939	\$117,937	\$86,896	\$86,896	49
				71600	Travel	\$348,858	\$109,889	\$109,985	\$64,734	\$64,250	50
				72100	Contractual Services - Companies	\$366,600	\$105,800	\$95,800	\$82,500	\$82,500	51
				72400	Communic & Audio Equip	\$354,983	\$98,483	\$85,500	\$85,500	\$85,500	52
				72500	Supplies	\$6,250	\$2,925	\$3,325	\$0	\$0	53
				73100	Rental & Maintenance - Premises	\$11,531	\$5,631	\$5,782	\$118	\$0	54
				74100	Professional Services	\$35,600	\$11,800	\$14,800	\$3,000	\$6,000	55
				74200	Printed and audivisual material	\$69,294	\$17,500	\$14,500	\$20,000	\$17,294	56
				74500	Miscellaneous Expenses	\$10,000	\$2,500	\$2,500	\$2,500	\$2,500	57
				75700	Workshops	\$84,200	\$17,800	\$20,800	\$22,800	\$22,800	58
				TOTAL COMPONENT 4		\$2,709,394	\$766,114	\$752,804	\$595,861	\$594,615	
	Project Management										
Project MGMT		62000	GEF	71400	Contractual Services - Individ	\$178,046	\$44,511	\$44,511	\$44,511	\$44,513	59
				71600	Travel	\$41,217	\$14,720	\$14,720	\$5,889	\$5,888	60
				72200	Equipment & Furniture	\$31,189	\$31,189	\$0	\$0	\$0	61
				72400	Communic & Audio Equip	\$4,000	\$1,000	\$1,000	\$1,000	\$1,000	62
				72500	Supplies	\$9,426	\$3,325	\$2,033	\$2,034	\$2,034	63

				73100	Rental & Maintenance - Premises	\$37,664	\$9,416	\$9,416	\$9,416	\$9,416	64
				74100	Professional Services	\$34,998	\$8,750	\$8,750	\$8,749	\$8,749	65
				74500	Miscellaneous Expenses	\$28,117	\$10,341	\$5,925	\$5,925	\$5,926	66
				74596	Direct Project Cost	\$234,600	\$69,602	\$61,975	\$55,283	\$47,740	67
				TOTAL PROJECT MANAGEMENT		\$599,257	\$192,854	\$148,330	\$132,807	\$125,266	
				TOTAL OVERALL		\$12,584,403	\$4,285,140	\$3,897,455	\$2,415,502	\$1,986,306	

Total Budget and Work Plan			
Atlas Proposal or Award ID:	00098209	Atlas Primary Output Project ID:	Output ID 00101611 (IAP Global)
Atlas Proposal or Award Title:	IAP Reducing Deforestation From Commodity Production		
Atlas Business Unit	UNDP1		
Atlas Primary Output Project Title	IAP Global Reducing Deforestation from Commodity Production		
UNDP-GEF PIMS No.	5664		
Implementing Partner	UNDP Regional Hub For Latin America and the Caribbean		

A. GLOBAL											
GEF Component/ Atlas Activity	Responsible Party (Atlas Implementing Agent)	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Total (USD)	Year 1 (USD)	Year 2 (USD)	Year 3 (USD)	Year 4 (USD)	Budget Note
	Component 1 - Dialogue, action planning, policies and enforcement										
Activity 01	UNDP			61300	Salaries – IP Staff	\$126,000	\$31,500	\$31,500	\$31,500	\$31,500	1A
				71200	International Consultants	\$677,000	\$169,250	\$169,250	\$169,250	\$169,250	2A
				71400	Contractual Services - Individ	\$27,999	\$6,999	\$7,000	\$7,000	\$7,000	4A
				71600	Travel	\$151,800	\$37,950	\$37,950	\$37,950	\$37,950	5A
				74500	Miscellaneous Expenses	\$10,000	\$2,500	\$2,500	\$2,500	\$2,500	15A
	TOTAL COMPONENT 1					\$992,799	\$248,199	\$248,200	\$248,200	\$248,200	
	Component 2 - Farmer support systems										
Activity 02	UNDP			61300	Salaries – IP Staff	\$220,500	\$55,125	\$55,125	\$55,125	\$55,125	17A
				71200	International Consultants	\$457,000	\$114,250	\$114,250	\$114,250	\$114,250	18A
				71400	Contractual Services - Individ	\$27,999	\$6,999	\$7,000	\$7,000	\$7,000	20A
				71600	Travel	\$96,600	\$24,150	\$24,150	\$24,150	\$24,150	21A
				74500	Miscellaneous Expenses	\$10,000	\$2,500	\$2,500	\$2,500	\$2,500	29A
	TOTAL COMPONENT 2					\$812,099	\$203,024	\$203,025	\$203,025	\$203,025	
	Component 3 - Land use planning										
Activity 03	UNDP			61300	Salaries – IP Staff	\$136,000	\$34,000	\$34,000	\$34,000	\$34,000	31A
				71200	International Consultants	\$374,000	\$93,500	\$93,500	\$93,500	\$93,500	32A
				71400	Contractual Services - Individ	\$28,915	\$7,229	\$7,229	\$7,229	\$7,228	34A
				71600	Travel	\$96,600	\$24,150	\$24,150	\$24,150	\$24,150	35A

				74500	Miscellaneous Expenses	\$10,000	\$2,500	\$2,500	\$2,500	\$2,500	44A
	TOTAL COMPONENT 3					\$645,515	\$161,379	\$161,379	\$161,379	\$161,378	
	Component 4 - Knowledge management and M&E										
Activity 04	UNDP			61300	Salaries – IP Staff	\$157,500	\$39,375	\$39,375	\$39,375	\$39,375	46A
				71200	International Consultants	\$730,000	\$182,500	\$182,500	\$182,500	\$182,500	47A
				71400	Contractual Services - Individ	\$28,002	\$7,002	\$7,000	\$7,000	\$7,000	49A
				71600	Travel	\$253,000	\$63,250	\$63,250	\$63,250	\$63,250	50A
				72100	Contractual Services - Companies	\$330,000	\$82,500	\$82,500	\$82,500	\$82,500	51A
				72400	Communic & Audio Equip	\$343,983	\$87,483	\$85,500	\$85,500	\$85,500	52A
				74100	Professional Services	\$12,000	\$3,000	\$3,000	\$3,000	\$3,000	55A
				74500	Miscellaneous Expenses	\$10,000	\$2,500	\$2,500	\$2,500	\$2,500	57A
				75700	Workshops	\$51,200	\$12,800	\$12,800	\$12,800	\$12,800	58A
	TOTAL COMPONENT 4					\$1,915,685	\$480,410	\$478,425	\$478,425	\$478,425	
Project MGMT	UNDP			71400	Contractual Services - Individ	\$98,465	\$24,616	\$24,616	\$24,616	\$24,617	59A
				74500	Miscellaneous Expenses	\$5,240	\$1,310	\$1,310	\$1,310	\$1,310	66A
				74596	Direct Project Cost	\$114,600	\$28,650	\$28,650	\$28,650	\$28,650	67A
	TOTAL PROJECT MANAGEMENT					\$218,305	\$54,576	\$54,576	\$54,576	\$54,577	
	TOTAL GLOBAL					\$4,584,403	\$1,147,588	\$1,145,605	\$1,145,605	\$1,145,605	

Total Budget and Work Plan			
Atlas Proposal or Award ID:	00098209	Atlas Primary Output Project ID:	Output ID 00104629 (IAP Indonesia)
Atlas Proposal or Award Title:	IAP Reducing Deforestation From Commodity Production		
Atlas Business Unit	UNDP1		
Atlas Primary Output Project Title	IAP Indonesia Reducing Deforestation from Commodity Production		
UNDP-GEF PIMS No.	5664		
Implementing Partner	UNDP Regional Hub For Latin America and the Caribbean		

B. UNDP INDONESIA											
GEF Compone nt/Atlas Activity	Responsible Party (Atlas Implementing Agent)	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Total (USD)	Year 1 (USD)	Year 2 (USD)	Year 3 (USD)	Year 4 (USD)	Budget Note
	Component 1 – Dialogue, action planning, policies and enforcement										
Activity 01	UNDP Indonesia CO			71400	Contractual Services – Individ	\$282,534	\$68,000	\$68,000	\$73,267	\$73,267	4B
				71600	Travel	\$1,011,111	\$334,237	\$342,633	\$247,202	\$87,039	5B
				72100	Contractual Services – Companies	\$468,000	\$166,500	\$136,500	\$114,000	\$51,000	6B
				72600	Grants	\$80,000	\$0		\$80,000	\$0	\$0
				74200	Printed and Audiovisual material	\$150,000	\$52,500	\$62,500	\$25,000	\$10,000	14B
				75700	Workshops	\$457,213	\$141,890	\$143,423	\$119,827	\$52,073	16B
				TOTAL COMPONENT 1		\$2,448,858	\$763,127	\$833,056	\$579,296	\$273,379	
	Component 2 – Farmer support systems										
Activity 02	UNDP Indonesia CO			71300	Local Consultants	\$131,812	\$32,953	\$32,953	\$32,953	\$32,953	19B
				71400	Contractual Services – Individ	\$571,613	\$142,904	\$142,903	\$142,903	\$142,903	20B
				71600	Travel	\$13,750	\$7,000	\$6,750	\$0	\$0	21B
				72100	Contractual Services – Companies	\$370,000	\$287,500	\$32,500	\$50,000	\$0	22B

				74200	Printed and audio-visual material	\$20,000	\$10,000	\$10,000	\$0	\$0	28B
				75700	Workshops	\$12,250	\$7,000	\$5,250	\$0	\$0	30B
				TOTAL COMPONENT 2		\$1,119,425	\$487,357	\$230,356	\$225,856	\$175,856	
	Component 3 – Land use planning										
Activity 03	UNDP Indonesia CO			72100	Contractual Services – Companies	\$245,086	\$133,600	\$38,362	\$38,362	\$34,762	36B
				74200	Printed and audio-visual material	\$30,000	\$0	\$20,000	\$10,000	\$0	43B
				TOTAL COMPONENT 3		\$275,086	\$133,600	\$58,362	\$48,362	\$34,762	
	Component 4 – Knowledge management and M&E										
Activity 04	UNDP Indonesia CO			71400	Contractual Services – Individ	\$295,623	\$73,905	\$73,906	\$73,906	\$73,906	49B
				72100	Contractual Services – Companies	\$10,000	\$10,000	\$0	\$0	\$0	51B
				74100	Professional Services	\$6,000	\$0	\$3,000	\$0	\$3,000	55B
				74200	Printed and audiovisual material	\$59,294	\$15,000	\$12,000	\$17,500	\$14,794	56B
				TOTAL COMPONENT 4		\$370,917	\$98,905	\$88,906	\$91,406	\$91,700	
	Project Management										
Project MGMT	UNDP Indonesia CO			71400	Contractual Services – Individ	\$76,142	\$19,035	\$19,035	\$19,036	\$19,036	59B
				71600	Travel	\$41,217	\$14,720	\$14,720	\$5,889	\$5,888	60B
				72200	Equipment & Furniture	\$31,189	\$31,189	\$0	\$0	\$0	61B
				72500	Supplies	\$7,426	\$2,824	\$1,534	\$1,534	\$1,534	63B
				73100	Rental & Maintenance- Premises	\$17,664	\$4,416	\$4,416	\$4,416	\$4,416	64B
				74500	Miscellaneous Expenses	\$22,076	\$8,830	\$4,415	\$4,415	\$4,416	66B
				74596	Direct Project Cost	\$90,000	\$33,452	\$25,825	\$19,133	\$11,590	67B

				TOTAL PROJECT MANAGEMENT	\$285,714	\$114,466	\$69,945	\$54,423	\$46,880	
	TOTAL UNDP INDONESIA				\$4,500,000	\$1,597,455	\$1,280,625	\$999,343	\$622,577	

C. CI INDONESIA											
GEF Component /Atlas Activity	Responsible Party (Atlas Implementing Agent)	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Total (USD)	Year 1 (USD)	Year 2 (USD)	Year 3 (USD)	Year 4 (USD)	Budget Note
	Component 1 - Dialogue, action planning, policies and enforcement										
Activity 01	Conservation International			71200	International Consultants	\$56,743	\$27,337	\$28,818	\$588		2C
				71300	Local Consultants	\$175,756	\$84,094	\$89,829	\$1,833		3C
				71400	Contractual Services - Individ	\$98,093	\$47,850	\$50,243			4C
				71600	Travel	\$22,321	\$10,888	\$11,204	\$229		5C
				72300	Materials and Goods	\$1,692	\$1,692	\$0			8C
				72600	Grants	\$44,000	\$22,000	\$22,000			11C
				73100	Rental & Maintenance - Premises	\$44,095	\$21,510	\$22,133	\$452		13C
				75700	Workshops	\$119,940	\$58,507	\$61,433			16C
				TOTAL COMPONENT 1		\$562,640	\$273,878	\$285,660	\$3,102	\$0	
	Component 2 - Farmer support systems										
Activity 02	Conservation International			71300	Local Consultants	\$59,802	\$28,613	\$30,565	\$624		19C
				71400	Contractual Services - Individ	\$12,749	\$8,360	\$4,301	\$88		20C
				71600	Travel	\$3,565	\$1,739	\$1,789	\$37		21C
				72600	Grants	\$28,188	\$14,094	\$14,094			25C
				73100	Rental & Maintenance - Premises	\$13,609	\$6,639	\$6,831	\$139		27C
				75700	Workshops	\$36,427	\$17,769	\$18,658			30C
				TOTAL COMPONENT 2		\$154,340	\$77,214	\$76,238	\$888	\$0	
	Component 3 - Land use planning										
Activity 03	Conservation International			71200	International Consultants	\$43,359	\$20,746	\$22,161	\$452		32C
				71300	Local Consultants	\$22,313	\$10,676	\$11,404	\$233		33C
				71400	Contractual Services - Individ	\$27,060	\$13,200	\$13,860			34C
				71600	Travel	\$3,565	\$1,739	\$1,789	\$37		35C
				72600	Grants	\$16,500	\$11,000	\$5,500			40C
				73100	Rental & Maintenance - Premises	\$13,609	\$6,639	\$6,831	\$139		42C
				75700	Workshops	\$24,588	\$11,994	\$12,594			45C

					TOTAL COMPONENT 3	\$150,994	\$75,994	\$74,139	\$861	\$0	
	Component 4 - Knowledge management and M&E										
Activity 04	Conservation International			71200	International Consultants	\$26,987	\$13,294	\$13,419	\$274		47C
				71300	Local Consultants	\$39,445	\$18,874	\$20,160	\$411		48C
				71600	Travel	\$37,810	\$18,689	\$18,739	\$382		50C
				72100	Contractual Services - Companies	\$17,600	\$8,800	\$8,800			51C
				73100	Rental & Maintenance - Premises	\$10,184	\$4,968	\$5,112	\$104		54C
				TOTAL COMPONENT 4		\$132,026	\$64,625	\$66,230	\$1,171	\$0	
				TOTAL CI INDONESIA		\$1,000,000	\$491,711	\$502,267	\$6,022	\$0	

D. WWF INDONESIA

GEF Component /Atlas Activity	Responsible Party (Atlas Implementing Agent)	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Total (USD)	Year 1 (USD)	Year 2 (USD)	Year 3 (USD)	Year 4 (USD)	Budget Note
	Component 1 - Dialogue, action planning, policies and enforcement										
Activity 01	World Wildlife Fund for Nature			71300	Local Consultants	15,300	5,100	10,200	0	0	3D
				71400	Contractual Services - Individ	25,080	12,540	12,540	0	0	4D
				71600	Travel	4,300	0	4,300	0	0	5D
				72500	Supplies	6,250	2,925	3,325	0	0	10D
				72800	Tecnological Information Eq.	11,250	7,500	3,750	0	0	12D
				75700	Workshops	67,000	43,000	24,000	0	0	16D
	TOTAL COMPONENT 1					129,180	71,065	58,115	0	0	
	Component 2 - Farmer support systems										
Activity 02	World Wildlife Fund for Nature			71300	Local Consultants	6,200	1,700	4,500	0	0	19D
				71400	Contractual Services - Individ	29,280	14,640	14,640	0	0	20D
				71600	Travel	4,300	0	4,300	0	0	21D
				72215	Transportation	2,500	2,500	0	0	0	23D
				72500	Supplies	6,250	2,925	3,325	0	0	24D
				72800	Tecnological Information Eq.	3,600	3,600	0	0	0	26D
				75700	Workshops	57,221	29,221	28,000	0	0	30D
	TOTAL COMPONENT 2					109,351	54,586	54,765	0	0	
	Component 3 - Land use planning										
				71300	Local Consultants	19,125	9,000	10,125	0	0	33D

Activity 03	World Wildlife Fund for Nature			71400	Contractual Services - Indiv	20,568	10,284	10,284	0	0	34D
				71600	Travel	4,571	0	4,571	0	0	35D
				72215	Transportation	8,000	8,000	0	0	0	37D
				72500	Supplies	6,250	2,925	3,325	0	0	39D
				72800	Tecnological Information Eq.	3,375	3,375	0	0	0	41D
				75700	Workshops	42,750	13,500	29,250	0	0	45D
	TOTAL COMPONENT 3					104,639	47,084	57,555	0	0	
	Component 4 - Knowledge management and M&E										
Activity 04	World Wildlife Fund for Nature			71300	Local Consultants	13,500	4,500	9,000	0	0	48D
				71400	Contractual Services - Indiv	62,080	31,040	31,040	0	0	49D
				71600	Travel	44,000	22,000	22,000	0	0	50D
				72100	Contractual Services - Companies	9,000	4,500	4,500	0	0	51D
				72400	Communic & Audio Equip	9,000	9,000	0	0	0	52D
				72500	Supplies	6,250	2,925	3,325	0	0	53D
				75700	Workshops	13,000	5,000	8,000	0	0	58D
	TOTAL COMPONENT 4					156,830	78,965	77,865	0	0	
	TOTAL WWF INDONESIA					500,000	251,700	248,300	0	0	
Total Budget and Work Plan											
Atlas Proposal or Award ID:				00098209		Atlas Primary Output Project ID:		Output 00104630 (IAP Liberia).			
Atlas Proposal or Award Title:				IAP Reducing Deforestation From Commodity Production							
Atlas Business Unit:				UNDP 1							
Atlas Primary Output Project Title:				IAP Liberia Reducing Deforestation from Commodity Production							
UNDP-GEF PIMS No.				5664							
Implementing Partner				UNDP Regional Hub for Latin America and the Caribbean							

E. UNDP LIBERIA											
GEF Component /Atlas Activity	Responsible Party (Atlas Implementing Agent)	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Total (USD)	Year 1 (USD)	Year 2 (USD)	Year 3 (USD)	Year 4 (USD)	Budget Note
	Component 1 - Dialogue, action planning, policies and enforcement										
Activity 01	UNDP Liberia CO			71200	International Consultants	\$60,000	0	\$30,000	\$30,000	0	2E
				71300	Local Consultants	\$100,000	\$25,000	\$25,000	\$30,000	\$20,000	3E
				71400	Contractual Services - Individ	\$237,600	\$59,400	\$59,400	\$59,400	\$59,400	4E
				71600	Travel	\$60,000	\$15,000	\$15,000	\$15,000	\$15,000	5E
				72100	Contractual Services - Companies	\$140,700	\$35,175	\$35,175	\$35,175	\$35,175	6E
				72200	Equipment and Furniture	\$5,000	\$5,000	0	0	0	7E
				72400	Communic & Audio Equip	\$10,500	\$3,000	\$2,500	\$2,500	\$2,500	9E
				72500	Supplies	\$4,000	\$1,000	\$1,000	\$1,000	\$1,000	10E
				72800	Tecnological Information Eq.	\$20,000	\$5,000	\$5,000	\$5,000	\$5,000	12E
				74200	Printed and audivisual material	\$20,000	\$5,000	\$5,000	\$5,000	\$5,000	14E
			75700	Workshops	\$60,000	\$15,000	\$15,000	\$15,000	\$15,000	16E	
	TOTAL COMPONENT 1					\$717,800	\$168,575	\$193,075	\$198,075	\$158,075	
	Component 2 - Farmer support systems										
Activity 02	UNDP Liberia CO			71600	Travel	\$5,000	\$1,250	\$1,250	\$1,250	\$1,250	21E
				72100	Contractual Services - Companies	\$60,000	\$30,000	\$30,000			22E
				72500	Supplies	\$2,000	\$500	\$500	\$500	\$500	24E
				75700	Workshops	\$40,000	\$10,000	\$10,000	\$10,000	\$10,000	30E
	TOTAL COMPONENT 2					\$107,000	\$41,750	\$41,750	\$11,750	\$11,750	
	Component 3 - Land use planning										
	TOTAL COMPONENT 3					0	0	0	0	0	
	Component 4 - Knowledge management and M&E										
Activity 04	UNDP Liberia CO			71300	Local Consultants	\$20,000	\$5,000	\$5,000	\$5,000	\$5,000	48E
				71400	Contractual Services - Individ	\$23,962	\$5,991	\$5,991	\$5,990	\$5,990	49E
				71600	Travel	\$4,000	\$1,000	\$1,000	\$1,000	\$1,000	50E
				72400	Communic & Audio Equip	\$2,000	\$2,000				52E
				74200	Printed and audivisual material	\$10,000	\$2,500	\$2,500	\$2,500	\$2,500	56E
				75700	Workshops	\$20,000			\$10,000	\$10,000	58E
	TOTAL COMPONENT 4					\$79,962	\$16,491	\$14,491	\$24,490	\$24,490	

	PROJECT MANAGEMENT										
Project MGMT	UNDP Liberia CO			71400	Contractual Services - Individ	\$3,440	\$860	\$860	\$860	\$860	59E
				72400	Communic & Audio Equip	\$4,000	\$1,000	\$1,000	\$1,000	\$1,000	62E
				72500	Supplies	\$2,000	\$500	\$500	\$500	\$500	63E
				73100	Rental & Maintenance-Premises	\$20,000	\$5,000	\$5,000	\$5,000	\$5,000	64E
				74100	Professional Services	\$34,998	\$8,750	\$8,750	\$8,749	\$8,749	65E
				74500	Miscellaneous Expenses	\$800	\$200	\$200	\$200	\$200	66E
				74596	Direct Project Cost	\$30,000	\$7,500	\$7,500	\$7,500	\$7,500	67E
	TOTAL PROJECT MANAGEMENT					\$95,238	\$23,810	\$23,810	\$23,809	\$23,809	
	TOTAL UNDP LIBERIA					\$1,000,000	\$250,626	\$273,126	\$258,124	\$218,124	
F. CI LIBERIA											
GEF Component /Atlas Activity	Responsible Party (Atlas Implementing Agent)	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Total (USD)	Year 1 (USD)	Year 2 (USD)	Year 3 (USD)	Year 4 (USD)	Budget Note
	Component 1 - Dialogue, action planning, policies and enforcement										
Activity 01	Conservation International			71200	International Consultants	\$77,176	\$42,081	\$34,393	\$702	\$0	2F
				71300	Local Consultants	\$82,667	\$40,033	\$41,781	\$853	\$0	3F
				71600	Travel	\$52,774	\$31,020	\$21,319	\$435	\$0	5F
				73100	Rental & Maintenance - Premises	\$36,814	\$19,286	\$17,178	\$350	\$0	13F
				75700	Workshops	\$39,166	\$25,003	\$14,163	\$0	\$0	16F
	TOTAL COMPONENT 1					\$288,597	\$157,423	\$128,834	\$2,340	\$0	
	Component 2 - Farmer support systems										
	TOTAL COMPONENT 2					0	0	0	0	0	
	Component 3 - Land use planning										
Activity 03	Conservation International			71200	International Consultants	\$55,697	\$27,437	\$27,695	\$565	\$0	32F
				71300	Local Consultants	\$209,806	\$101,601	\$106,041	\$2,164	\$0	33F
				71600	Travel	\$32,788	\$16,225	\$16,232	\$331	\$0	35F
				72300	Materials and Goods	\$61,848	\$61,848	\$0	\$0	\$0	38F
				72600	Grants	\$187,000	\$93,500	\$93,500	\$0	\$0	40F
				73100	Rental & Maintenance - Premises	\$63,045	\$31,056	\$31,349	\$640	\$0	42F
				75700	Workshops	\$47,245	\$30,250	\$16,995	\$0	\$0	45F
	TOTAL COMPONENT 3					\$657,429	\$361,917	\$291,812	\$3,700	\$0	
	Component 4 - Knowledge management and M&E										
Activity 04				71200	International Consultants	\$24,979	\$12,305	\$12,421	\$253	\$0	47F
				71600	Travel	\$10,049	\$4,950	\$4,997	\$102	\$0	50F

	Conservation International			73100	Rental & Maintenance - Premises	\$1,346	\$663	\$669	\$14	\$0	54F
				74100	Professional Services	\$17,600	\$8,800	\$8,800	\$0	\$0	55F
	TOTAL COMPONENT 4					\$53,974	\$26,718	\$26,887	\$369	\$0	
	PROJECT MANAGEMENT										
	TOTAL PROJECT MANAGEMENT					\$0	\$0	\$0	\$0	\$0	
	TOTAL GLOBAL					\$1,000,000	\$546,058	\$447,533	\$6,409	\$0	

Budget notes

Budget note	Budget line reference	Sub-budget line	Budget note	Totals (USD)
1	61300 – Salaries IP Staff	1A - Global	a) 20% of Production Project Manager (IAP Manager at P-4 level, split 70:30 with Adaptive Management & Learning Child Project). Total cost: \$126,000 over 4 years.	126,000
			Total this BL	126,000
2	71200 – International consultants	2A – Global	a) 25% of Country co-ordinator. Total cost: \$80,000 over 4 years. b) 100% of Platforms Senior Advisor. Total cost: \$320,000 over 4 years. c) 10% of Partnerships Senior Advisor. Total cost: \$32,000 over 4 years. d) 30% of 2 Commodities Senior Advisors. Total cost: \$120,000 over 4 years. e) 25% of REDD+ Senior Advisor. Total cost: \$50,000 over 4 years. d) 30% of Junior Communities of Practice Consultant. Total cost: \$30,000 over 4 years. f) 30% of Miscellaneous Short-term International Experts. Total cost: \$45,000 over 4 years. From this budget we will use \$11,250 in year 2 for the Mid Term Review and \$11,250 in year 4 for the Terminal Evaluation to cover part of the cost of the international experts mentioned in Annex C of the the evaluation plan.	677,000
		2B – UNDP Indonesia	NA	0,0
		2C – CI Indonesia	International Consultant Inputs: This line includes the salary and fringe costs of CI staff--International Assignees (IAs) based in Indonesia and/or CI HQ staff assigned to work on this project. Env. Assessment and Spatial Advisor (36 days + benefits); Sr. Tech. Advisor (36 days + benefits); LAF Director (12 days + benefits); LAF Coordinator (20 days + benefits). Rates provided are initial Year 1 base salary rates. The total amount per individual is inclusive of annual escalation in Year 2. Fringe benefits for HQ staff are estimated on base salary. Fringe benefits for IAs vary per individual. The total line amount includes 10% NGO Administration Costs applied to the cost of salary + fringe	56,743
		2D – WWF Indonesia	NA	0,0
		2E – UNDP Liberia	USD 60,000 for international consultancy to build a Targeted Scenario Analysis (TSA) to capture and present the value of ecosystem services within decision making in order to help make the business case for sustainable policy and investment choices (120 days @ 500 USD = USD 60,000)	60,000
		2F – CI Liberia	International Consultant Inputs: This line includes the salary and fringe costs of CI staff--International Assignees (IAs) based in Liberia and/or CI HQ staff assigned to work on this project. Country Director to support engagement with government (10 days + benefits); Technical Director to provide technical oversight (30 days), Operations Director to provide financial oversight (30 days), Sr. Tech. Advisor (20 days 0 + benefits =); LAF Director (10 days + benefits); LAF Coordinator (11 days + benefits), and CCBA Director (10 days + benefits). Rates provided are initial Year 1 base salary rates. The total amount per individual is inclusive of a 3% annual escalation in Year 2. Fringe benefits for HQ staff are estimated on base salary. Fringe benefits for IAs vary per individual. The total line amount includes 10% NGO Administration Cost applied to the cost of salary + fringe.	77,176
			Total this BL	870,919
3	71300 – Local consultants	3A - Global	NA	0,0
		3B – UNDP Indonesia	NA	0,0

Budget note	Budget line reference	Sub-budget line	Budget note	Totals (USD)
		3C – CI Indonesia	National Consultant Inputs: This line includes the salary and fringe costs of CI local staff assigned to work on this project. Terrestrial Director (48 days +benefits); Stakeholder Engagement Manager (120 days +benefits); EA & Partnership Manager (10 days +benefits); National Communication Manager (10 days +benefits); SLP Field Project Coordinator (20 days + benefits); N. Sumatera Operations Team (40 days +benefits); Sr. Operations Director (20 days +benefits); Rates provided are initial Year 1 base salary rates. The total amount per staff (local consultant) includes annual escalation in Year 2 and fringe costs estimated on base salary. The total line amount includes 10% NGO Administration Costs applied to the cost of salary + fringe.	175,756
		3D – WWF Indonesia	Local Consultant Inputs: 1. Context Analysis on Existing Palm Oil Plantation in Sintang District. Year 1 = USD 5,100 2. Research on Sustainable Development Policy and Regulations. = USD 10,200	15,300
		3E –UNDP Liberia	USD 100,000 for: a) Capacities needs assessment and capacity building plan (@ \$10,000); b) Root Cause Analysis (@ 15,000 USD); c) Action Plan preparation (@20,000 USD); d) Policy / regulatory analyses and recommendations (@20,000 USD); e) communications support (@ 20,000 USD); (f) monitoring and enforcement systems (@15,000)	100,000
		3F – CI Liberia	Local Consultant Inputs: This line includes the salary and fringe costs of CI local staff assigned to work on this project. Landscape manager (240 days benefits); Policy Director (30 days +benefits); Driver (240 days + benefits); Rates provided are initial Year 1 base salary rates. The total amount per staff (local consultant) includes a annual escalation in Year 2 and fringe costs estimated on base salary. The total line amount includes 10% NGO Administration Cost applied to the cost of salary + fringe	82,667
Total this BL				373,723
4	71400 – Contractual Services - Individ	4A - Global	a) Admin (SC, split 70:30 with Adaptive Management & Learning Child Project). Total cost: \$27,999 over 4 years.	27,999
		4B – UNDP Indonesia	A total of \$282,534 is for project staff with service contract modality, consisting of: a) \$78,534 for hiring the Indonesia Platform Manager ⁴⁰ mainly to implement, oversee, and monitor operation of InPOP and provincial platforms (@\$39,267 per year). b) \$136,000 for hiring four InPOP Working Group Assistants in Year 1 & 2 to assist Indonesia Platform Manager on platform-related activities, especially managing working group's specific event operations and participants, as well as stakeholder engagement (one person for each Working Group) (@\$17,000 per year/person). c) \$34,000 for hiring InPOP Admin Assistant ⁴¹ to support Indonesia Platform Manager and the national platform team to ensure effective project planning, budgeting, and implementation (@\$17,000 per year). d) \$34,000 for hiring a Platform Communications Assistant ⁴² to support Indonesia Communications Officer in managing InPOP communications strategy, stakeholder engagement, and information database (@\$17,000 per year).	282,534
		4C – CI Indonesia	Consultancies to improve national and sub-national policies, regulations and overall government enabling environments related to commodity production practices and locations in three pilot countries (US\$10,500); Shift in areas being targeted and/or converted for commodity production from: (a) high biodiversity value, high carbon stock, ecosystem service-rich and other forested areas, to (b) degraded or otherwise more appropriate lands, nationally and in target landscapes of three producing countries (US\$10,500); Improved monitoring and enforcement of existing and new policies and regulations in three pilot countries and particularly within target landscapes	98,093

⁴⁰ Year 1 and 2 are funded by SECO, while Year 3 and 4 are covered by IAP.

⁴¹ Year 1 and 2 are funded by SECO, while Year 3 and 4 are covered by IAP.

⁴² Year 1 and 2 are funded by SECO, while Year 3 and 4 are covered by IAP.

Budget note	Budget line reference	Sub-budget line	Budget note	Totals (USD)
			(US\$12,500); Establishment and operations of national and sub-national commodity platforms and district-level forums (US\$5,000); Agreed and adopted visions, strategies and commodity action plans covering, inter alia, policies and amendments related to land use planning, forest set-asides in concessions, access to degraded land and priority public and private investments (US\$5,000). One consultancy each year for 2 years.). 5% annual increase has been included in year 2; Inclusive of 10% indirect costs in each line item.	
		4D – WWF Indonesia	National staff: 1. Kalimantan Palm Oil Coordinator (120 days @ USD 87) = (Year 1 USD 5,220 + Year 2 USD 5,220) = USD 10,440 2. Project Field Officer based in Sintang (240 days @ USD 61) = (Year 1 USD 7,320 + Year 2 USD 7,320) = USD 14,640	25,080
		4E –UNDP Liberia	USD 237,600 for: a) IAP National Project Manager / Platform Stakeholder Management specialist (@ 96,000 USD, 24,000 USD per year for 4 years); b) IAP Technical Specialist (@ 84,000 USD, 21,000 USD per year for 4 years); c) IAP admin and logistics (@57,600 USD, 14,400 USD per year for 4 years)	237,600
		4F – CI Liberia	NA	0,0
Total this BL				671,306
5	71600 - Travel	5A - Global	Travel cost related to global project coordination. Total cost: \$151,800 @ 2,300/trip (airfare, DSA, and terminals) for 66 trips over 4 years.	151,800
		5B – UNDP Indonesia	A total of \$1,011,111 is allocated to cover the travel costs (including local transport fees, tickets, DSA, terminal allowances) of meeting participants, project staffs, and international consultants, with the following specifications: 1. \$115,000 for international consultants' travel costs: a) \$90,000 for the travel costs of the international Private Sector Partnerships consultant for national private sector engagement and the National Action Plan advocacy during Year 1 – 3. b) \$25,000 for the travel cost of the International Sub Contract consultant to conduct a Targeted Scenario Analysis (TSA) in Pelalawan, in Year 2. 2. \$896,111 to cover travel costs of meeting participants and project staff to attend meetings / workshops: a) \$49,579 for the establishment of provincial platforms in North Sumatera, Riau and West Kalimantan (2X in Year 1). b) \$23,355 for the establishment of Pelalawan district fora (2X in Year 1) c) \$50,747 for 4 Working Groups' meetings in Jakarta to finalize NAP (3X in Year 1 & 2X in Year 2). d) \$31,085 for Joint Working Group meetings in Jakarta to finalize NAP (3X during Year 1 – 2). e) \$47,437 for the 8 Tasks Force (i.e. 2 Tasks Force / Working Group) meetings in Jakarta to finalize NAP and initiate adoption and monitor implementation of NAP (2X per year in Year 1 & 2). f) \$13,816 for InPOP Plenary meeting in Jakarta to initiate adoption of NAP (once a year in Year 1 & 2). g) \$5,315 for InPOP Steering Committee meetings in Jakarta to initiate adoption of NAP (2X per year in Year 1 & 2). h) \$2,487 for Project Advisory Committee meetings in Jakarta to initiate adoption of NAP (2X per year in Year 1 & 2). i) \$47,437 for the 8 Tasks Force meeting in Jakarta to monitor adoption and implementation of NAP. j) \$5,315 for Project Advisory Committee meetings in Jakarta to monitor adoption and implementation of NAP (2X per year in Year 3 & 4).	1,011,111

Budget note	Budget line reference	Sub-budget line	Budget note	Totals (USD)
			k) \$2,487 for Project Advisory Committee meetings in Jakarta to monitor adoption and implementation of NAP (2X per year in Year 3 & 4). l) \$115,203 for Provincial Platform meetings in Medan, Pekanbaru, and Pontianak to draft and finalize provincial action plans (PAPs) for North Sumatera, Riau and West Kalimantan (2X per year in Year 1 & 2). m) \$32,032 for Provincial Plenary meetings in Medan, Pekanbaru, and Pontianak to disseminate and initiate adoption of PAPs in North Sumatera, Riau and West Kalimantan (once in Year 2). n) \$49,627 for Provincial Platform meetings in Medan, Pekanbaru, and Pontianak to initiate implementation of PAPs in North Sumatera, Riau, and West Kalimantan (2X in Year 3). o) \$33,750 for Provincial Project Advisory Committee meetings in Medan, Pekanbaru, and Pontianak to initiate PAPs implementation (2X in Year 3). p) \$33,750 for Provincial Project Advisory Committee meetings in Medan, Pekanbaru, and Pontianak to monitor PAPs implementation (2X in Year 4) q) \$52,548 for Workshops in Pelalawan to obtain inputs from relevant stakeholders, discuss and finalize the Pelalawan District Sustainable Agriculture Plan (3X per year in Y1 & Y2) r) \$35,033 for public consultation on Pelalawan District Sustainable Agriculture Plan (once a year in Year 1 & 2). s) \$49,135 for thematic FGDs for relevant stakeholders in Jakarta on 3 priority national policies/regulations to support reducing deforestation and degradation, and enhance conservation and sustainable management of forests (2X per year during Year 1 - 3). t) \$54,000 for multi-stakeholder workshops in Jakarta on 3 priority national policies/regulations to support reducing deforestation and degradation, and enhance conservation and sustainable management of forests (4X per year during Y1 - Y3). u) \$25,441 for thematic FGDs for relevant stakeholders in Pelalawan District on one priority policy / regulation to encourage more sustainable agricultural development in the district (6X per year during Year 2 – 3). v) \$35,033 for public consultation workshops in Pelalawan to disseminate and initiate implementation of policy reform (4X per year during Year 2 – 3). w) \$9,963 for multi-stakeholder workshops with relevant stakeholders in Pelalawan to monitor policy adoption and implementation via district forum (once a year in Year 3 – Y4). x) \$10,919 for FGDs in Jakarta inviting related authority from the Ministry of Home Affairs and Pelalawan District to discuss and initiate the district government's endorsement on no-go areas to build support for PERDA (regional regulation) (2X per year during Year 3 – 4). y) \$25,441 for thematic FGDs with relevant Pelalawan government officials to discuss about the establishment of PERDA for no-go areas (6X per year during Year 2 – 4). z) \$14,945 for stakeholder consultation workshops in Pelalawan to increase awareness and obtain the head of Pelalawan District's endorsement on go- and no-go area (3X per year during Year 2 – 4). aa) \$16,629 for multi-stakeholder workshops to discuss a cost-effective early warning/response system for Pelalawan (3X per year during Year 1 – 2). bb) \$10,602 for coordination meetings with relevant district officials to initiate adoption and implementation of the SOP on how to collectively address the problem of plantation development, illegal deforestation, and associated fires affecting national parks and other protected and conservation areas (6X per year during Year 1 – 4). cc) \$13,000 for field-testing of the SOP of the early warning/response system (in Year 3).	

Budget note	Budget line reference	Sub-budget line	Budget note	Totals (USD)
		5C – CI Indonesia	\$10,431 is budgeted for 13 domestic trips per year, 26 total (3 trips per year to Jakarta @ 542.31/trip and 10 trips per year to the District @346.15/trip). Domestic travel expenses are calculated based on estimated 3-4 days for each trip to the respective geographic areas and Jakarta Program Office. It Includes travel to provide oversight/supervision, to develop assessments and studies, to promote experience exchange and costs of local terrestrial transportation. The cost for domestic travel consists of airfare, hotel and lodging, per diem and transportation. \$9,861 has been budgeted for one international trip per year (2 total) for the LAF Director. This cost includes airfare, hotel and lodging, per diem, and local transportation . Costs have been escalated at 5% in Year 2. Line item amount is inclusive of 10% NGO Administration Costs.	22,321
		5D – WWF Indonesia	Project coordination and other travel for project running, project publication and project report. Year 2 = USD 4,300	4,300
		5E –UNDP Liberia	60,000 USD for learning trips of national authorities and for team and government to come to annual project meetings, COPs and international events. This is the cost for 4 international trips and consists of airfare, hotel and lodging per year.	60,000
		5F – CI Liberia	Domestic travel expenses are calculated based on estimated 2.5 days for each trip to the respective geographic areas. It includes travel to project sites to provide oversight/supervision, travel to develop assessments and studies, travel to promote experience exchange and costs of local terrestrial transportation. The cost for domestic travel consists of: a) 6 trips for Landscape Manager per year (US\$@250) - \$3,045; b) 3 trips per year for the Senior Program Manager (@US\$ 250) - \$1,523; c) 6 trips per year for Driver (US\$ 250) - \$3,045; d) 3 trips per year for Technical Director(@US\$250) - \$1,523; e) 3 trips per year for GIS Analyst (@US\$250) - \$1,523; f) Fuel costs is estimated at \$750 per month for 6 months each year - \$9,135. International travel expenses are calculated based on estimated 6 days for each trip. The cost of international travel consists of airfare, hotel and lodging as follows: a) Technical Terrestrial Director – 2 trips during the project life - \$10,049; b) Travel is estimated for the 1 trip per year for Technical Director for exchange and global community of practice participation - \$9,135 (for 2 trips over project life); c) 1 trip per year for Sr. Technical Advisor (Carbon Director) to support Liberia program - \$4,500; d) 1 trip for CCBA Director to support the Sustainable Landscapes Rating tool - \$4,500, 3% annual increase have been included; Inclusive of 10% NGO Administration Cost in each line item.	52,774
Total this BL				1,302,306
6	72100 – Contractual Services - Companies	6A - Global	NA	0,0
		6B – UNDP Indonesia	A total of \$468,000 is allocated for sub contracts, consisting of: 1. \$125,000 for International Sub Contracts: a) A total of \$75,000 is allocated for hiring an international Private Sector Partnerships consultant for national private sector engagement and the National Action Plan advocacy during Year 1 – Year 3 (50 days/year @\$500/day). b) \$50,000 for an International Sub Contract to conduct a Targeted Scenario Analysis (TSA) that assesses the cost and benefit of business as usual (BAU) or following a sustainable scenario in which ecosystems are more effectively managed, in Year 2. (80 days/year @\$625/day). 2. \$343,000 for National Sub Contracts: a) \$ 30,000 for Sub Contract – Political Advisor to develop recommendations to initiate adoption and implementation of the National Action Plan, Provincial Action Plans, and Pelalawan District Sustainable Agriculture Plan for years (3 months/year @\$5,000 per month) during Year 1 – 4.	468,000

Budget note	Budget line reference	Sub-budget line	Budget note	Totals (USD)
			b) \$144,000 for Sub Contracts - 3 persons to implement, oversee, and monitor operation of provincial platforms in Riau, North Sumatera, and West Kalimantan for 4 years (6 months/year @\$2,000 per month/person). a) \$30,000 for Sub Contract – National Action Plan (NAP) Technical Consultant to draft and finalize NAP during Year 1 – Year 2 (6 months/year @\$2,500 per month). c) \$30,000 for Sub Contract to draft and finalize Provincial Action Plans for North Sumatera, Riau, and West Kalimantan in Year 1 & 2. d) \$15,000 for Sub Contract to draft and finalize Pelalawan District Sustainable Agriculture Plan during Year 1 – 2. e) \$67,500 for Sub Contract to develop and finalize policy recommendations/papers for 3 priority national policies/regulations to support reducing deforestation and degradation, and enhance conservation and sustainable management of forests during Year 1 – 3. f) \$17,500 for Sub Contract to draft and finalize policy paper for one priority Pelalawan policy/regulation to encourage more sustainable agricultural development in the district during Year 1 – 3 g) \$9,000 for Sub Contract to develop a SOP on how to collectively address the problem of plantation development, illegal deforestation, and associated fires affecting national parks and other protected and conservation areas, during Year 1 – 3.	
		6C – CI Indonesia	NA	0,0
		6D – WWF Indonesia	NA	0,0
		6E –UNDP Liberia	140.700 USD for a) Review and adaptation of the legal framework (@ 40.700 USD) ; b) Development and pilot application of environmental connectivity, biodiversity and indigenous communities criteria (@ 100.000 USD)	140,700
		6F – CI Liberia	NA	0,0
Total this BL				608,700
7	72200 - Equipment & Furniture	7A - Global	NA	0,0
		7B – UNDP Indonesia	NA	0,0
		7C – CI Indonesia	NA	0,0
		7D – WWF Indonesia	NA	0,0
		7E –UNDP Liberia	5000 USD for equipment and furniture for the Project Office	5,000
		7F – CI Liberia	NA	0,0
Total this BL				5,000
8	72300 - Materials and Goods	8A - Global	NA	0,0
		8B – UNDP Indonesia	NA	0,0
		8C – CI Indonesia	Office furniture and equipment (laptop, camera). Annual increase have been included; Inclusive of 10% NGO Administration Costs in each line item.	1,692
		8D – WWF Indonesia	NA	0,0

Budget note	Budget line reference	Sub-budget line	Budget note	Totals (USD)
		8E – UNDP Liberia	NA	0,0
		8F – CI Liberia	NA	0,0
Total this BL				1,692
9	72400 - Communic & Audio Equip	9A - Global	NA	0,0
		9B – UNDP Indonesia	NA	0,0
		9C – CI Indonesia	NA	0,0
		9D – WWF Indonesia	NA	0,0
		9E – UNDP Liberia	10,500 USD to strengthen capacity for monitoring activities (Communication and Audio equipment, internet Conexions and services)	10,500
		9F – CI Liberia	NA	0,0
Total this BL				10,500
10	72500 - Supplies	10A - Global	NA	0,0
		10B – UNDP Indonesia	NA	0,0
		10C – CI Indonesia	NA	0,0
		10D – WWF Indonesia	Supplies for project running. Year 1 = USD 2,925 Supplies for project running. Year 2 = USD 3,325	6,250
		10E – UNDP Liberia	4,000 USD for office supplies to support Component 1 at 1,000 USD per year.	4,000
		10F – CI Liberia	NA	0,0
Total this BL				10,250
11	72600 – Grants	11A - Global	NA	0,0
		11B – UNDP Indonesia	\$50,000 is allocated to Ecoagriculture as y a grantee to develop and implement an approach to building synergies between the integrated landscape initiatives being implemented under components 2 and 3 and the national commodity platforms. \$30,000 is allocated to the Committee on Sustainability Assessment (COSA) as a grantee to develop a dashboard tracking tool related to the establishment and operation of national and subnational platforms	80,000
		11C – CI Indonesia	Sub-grant for remote sensing and other cost-effective monitoring systems (@US\$10,000); sub grant for capacity building for enforcement of forest conservation and land conservation laws (@US\$10,000); sub grant for agreed and adopted visions, strategies and commodity action plans (@US\$10,000); sub grant for initial implementation of agreed action plan items (@US\$10,000); Line item amount is inclusive of 10% NGO Administration Costs.	44,000
		11D – WWF Indonesia	NA	0,0
		11E – UNDP Liberia	NA	0,0

Budget note	Budget line reference	Sub-budget line	Budget note	Totals (USD)
		11F – CI Liberia	NA	0,0
Total this BL				124,000
12	72800 - Technological Information Eq.	12A - Global	NA	0,0
		12B – UNDP Indonesia	NA	0,0
		122C – CI Indonesia	NA	0,0
		12D – WWF Indonesia	Equipment Purchase: 1. 1 unit Notebook @ USD 1,800 = USD 1,800 2. 2 units Drone @ USD 2,850 = USD 5,700 3. 10 Handheld devices for android-based monitoring @ USD 375 = USD 3,750	11,250
		12E – UNDP Liberia	20,000 USD to strengthen capacity to support Government monitoring activities through supply of equipment (e.g. computer equipment, GIS software, GPS, drone(s))	20,000
		12F – CI Liberia	NA	0,0
Total this BL				31,250
13	73100 - Rental & Maintenance - Premises	13A - Global	NA	0,0
		13B – UNDP Indonesia	NA	0,0
		13C – CI Indonesia	This category includes office-related expenses for CI's project office in North Sumatera (Medan and Mandailing Natal) as well as CI's administrative and office-related costs for the Indonesia program based on CI's allocation methodology. CI considers all expenses in its country offices as direct costs. Administrative and office-related costs that are required to carry out a project, but are difficult to attribute to a specific project, such as rent, electricity or administrative support staff, are allocated to projects based in the ratio of non-administrative salary expenses per project to the program's total non-administrative salary expenses for the same period. Is inclusive of 10% NGO Administration Costs in each line item.	44,095
		13D – WWF Indonesia	NA	0,0
		13E – UNDP Liberia	NA	0,0
		13F – CI Liberia	This category includes office-related expenses for CI's project office in Liberia based on CI's allocation methodology. CI considers all expenses in its country offices as direct costs. Administrative and office-related costs that are required to carry out a project, but are difficult to attribute to a specific project, such as rent, electricity or administrative support staff, are allocated to projects based in the ratio of non-administrative salary expenses per project to the program's total non-administrative salary expenses for the same period. Is inclusive of 10% NGO Administration Cost in each line item.	36,814
Total this BL				80,909
14	74200 – Printed and audiovisual material	14A - Global	NA	0,0
		14B – UNDP Indonesia	\$150,000 for communication activities, including publication, audio-visual material, website development: a. \$50,000 for publications for promoting the NAP and InPOP in Year 1 & 2. b. \$20,000 for publications for promotion of provincial action plan in Year 1 & 2. c. \$5,000 for publications for promotion district sustainable agriculture plan during Year 1 & 2. d. \$30,000 for publications for promoting 3 policy reforms during Year 1 – 3.	150,000

Budget note	Budget line reference	Sub-budget line	Budget note	Totals (USD)
			e. \$15,000 for publications for promotion of policy reform in district Pelalawan during Year 1 – 3. f. \$30,000 for publication/communication material development (video, report publication) to raise awareness during year 1 – 3.	
		14C – CI Indonesia	NA	0,0
		14D – WWF Indonesia	NA	0,0
		14E – UNDP Liberia	20,000 USD (@5,000 USD per year) for flyers, newsletters and other communication materials for workshops and meetings	20,000
		14F – CI Liberia	NA	0,0
Total this BL				170,000
15	74500 - Miscellaneous Expenses	15A - Global	Misc. expenditures	10,000
		15B – UNDP Indonesia	NA	0,0
		15C – CI Indonesia	NA	0,0
		15D – WWF Indonesia	NA	0,0
		15E – UNDP Liberia	NA	0,0
		15F – CI Liberia	NA	0,0
Total this BL				10,000
16	75700 – Workshops	16A - Global	NA	0,0
		16B – UNDP Indonesia	A total of \$457,213 is allocated for conducting meetings / workshops / SOP field-testing: a) \$17,509 for the establishment of provincial platforms in North Sumatera, Riau and West Kalimantan (2X in Year 1). b) \$5,839 for the establishment of Pelalawan district fora (2X in Year 1) c) \$16,916 for 4 Working Groups’ meetings in Jakarta to finalize NAP (3X in Year 1 & 2X in Year 2). d) \$10,362 for Joint Working Group meetings in Jakarta to finalize NAP (3X during Year 1 – 2). e) \$47,437 for the 8 Tasks Force (i.e. 2 Tasks Force per Working Group) meetings in Jakarta to finalize NAP and initiate adoption and monitor implementation of NAP (2X per year in Year 1 & 2). f) \$13,816 for InPOP Plenary meeting in Jakarta to initiate adoption of NAP (once a year in Year 1 & 2). g) \$5,315 for InPOP Steering Committee meetings in Jakarta to initiate adoption of NAP (2X per year in Year 1 & 2). h) \$2,487 for Project Advisory Committee meetings in Jakarta to initiate adoption of NAP (2X per year in Year 1 & 2). i) \$47,437 for the 8 Tasks Force meeting in Jakarta to monitor adoption and implementation of NAP. j) \$5,315 for Project Advisory Committee meetings in Jakarta to monitor adoption and implementation of NAP (2X per year in Year 3 & 4). k) \$2,487 for Project Advisory Committee meetings in Jakarta to monitor adoption and implementation of NAP (2X per year in Year 3 & 4).	457,213

Budget note	Budget line reference	Sub-budget line	Budget note	Totals (USD)
			l) \$38,401 for Provincial Platform meetings in Medan, Pekanbaru, and Pontianak to draft and finalize provincial action plans (PAPs) for North Sumatera, Riau and West Kalimantan (2X per year in Year 1 & 2). m) \$10,667 for Provincial Plenary meetings in Medan, Pekanbaru, and Pontianak to disseminate and initiate adoption of PAPs in North Sumatera, Riau and West Kalimantan (once in Year 2). n) \$17,516 for Provincial Platform meetings in Medan, Pekanbaru, and Pontianak to initiate implementation of PAPs in North Sumatera, Riau, and West Kalimantan (2X in Year 3). o) \$11,250 for Provincial Project Advisory Committee meetings in Medan, Pekanbaru, and Pontianak to initiate PAPs implementation (2X in Year 3). p) \$11,250 for Provincial Project Advisory Committee meetings in Medan, Pekanbaru, and Pontianak to monitor PAPs implementation (2X in Year 4) q) \$17,516 for Workshops in Pelalawan to obtain inputs from relevant stakeholders, discuss and finalize the Pelalawan District Sustainable Agriculture Plan (3X per year in Y1 & Y2) r) \$11,678 for public consultation on Pelalawan District Sustainable Agriculture Plan (once a year in Year 1 & 2). s) \$32,756 for thematic FGDs for relevant stakeholders in Jakarta on 3 priority national policies/regulations to support reducing deforestation and degradation, and enhance conservation and sustainable management of forests (2X per year during Year 1 - 3). t) \$54,000 for multi-stakeholder workshops in Jakarta on 3 priority national policies/regulations to support reducing deforestation and degradation, and enhance conservation and sustainable management of forests (4X per year during Y1 - Y3). u) \$16,961 for thematic FGDs for relevant stakeholders in Pelalawan District on one priority policy / regulation to encourage more sustainable agricultural development in the district (6X per year during Year 2 – 3). v) \$11,678 for public consultation workshops in Pelalawan to disseminate and initiate implementation of policy reform (4X per year during Year 2 – 3). w) \$3,321 for multi-stakeholder workshops with relevant stakeholders in Pelalawan to monitor policy adoption and implementation via district forum (once a year in Year 3 – Y4). x) \$7,279 for FGDs in Jakarta inviting related authority from the Ministry of Home Affairs and Pelalawan District to discuss and initiate the district government’s endorsement on no-go areas to build support for PERDA (regional regulation) (2X per year during Year 3 – 4). y) \$16,961 for thematic FGDs with relevant Pelalawan government officials to discuss about the establishment of PERDA for no-go areas (6X per year during Year 2 – 4). z) \$4,982 for stakeholder consultation workshops in Pelalawan to increase awareness and obtain the head of Pelalawan District’s endorsement on go- and no-go area (3X per year during Year 2 – 4). - aa) \$5,543 for multi-stakeholder workshops to discuss a cost-effective early warning/response system for Pelalawan (3X per year during Year 1 – 2). - bb) \$3,534 for coordination meetings with relevant district officials to initiate adoption and implementation of the SOP on how to collectively address the problem of plantation development, illegal deforestation, and associated fires affecting national parks and other protected and conservation areas (6X per year during Year 1 – 4). - cc) \$7,000 for field-testing of the SOP of the early warning/response system (in Year 3).	
		16C – CI Indonesia	Workshop to develop a jurisdictional roadmap for sustainable palm oil for the district of South Tapanuli (and possibly in Mandailing Natal). This is a workshop for 50 people to be conducted 3 times per year. The cost includes local transportation, honorarium/stipends for resource person, hotel/lodging for people from out of town, meals/catering,	119,940

Budget note	Budget line reference	Sub-budget line	Budget note	Totals (USD)
			rental space and equipment; Discussion to utilize the Landscape Accounting Framework (LAF) as a monitoring protocol with clear goals and responsibilities for assessing the status of the jurisdictional roadmap. This is a workshop for 60 people to be conducted 3 times per year. The cost includes local transportation, honorarium/stipends for resource person, hotel/lodging for people from out of town, meals/catering, rental space and equipment., Develop a spatial and non-spatial model to support both monitoring and reporting tool with the ability to support enforcement and adaptive management. This is a discussion/meeting of 40 people to be conducted 4 times per year . The cost includes local transportation, honorarium/stipends for resource person, hotel/lodging for people from out of town, meals/catering, rental space and equipment. This also includes fuel cost; Establishment and operations of national and sub-national commodity platforms and district-level forums. This is a regular focus group discussion of 25 people to be held in monthly basis. The cost includes local transportation, honorarium/stipends for resource person, meals/catering, rental space and equipment ; Develop compliance and risk management plan for private-sector partners through plantation visits, provision of in-depth technical advice based on conditions within plantations to ensure compliance and better return on investments. The cost includes purchase of maps and regular fuel; Initial implementation of agreed action plan items. This is a workshop of 40 people to be conducted 5 times per year. The cost includes local transportation, meals/catering rental space and equipment 5% annual increase have been included; Inclusive of 10% NGO Administration Costs in each line item.	
		16D – WWF Indonesia	Workshops 1. Capacity building on monitoring and enforcement (Year-1) = USD 15,000 2. Land cover change analysis at selected learning landscape (Year-1) = USD 15,000 3. Development of Traceability system based on android (Year-1) = USD 13,000 4. Capacity building on remote sensing "Near Real Time" monitoring system (Year-2) = USD 12,000 Improving policy, regulation and gov. enabling environment related to production of reduced deforestation commodities (Year-2) = USD 12,000	67,000
		16E – UNDP Liberia	60,000 USD (@15,000 USD per year) for technical field trips, workshops and trainings for consultation, validation and training related to legal framework, criteria definition, capacity building, root cause analysis and platform meetings	60,000
		16F – CI Liberia	Workshops consists of: 3 landscape forum in Sime Darby per year, 1 national workshop, 1 RSPO Validation meeting, 5 RSPO Consultative meetings, and 1 Final RSPO Validation workshop. 3% annual increase have been included; Inclusive of 10% NGO Administration Cost in each line item.	39,166
Total this BL				737,318
Component 2 - Farmer support systems				
17	61300 – Salaries IP Staff	17A - Global	a) 35% of Production Project Manager (IAP Manager at P-4 level, split 70:30 with Adaptive Management & Learning Child Project). Total cost: \$220,500 over 4 years.	220,500
Total this BL				220,500
18	71200 – International consultants	18A - Global	a) 25% of Country co-ordinator. Total cost: \$80,000 over 4 years. b) 35% of Partnerships Senior Advisor. Total cost: \$112,000 over 4 years. d) 40% of 2 Commodities Senior Advisors. Total cost: \$160,000 over 4 years. e) 25% of REDD+ Senior Advisor. Total cost: \$50,000 over 4 years. d) 40% of Junior Communities of Practice Consultant. Total cost: \$40,000 over 4 years. f) 10% of Miscellaneous Short-term International Experts. Total cost: \$15,000 over 4 years. From this budget we will use \$3,750 in year 2 for the Mid Term Review and \$3,750 in year 4 for the Terminal Evaluation to cover part of the cost of the international experts mentioned in Annex C of the the evaluation plan.	457,000

Budget note	Budget line reference	Sub-budget line	Budget note	Totals (USD)
		18B – UNDP Indonesia	NA	0,0
		18C – CI Indonesia	NA	0,0
		18D – WWF Indonesia	NA	0,0
		18E – UNDP Liberia	NA	0,0
		18F – CI Liberia	NA	0,0
Total this BL				457,000
19	71300 – Local consultants	19A - Global	NA	0,0
		19B – UNDP Indonesia	A total of \$131,812 is for hiring local consultants: a) \$75,812 for Pelalawan Landscape Coordinator for 4 years to implement, oversee, and monitor operation of IAP landscape work-streams (6 months/year @\$3,158 per month). b) \$56,000 Pelalawan Landscape Admin for 4 years to assist the Landscape Coordinator on operation of IAP landscape work-streams (6 months/year @\$2,333 per month)	131,812
		19C – CI Indonesia	National Consultant Inputs: This line includes the salary and fringe costs of CI local staff assigned to work on this project. NS. Sr. Landscape Manager (144 days +benefits); Stakeholder Engagement Manager (144 days +benefits); Outreach and Communication Coordinator (120 days +benefits); National Communication Manager (10 days +benefits); N. Sumatera Operations Team (20 days +benefits); Rates provided are initial Year 1 base salary rates. The total amount per local staff includes annual escalation in Year 2 and fringe costs estimated on base salary. The total line amount includes 10% NGO Administration Costs applied to the cost of salary + fringe.	59,802
		19D – WWF Indonesia	Local Consultants: 1. Developing module on implementing better management practice for independent oilpalm smallholders. Year 1 = USD 1,700 2. Trainers on implementation of better management practices for independent oilpalm smallholders. Year 2 = USD 4,500	6,200
		19E – UNDP Liberia	NA	0,0
		19F – CI Liberia	NA	0,0
Total this BL				197,814
20	71400 – Contractual Services - Individ	20A - Global	a) Admin (SC, split 70:30 with Adaptive Management & Learning Child Project). Total cost: \$27,999 over 4 years.	27,999
		20B – UNDP Indonesia	A total of \$571,613 is allocated for project staffs with service contract modality, consisting of: a) \$230,640 for the National Project Manager of SPOI/IAP Project for 4 years to implement, oversee and monitor daily project activities, as well as to report to UNDP Country Office Indonesia, UNDP Green Commodities Programme, Project Board and donors on activity progress (@\$4,805 per month). b) \$157,068 for IAP Indonesia Manager for 4 years to implement, oversee, and monitor daily IAP work-streams, act as a focal point for IAP Indonesia, and report to the National Project Manager on activity progress (@\$3,272.25 per month).	571,613

Budget note	Budget line reference	Sub-budget line	Budget note	Totals (USD)
			c) \$108,092 for Government Liaison Officer for 4 years to liaise and coordinate with relevant national, provincial, and district governments on IAP work-stream and platform-related activities (@\$2,251.92 per month). d) \$75,813 for Admin Officer/Assistance for 4 years to support the project team to ensure effective project planning, budgeting, and implementation of SPOI/IAP project activities, as well as to assist strategic partnerships and resource mobilization (@\$1,579.437 per month).	
		20C – CI Indonesia	Consultancies to improve systems for supporting sustainable commodity production and intensification (via public, private or public-private support (@US\$3,800); Increased capacity to support transparency and traceability within commodity supply chains (US\$7,790); Annual increase have been included; Inclusive of 10% NGO Administration Costs in each line item.	12,749
		20D – WWF Indonesia	National staff: 2 Project Field Officers based in Sintang (2 Persons x 240 days @ USD 61) = (Year 1 = USD 14,640 + Year 2 USD 14,640)	29,280
		20E – UNDP Liberia	NA	0,0
		20F – CI Liberia	NA	0,0
Total this BL				641,641
21	71600 - Travel	21A - Global	Travel cost related to global project coordination. Total cost: \$96,600 @ 2,300/trip (airfare, DSA, and terminals) for 42 trips over 4 years	96,600
		21B – UNDP Indonesia	A total of \$13,750 is allocated to cover the travel costs of participants of meetings / workshops, consisting of: a) \$3,250 for FGDs with multi-stakeholders in Pelalawan to disseminate results of oil palm smallholder training needs assessment (2X in Year 2). \$10,500 for Working Group 1 meetings in Bogor/Jakarta to discuss the draft national commodity farmer support strategy (3X during Year 1 – 2).	13,750
		21C – CI Indonesia	Domestic travel expenses are calculated based on estimated 3-4 days for each trip to the respective geographic areas and including Jakarta Program Office. It Includes travels for the areas to provide oversight/supervision, travels to develop assessments and studies, travels to promote experience exchange and costs of local terrestrial transportation. The cost for domestic travel consists of airfare, hotel and lodging, and per diem. Annual increase have been included; Inclusive of 10% NGO Administration Costs in each line item.	3,565
		21D – WWF Indonesia	Travel : Project coordination and other travel for project running, project publication and project report. Year 2 = USD 4,300	4,300
		21E – UNDP Liberia	5,000 USD for monitoring of landscape-level activities (@1,250 USD per year).	5,000
		21F – CI Liberia	NA	0,0
		Total this BL		
22	72100 – Contractual Services - Companies	22A - Global	NA	0,0
		22B – UNDP Indonesia	A total of \$370,000 is allocated for Sub-Contracts: c) \$45,000 for Sub Contract - Smallholder Capacity Strengthening Consultant during Year 1 – 3 (6 months/year @\$2,500 per month). a) \$45,000 Sub Contract - Law Enforcement Expert during Year 1 – 4 to provide guidelines to enforce existing laws related to sustainable palm oil practices. b) \$20,000 Sub Contract for project mid-term review between Year 2 & 3.	370,000

Budget note	Budget line reference	Sub-budget line	Budget note	Totals (USD)
			c) \$125,000 Sub Contract to conduct smallholder training needs assessment and mapping in Pelalawan District of Riau Province in Year 1. d) \$5,000 for Sub Contract to support the development of a guidance on conflict resolution in Year 1. e) \$5,000 for Sub Contract to support the development and finalization of a guidance on ISPO Standards in Year 1 f) \$120,000 for Sub Contract in Year 1 to (i) establish two demonstration plots in Pelalawan District, (ii) conduct a smallholder training program based on ToT (training of trainers) approach on sustainability, GAP and BMP following ISPO principles, (iii) support ISPO certification of these trained smallholders, and (iv) produce a guidance, based on lessons-learned, for smallholder ISPO certification process. g) \$5,000 for Sub Contract during Year 1 and Year 2 to analyze the results of (1) farmer training needs assessment, (2) lessons learnt from farmer intensification pilot activities, (3) RCA results, (4) literature reviews, and (5) lessons learnt from previous projects, AND develop a draft national commodity farmer support strategy	
		22C – CI Indonesia	NA	0,0
		22D – WWF Indonesia	NA	0,0
		22E – UNDP Liberia	Training needs assessment (@30,000 USD); Farmer support strategy (@30,000)	60,000
		22F – CI Liberia	NA	0,0
Total this BL				430,000
23	72215 – Transportation	23A - Global	NA	0,0
		23B – UNDP Indonesia	NA	0,0
		23C – CI Indonesia	NA	0,0
		23D – WWF Indonesia	Purchase/lease 2 units of motorcycle @ USD 1,250. Year 1 = USD 2,500	2,500
		23E – UNDP Liberia	NA	0,0
		23F – CI Liberia	NA	0,0
Total this BL				2,500
24	72500 - Supplies	24A - Global	NA	0,0
		24B – UNDP Indonesia	NA	0,0
		24C – CI Indonesia	NA	0,0
		24D – WWF Indonesia	Supplies for project running. Year 1 = USD 2,925 Supplies for project running. Year 2 = USD 3,325	6,250

Budget note	Budget line reference	Sub-budget line	Budget note	Totals (USD)
		24E – UNDP Liberia	Office supplies to support Component 2 (@ 500 USD per year = 2,000 USD)	2,000
		24F – CI Liberia	NA	0,0
Total this BL				8,250
25	72600 – Grants	25A - Global	NA	0,0
		25B – UNDP Indonesia	NA	0,0
		25C – CI Indonesia	Sub-grant for pilot implementation of best practices support within selected target landscape(s) (@US\$10,000); sub grant to develop strategy, tools and Government systems to support transparency and traceability for palm oil supply chains (@US\$10,000); Pilot implementation of transparency and traceability support within selected target landscape(s) (@US\$5,625); Inclusive of 10% NGO Administration Costs in each line item.	28,188
		25D – WWF Indonesia	NA	0,0
		25E – UNDP Liberia	NA	0,0
		25F – CI Liberia	NA	0,0
Total this BL				28,188
26	72800 - Technological Information Eq.	26A - Global	NA	0,0
		26B – UNDP Indonesia	NA	0,0
		26C – CI Indonesia	NA	0,0
		26D – WWF Indonesia	Equipment Purchase: Notebook 2 unit @ USD 1,800. Year 1 = USD 3,600	3,600
		26E – UNDP Liberia	NA	0,0
		26F – CI Liberia	NA	0,0
Total this BL				3,600
27	73100 - Rental & Maintenance - Premises	27A - Global	NA	0,0
		27B – UNDP Indonesia	NA	0,0
		27C – CI Indonesia	This category includes office-related expenses for CI's project office in North Sumatera (Medan and Mandailing Natal) as well as CI's administrative and office-related costs for the Indonesia program based on CI's allocation methodology. CI considers all expenses in its country offices as direct costs. Administrative and office-related costs that are required to carry out a project, but are difficult to attribute to a specific project, such as rent, electricity or administrative support staff, are allocated to projects based in the ratio of non-administrative salary expenses per project to the program's total non-administrative salary expenses for the same period. Is inclusive of 10% NGO Administration Costs in each line item.	13,609
		27D – WWF Indonesia	NA	0,0
		27E – UNDP Liberia	NA	0,0

Budget note	Budget line reference	Sub-budget line	Budget note	Totals (USD)
		27F – CI Liberia	NA	0,0
Total this BL				13,609
28	74200 - Printed and audiovisual material	28A - Global	NA	0,0
		28B – UNDP Indonesia	A total of \$20,000 for publication for promotion of the National Farmer Support Strategy during Year 1 – 2.	20,000
		28C – CI Indonesia	NA	0,0
		28D – WWF Indonesia	NA	0,0
		28E – UNDP Liberia	NA	0,0
		28F – CI Liberia	NA	0,0
Total this BL				20,000
29	74500 - Miscellaneous Expenses	29A - Global	Misc. expenditures	10,000
		29B – UNDP Indonesia	NA	0,0
		29C – CI Indonesia	NA	0,0
		29D – WWF Indonesia	NA	0,0
		29E – UNDP Liberia	NA	0,0
		29F – CI Liberia	NA	0,0
Total this BL				10,000
30	75700 – Workshops	30A - Global	NA	0,0
		30B – UNDP Indonesia	A total of \$12,250 for meetings / workshops, consisting of: a) \$1,750 for FGDs with multi-stakeholders in Pelalawan to disseminate results of oil palm smallholder training needs assessment (2X in Year 2). b) \$10,500 for Working Group 1 meetings in Bogor/Jakarta to discuss the draft national commodity farmer support strategy (3X during Year 1 – 2).	12,250
		30C – CI Indonesia	Identify the priority locations in 4 sub-districts in South Tapanuli to establishing demonstration plots where local communities can learn about sustainable land management and good agricultural practices (GAP). This is a discussion of 30 people to be conducted 5 times per year. The cost includes local transportation, meals/catering, rental space and equipment.; Establish 8 sustainable palm oil demonstration plots in four sub-districts and provide training for famers and government extension workers. This is a discussion of 30 people to be conducted 5 times per year. The cost includes local transportation, meals/catering, rental space and equipment; Develop a spatial and non-spatial model to support both monitoring and reporting tool with the ability to support enforcement and adaptive management. This is a discussion of 40 people to be conducted 4 times per year. The cost includes local transportation, honorarium/stipends for resource person, hotel/lodging for people from out of town, meals/catering, rental space and equipment. This also includes fuel cost; Establish a Data Hub linked with LAF to inform the JSSPO, MSF, and other Government Agencies to provide a system for tracking forest cover, forest fires, agricultural	36,427

Budget note	Budget line reference	Sub-budget line	Budget note	Totals (USD)
			production and human well-being. This is a discussion of 30 people to be conducted 5 times per year. The cost includes local transportation, meals/catering, rental space and equipment; Training on LAF as a monitoring tool for key stakeholders. This is a training of 30 people to be conducted 5 times per year. The cost includes local transportation, meals/catering, rental space and equipment. Annual increase have been included; Inclusive of 10% NGO Administration Costs in each line item.	
		30D – WWF Indonesia	Workshops in Sintang District: - Training on Identification, Management and Monitoring of High Conservation Value and High Carbon Stock (Year-1) – USD 9,221 - Training on ISPO certification (Year-1) – USD 10,000 - Training on RSPO certification (Year-1) – USD 10,000 - Training to increase yield productivity (Year-2) – USD 7,000 - Training on Integrated Pest Management (Year-2) – USD 7,000 - Training on Traceability and Deforestation (Year-2) 2x USD 7,000 = USD 14,000	57,221
		30E – UNDP Liberia	Technical field trips (@20,000 USD); workshops and trainings to promote the development and adoption of farmer support strategy (@20,000 USD)	40,000
		30F – CI Liberia	NA	0,0
Total this BL				145,898
Component 3 - Land use planning				
31	61300 – Salaries IP Staff	31A - Global	a) 20% of Production Project Manager (IAP Manager at P-4 level, split 70:30 with Adaptive Management & Learning Child Project). Total cost: \$136,000 over 4 years.	136,000
			Total this BL	136,000
32	71200 – International consultants	32A - Global	a) 25% of Country co-ordinator. Total cost: \$80,000 over 4 years. b) 20% of Partnerships Senior Advisor. Total cost: \$64,000 over 4 years. d) 30% of 2 Commodities Senior Advisors. Total cost: \$120,000 over 4 years. e) 25% of REDD+ Senior Advisor. Total cost: \$50,000 over 4 years. d) 30% of Junior Communities of Practice Consultant. Total cost: \$30,000 over 4 years. f) 20% of Miscellaneous Short-term International Experts. Total cost: \$30,000 over 4 years. From this budget we will use \$7,500 in year 2 for the Mid Term Review and \$7,500 in year 4 for the Terminal Evaluation to cover part of the cost of the international experts mentioned in Annex C of the the evaluation plan.	374,000
		32B – UNDP Indonesia	NA	
		32C – CI Indonesia	International Consultant Inputs: This line includes the salary and fringe costs of CI staff--International Assignees based in Indonesia assigned to work on this project. Env. Assessment and Spatial Advisor (84 days +benefits). Rates provided are initial Year 1 base salary rates. The total amount per individual is inclusive of annual escalation in Year 2. Fringe benefits for IAs vary per individual. The total line amount includes 10% NGO Administration Costs applied to the cost of salary + fringe.	43,359
		32D – WWF Indonesia	NA	
		32E – UNDP Liberia		

Budget note	Budget line reference	Sub-budget line	Budget note	Totals (USD)
		32F – CI Liberia	International Consultant Inputs: This line includes the salary and fringe costs of CI staff--International Assignees (IAs) based in Liberia and/or CI HQ staff assigned to work on this project. Country Director to support engagement with government (10 days + benefits); Technical Director to provide techical oversight (30 days +benefits), Operations Director to provide financial oversight (30 days + benefits), Director to support HCS Mapping and Spatial Planning (20 days + benefits). Rates provided are initial Year 1 base salary rates. The total amount per individual is inclusive of annual escalation in Year 2. Fringe benefits for HQ staff are included on base salary. Fringe benefits for IAs vary per individual. The total line amount includes 10% NGO Administration Cost applied to the cost of salary + fringe.	55,697
Total this BL				473,056
33	71300 - Local consultants	33A - Global		
		33B – UNDP Indonesia	NA	
		33C – CI Indonesia	National Consultant Inputs: This line includes the salary and fringe costs of CI local staff assigned to work on this project. Stakeholder Engagement Manager (48 days +benefits); GIS Coordinator (154 days + benefits); National Communication Manager (10 days+benefits); N. Sumatera Operations Team (20 days +benefits); Rates provided are initial Year 1 base salary rates. The total amount per local staff includes annual escalation in Year 2 and fringe costs estimated on base salary. The total line amount includes 10% NGO Administration Costs applied to the cost of salary + fringe.	22,313
		33D – WWF Indonesia	Local Consultants: 1. Analysis on existing HCV, HCS, and other potential set-aside conservation areas. Year 1 = USD 9,000 2. Incorporate analysis on HCV, HCS and other potential set aside conservation areas into <i>Rencana Induk Perkebunan</i> (District Grand Planning of Plantations development) in district spatial planning scheme. Year 2 = USD 10,125	19,125
		33E – UNDP Liberia		
		33F – CI Liberia	National Consultant Inputs: This line includes the salary and fringe costs of CI local staff assigned to work on this project. Senior Program Manager (80 days + benefits), Landscape manager (240 days +benefits); Grants Manager (160 days +benefits); GIS Analyst (240 days + benefits), Policy Director (30 days +benefits); Driver (240 days +benefits). Rates provided are initial Year 1 base salary rates. The total amount per staff (local consultant) includes annual escalation in Year 2 and fringe costs estimated of base salary. The total line amount includes 10% NGO Administration Cost applied to the cost of salary + fringe	209,806
Total this BL				251,244
34	71400 – Contractual services Individuals	34A - Global	a) Admin (SC, split 70:30 with Adaptive Management & Learning Child Project). Total cost: \$28,915 over 4 years.	28,915
		34B – UNDP Indonesia	NA	
		34C – CI Indonesia	Consultancies to improve land use planning/zoning helps to shift targeting (US\$12,300); Enhanced legal protection and gazettelement of HCV, HCS forest areas within commodity-producing landscapes (US\$12,300); Annual increase have been included; Inclusive of 10% NGO Administration Costs in each line item.	27,060
		34D – WWF Indonesia	Contractual Services – Individual: 1. West Kalimantan Program Manager (96 days @ USD 138) = (Year 1 USD 6,624 + Year 2 USD 6,624) 2. Field Project Officer (120 days @ USD 61) = (Year 1 USD 3,660 + Year 2 USD 3,660)	20,568

Budget note	Budget line reference	Sub-budget line	Budget note	Totals (USD)
		34E – UNDP Liberia		
		34F – CI Liberia		
Total this BL				76,543
35	71600 - Travel	35A - Global	Travel cost related to global project coordination. Total cost: \$96,600 @ 2,300/trip (airfare, DSA, and terminals) for 42 trips over 4 years.	96,600
		35B – UNDP Indonesia	NA	
		35C – CI Indonesia	Domestic travel expenses are calculated based on estimated 4 days for each trip to the respective geographic areas and including Jakarta Program Office. There are 4 travels. It Includes travels for the areas to provide oversight/supervision, travels to develop assessments and studies, travels to promote experience exchange and costs of local terrestrial transportation. The cost for domestic travel consists of airfare (@410.26), hotel and lodging (@US\$65.38), and per diem (@US34.61). Annual increase have been included; Inclusive of 10% NGO Administration Costs in each line item.	3,565
		35D – WWF Indonesia	Travel : Project coordination and other travel for project running, project publication and project report. Year 2 = USD 4,571	4,571
		35E – UNDP Liberia		
		35F – CI Liberia	Domestic travel expenses are calculated based on estimated 2.5 days for each trip to the respective geographic areas. It Includes travel to project sites to provide oversight/supervision, travel to develop assessments and studies, travel to promote experience exchange and costs of local terrestrial transportation. The cost for domestic travel consists of: a) 6 trips for Landscape Manager per year (US\$@250) - \$3,045; b) 3 trips per year for the Senior Program Manager (@US\$ 250) - \$1,523; c) 6 trips per year for the Driver (US\$ 250) - \$3,045; d) 3 trips per year for the Technical Director(@US\$250) - \$1,523; e) 3 trips per year for GIS Analyst (@US\$250) - \$1,523; f) Partner monitoring costs (2 trips per year @ \$250/trip) - \$1,015; g) Fuel costs is estimated at \$750 per month for 6 months each year - \$9,135. International travel expenses are calculated based on estimated 6 days for each trip. The cost of international travel consists of airfare, hotel and lodging as follows: a) HCS Mapping and Spatial Planning Director – 2 trips during the project life - \$9,000; 3% annual increase have been included; Inclusive of 10% NGO Administration Cost in each line item.	32,788
Total this BL				137,524
36	72100 – Contractual services - companies	36A - Global		
		36B – UNDP Indonesia	A total of \$245,086 is allocated for Sub Contracts, comprising of: a) \$50,400 for Sub Contract - Deforestation / Environment Expert during Year 1 – 3 (6 months/year @\$2,800 per month). b) \$50,400 for Sub Contract - Land Use Planning and Mapping Expert during Year 1 – 3 (6 months/year @\$2,800 per month). c) \$30,000 for Sub Contract for hiring a consultant to conduct terminal/end project evaluation in year 4 d) \$14,286 for Sub Contract to carry on the environmental economic modelling and analysis of various commodity production in Year 1. e) \$20,000 for Sub Contract to develop forest conservation scenarios in Year 1.	245,086

Budget note	Budget line reference	Sub-budget line	Budget note	Totals (USD)
			f) \$70,000 for Sub Contract to carry out spatial data analysis to (i) identify critical land areas (KEE, watershed, riparian and other high priority areas) in Pelalawan District of Riau, and (ii) prepare a high resolution satellite image of the identified critical areas, in Year 1. g) \$10,000 for Sub contract to (i) collect and analyze existing reports / studies on strategy for conservation of priority areas in Pelalawan, as well as on costs of BAU, and then (ii) develop a strategy for conservation of priority areas in Pelalawan in line with Indonesian law and governmental priorities, between Year 1 and 2.	
		36C – CI Indonesia	NA	
		36D – WWF Indonesia	NA	
		36E – UNDP Liberia	NA	
		36F – CI Liberia	NA	
Total this BL				245,086
37	72215 – Transportation	37A - Global		
		37B – UNDP Indonesia	NA	
		37C – CI Indonesia	NA	
		37D – WWF Indonesia	Transportation: Longboat – Lease/Purchase. Year 1 = USD 8,000	8,000
		37E – UNDP Liberia		
		37F – CI Liberia	NA	
Total this BL				8,000
38	72300 – Materials and goods	38A - Global	NA	
		38B – UNDP Indonesia	NA	
		38C – CI Indonesia	NA	
		38D – WWF Indonesia	NA	
		38E – UNDP Liberia	NA	
		38F – CI Liberia	2 Laptops for Liberia staff (@US\$2,500 each), 1 Eco supply gears (@15,225.4), and 1 truck (@US\$ 36,000). Inclusive of 10% NGO Administration Cost in each line item.	61,848
Total this BL				61,848
39	72500 - Supplies	39A - Global	NA	
		39B – UNDP Indonesia	NA	
		39C – CI Indonesia	NA	

Budget note	Budget line reference	Sub-budget line	Budget note	Totals (USD)
		39D – WWF Indonesia	Supplies : Supplies for project running. Year 1 = USD 2,925 Supplies for project running. Year 2 = USD 3,325	6,250
		39E – UNDP Liberia	NA	
		39F – CI Liberia	NA	
Total this BL				6,250
40	72600 - Grants	40A - Global	NA	
		40B – UNDP Indonesia	NA	
		40C – CI Indonesia	Sub-grant for Land-use plans and zoning with go and no-go areas defined for selected targeted landscape(s) (@US\$5,000); sub grant for Increased awareness among producers and local government re. go and no-go areas in selected target landscape(s) (@US\$5,000); Maps of HCV, HCS and other priority areas for selected target landscape(s) (@US\$2,500); Support to gazettelement or other strategies for conserving priority areas within selected target landscape(s) (@US\$2,500); Inclusive of 10% NGO Administration Costs in each line item.	16,500
		40D – WWF Indonesia	NA	
		40E – UNDP Liberia	NA	
		40F – CI Liberia	Sub grants to partners to implement 3 Conservation Agreement in landscapes. Conservation Benefit package (includes agricultural inputs, training, ect). This is \$20,000 per community x3 communities =US\$60,000 x 2 years = US\$ 120,000, +US\$25,000 to support partner implementation per year. Inclusive of 10% NGO Administration Cost in each line item.	187,000
Total this BL				203,500
41	72800 - Tech. information eq.	41A - Global	NA	
		41B – UNDP Indonesia	NA	
		41C – CI Indonesia	NA	
		41D – WWF Indonesia	Equipment Purchase: GIS Processing Desktop Computer (1 unit @ USD 3,375) – year 1	3,375
		41E – UNDP Liberia	NA	
		41F – CI Liberia	NA	
Total this BL				3,375
42	73100 – Rental and maintenance - premises	42A - Global	NA	0
		42B – UNDP Indonesia	NA	0
		42C – CI Indonesia	This category includes office-related expenses for CI's project office in North Sumatera (Medan and Mandailing Natal) as well as CI's administrative and office-related costs for the Indonesia program based on CI's allocation methodology. CI considers all expenses in its country offices as direct costs. Administrative and office-related costs that are	13,609

Budget note	Budget line reference	Sub-budget line	Budget note	Totals (USD)
			required to carry out a project, but are difficult to attribute to a specific project, such as rent, electricity or administrative support staff, are allocated to projects based in the ratio of non-administrative salary expenses per project to the program's total non-administrative salary expenses for the same period. Is inclusive of 10% NGO Administration Costs in each line item.	
		42D – WWF Indonesia	NA	0
		42E – UNDP Liberia	NA	0
		42F – CI Liberia	This category includes office-related expenses for CI's project office in Liberia as well as CI's administrative and office-related costs for the Liberia program based on CI's allocation methodology. CI considers all expenses in its country offices as direct costs. Administrative and office-related costs that are required to carry out a project, but are difficult to attribute to a specific project, such as rent, electricity or administrative support staff, are allocated to projects based in the ratio of non-administrative salary expenses per project to the program's total non-administrative salary expenses for the same period. Is inclusive of 10% NGO Administration Cost in each line item.	63,045
Total this BL				76,654
43	74200 - Printed and audiovisual material	43A - Global		0
		43B – UNDP Indonesia	\$30,000 is allocated for publication for promotion of environmental economic modelling and analysis of various commodity production scenarios during Year 2 – 3	30,000
		43C – CI Indonesia	NA	0
		43D – WWF Indonesia	NA	0
		43E – UNDP Liberia	NA	0
		43F – CI Liberia	NA	0
		Total this BL		30,000
44	74500- Miscellaneous Expenses	44A - Global	Misc. expenditures	10,000
		44B – UNDP Indonesia	NA	0
		44C – CI Indonesia	NA	0
		44D – WWF Indonesia	NA	0
		44E – UNDP Liberia		
		44F – CI Liberia	NA	
		Total this BL		10,000
45	75700 - Workshops	45A - Global	NA	
		45B – UNDP Indonesia	NA	
		45C – CI Indonesia	Land-use plans and zoning with go and no-go areas defined for selected targeted landscape(s). This is a discussion of 15 people to be conducted 5 times per year. The cost includes local transportation, honorarium for resource person,	24,588

Budget note	Budget line reference	Sub-budget line	Budget note	Totals (USD)
			meals/catering, rental space and equipment; Increased awareness among producers and local government re. go and no-go areas in selected target landscape(s). This is a discussion of 15 people to be conducted 5 times per year. The cost includes local transportation, honorarium for resource person, meals/catering, rental space and equipment; Maps of HCV, HCS and other priority areas for selected target landscape(s). Purchase of maps; Support to gazettement or other strategies for conserving priority areas within selected target landscape(s). This is a discussion of 35 people to be conducted 3 times per year. The cost includes local transportation, meals/catering, rental space and equipment. Annual increase have been included; Inclusive of 10% NGO Administration Costs in each line item.	
		45D – WWF Indonesia	Workshops: - Series of workshops to Promote the utilization of identified degraded lands. Year 1 = USD 13,500 - Series of workshops on Developing and Agreeing Go and No-Go Areas for oilpalm plantations in Sintang. Year 2 = USD 13,500 Series of Public Consultation on District Grand Planning of Plantations development. Year 2 = USD 15,750	42,750
		45E – UNDP Liberia	NA	
		45F – CI Liberia	Workshops consists of: Community meetings to conduct feasibility analysis with 5 communities (3 meetings per community), Community meetings to negotiate Conservation Agreements and conduct localized mapping of land uses and resources in 3 communities (5 meetings per community), Signing ceremony for 3 Conservation Agreements (one ceremony), Bi-Monthly monitoring meetings to verify Conservation Agreement compliance X 3 communities and workshops to train Frontline Conservationists on GPS use and biomonitoring quarterly. Annual increase have been included; Inclusive of 10% NGO Administration Cost in each line item.	47,245
Total this BL				114,583

Component 4 - Knowledge management and M&E				
46	61300 – Salaries IP Staff	46A - Global	a) 25% of Production Project Manager (IAP Manager at P-4 level, split 70:30 with Adaptive Management & Learning Child Project). Total cost: \$157,500 over 4 years.	157,500
			Total this BL	157,500
47	71200 - International Consultants	47A - Global	a) 25% of Country co-ordinator. Total cost: \$80,000 over 4 years. b) 35% of Partnerships Senior Advisor Total cost: \$112,000 over 4 years. c) 100% of Communications Senior Advisor (split 55:45 with Adaptive Management & Learning Child Project). Total cost: \$176,000 over 4 years. d) 100% of Knowledge Management Senior Advisor (split 70:30 with Adaptive Management & Learning Child Project). Total cost: \$252,000 over 4 years. e) 25% of REDD+ Senior Advisor. Total cost: \$50,000 over 4 years. f) 40% of Miscellaneous Short-term International Experts. Total cost: \$60,000 over 4 years. From this budget we will use \$15,000 in year 2 for the Mid Term Review and \$15,000 in year 4 for the Terminal Evaluation to cover part of the cost of the international experts mentioned in Annex C of the the evaluation plan.	730,000
		47B – UNDP Indonesia	NA	
		47C – CI Indonesia	International Consultant Inputs: This line includes the salary and fringe costs of CI staff --International Assignees based in Indonesia and/or CI HQ staff assigned to work on this project. Senior Director, Sustainable Food & Agriculture Markets (26 days + benefits); EFD Support for Component 1 (8 days + benefits). Rates provided are initial Year 1 base salary rates. The total amount per individual is inclusive of a annual escalation in Year 2. Fringe benefits for HQ staff are estimated on base salary. Fringe benefits for IAs vary per individual. The total line amount includes 10% NGO Administration Costs applied to the cost of salary + fringe.	26,987
		47D – WWF Indonesia	NA	
		47E – UNDP Liberia	NA	
		47F – CI Liberia	International Consultant Inputs: This line includes the salary and fringe costs of CI staff based in CI HQ sto work on this project. Senior Director, Sustainable markets to support global program (22 days + benefits) and Finance Support (4 days +benefits) per year. Rates provided are initial Year 1 base salary rates. The total amount per individual is inclusive of annual escalation in Year 2. Fringe benefits for HQ staff are estimated on base salary. The total line amount includes 10% NGO Administration Cost applied to the cost of salary + fringe.	24,979
			Total this BL	781,965
48	71300 - Local Consultants	48A - Global	NA	
		48B – UNDP Indonesia	NA	
		48C – CI Indonesia	National Consultant Inputs: This line includes the salary and fringe costs of CI local staff assigned to work on this project. National Communication Manager (10 days +benefits); N. Sumatera Operations Team (20 days +benefits); Sr. Operations Director (48 days +benefits); Monitoring and Evaluation Manager (40 days +benefits); VP, CI Indonesia (14 days +benefits); Rates provided are initial Year 1 base salary rates. The total amount per local staff-- includes annual escalation in Year 2 and fringe costs estimated on base salary. The total line amount includes 10% NGO Administration Costs applied to the cost of salary + fringe	39,445
		48D – WWF Indonesia	Local Consultants - Information, Communications & Public Education strategy for project outreach. Year 1 = USD 4,500	13,500

			- Portal Data Infrastructure. Year 2 = USD 9,000	
		48E – UNDP Liberia	Development of lessons learned materials (@5.000 USD per year = 20.000 USD)	20,000
		48F – CI Liberia	NA	
Total this BL				72,945
49	71400 - Contractual Services - Individ	49A - Global	a) Admin (SC, split 70:30 with Adaptive Management & Learning Child Project). Total cost: \$28,002 over 4 years.	28,002
		49B – UNDP Indonesia	A total of \$295,623 is allocated for project staffs with service contract modality, comprising of: a) \$96,000 for Indonesia Communication Officer for 4 years to oversee all of SPOI/IAP project communications activities, and to develop and monitor communications strategies for SPOI/IAP project. b) \$86,000 for Monitoring & Evaluation - Officer for 4 years predominantly to provide regular update and input on monitoring and evaluation of project activities, and assess overall project implementation with respect to project objectives, outputs and indicators c) \$113,623 for a project staff with service contract modality of Finance Associate (SC7) for 4 years)	295,623
		49C – CI Indonesia	NA	
		49D – WWF Indonesia	Contractual Services – Individual: 1. Technical Support Coordinator (120 days @ USD 87) = (Year 1 USD 5,220 + Year 2 USD 5,220) 2. GIS Officer (120 days @ USD 61) = (Year 1 USD 3,660 + Year 2 USD 3,660) 3. Communications Officer (120 days @ USD 61) = (Year 1 USD 3,660 + Year 2 USD 3,660) 4. Media outreach. Year 1 = USD 6,000 5. Media outreach. Year 2 = USD 6,000 6. Project Coordinator (Palm Oil Program Manager (120 days @ USD 95) = (Year 1 USD 5,700 + Year 2 USD 5,700) Project Finance (170 days @ USD 80) = (Year 1 USD 6,800 + Year 2 USD 6,800)	62,080
		49E – UNDP Liberia	USD 23,962 for media outreach.	23,962
		49F – CI Liberia	NA	
Total this BL				409,667
50	71600 - Travel	50A - Global	Travel cost related to global project coordination, South-South Learning, and Community of Practice meetings. Total cost: \$253,000 @ 2,300/trip (airfare, DSA, and terminals) for 110 trips over 4 years.	253,000
		50B – UNDP Indonesia	NA	
		50C – CI Indonesia	2 international trips at \$4,085 each and 2 international trips at \$4,410 each in year 1. For year 2 there are 2 international trips at \$4,288.87 each, 1 international trip at \$4,631 and 1 international trip at \$4,174. International trips support production policy and enforcement, and project monitoring. International travel expenses are calculated based on estimated 5-6 days for each trip and includes airfare, hotel and lodging, per diem, and local transportation. Line item amount is inclusive of 10% NGO Administration Costs.	37,810
		50D – WWF Indonesia	Travels: 1. Project Progress Management and Monitoring Meeting. Year 1 = USD 3,000 2. Annual Work Plan Meeting. Year 1 = USD 2,500 3. Documenting project progress and deliveries. Year 1 = USD 4,500	44,000

			4. Exchange Field visits. Year 1 = USD 6,000 5. Attending external meetings. Year 1 = USD 6,000 6. Project Progress Management and Monitoring Meeting. Year 2 = USD 3,000 7. Annual Work Plan Meeting. Year 2 = USD 2,500 8. Documenting project progress and deliveries. Year 2 = USD 4,500 9. Exchange Field visits. Year 2 = USD 6,000 10. Attending external meetings. Year 2 = USD 6,000 Inclusive: - Flight costs. - Daily travel allowance (local: USD20-25/day, international: USD70-USD120/day) - Accommodation at 3-star hotels. Registration fee if applicable	
		50E – UNDP Liberia	Travel costs for monitoring of component activities (@1,000 USD per year = 4.000 USD)	4,000
		50F – CI Liberia	Travel costs CI	10,049
Total this BL				348,859
51	72100 - Contractual Services - Companies	51A - Global	a) Platform Tracking Tool (COSA). Total cost: \$30,000. b) Reduced Deforestation Production & Landscape Reporting (Flagship - 2 reports). Total cost: \$150,000. c) CIAP Landscape Tracking Tool (Tool only, data collection outside pilots). Total cost: \$50,000. e) Miscellaneous Studies. Total cost: \$80,000. f) Mid-term GEF Tracking Tool to Be Updated. Total cost: \$10,000. g) Final GEF Tracking Tool to Be Updated. Total cost: \$10,000.	330,000
		51B – UNDP Indonesia	A total of \$10,000 is allocated for hiring a local Sub Contracted company in Year 1 to: (i) collect bio-physical and governance related information, including on parameters as required to implement the global CIAP tool, and (ii) apply the CIAP tool using the collected data to provide an assessment of the degree of long-term sustainability of the commodity production system in Pelalawan	10,000
		51C – CI Indonesia	Service of independent UNDP audits (@8,000). Inclusive of 10% NGO Administration Costs in each line item.	17,600
		51D – WWF Indonesia	Production of communications materials USD 4,500/year	9,000
		51E – UNDP Liberia		
		51F – CI Liberia	NA	
Total this BL				366,600
52	72400 - Communic & Audio Equip	52A - Global	Annual communications campaign involving all GCP and IAP countries consisting of a video production and online distribution campaign, with a social media engagement element designed to raise awareness about particular issues and the efforts of IAP and GCP to help address these issues. This budget would cover the cost of producing campaign content and the services of a part-time campaign manager at the global level (see Component 4 International & National Staff Budget Note). Total cost: \$343,983 over 4 years.	343,983
		52B – UNDP Indonesia		
		52C – CI Indonesia	NA	

		52D – WWF Indonesia	Purchasing 1 camera & video camera package. Year 1 = USD 9,000	9,000
		52E – UNDP Liberia	Visual and communications equipment to support communication activities (@2,000 USD)	2,000
		52F – CI Liberia	NA	
Total this BL				354,983
53	72500 - Supplies	53A - Global		
		53B – UNDP Indonesia		
		53C – CI Indonesia	NA	
		53D – WWF Indonesia	Supplies : Supplies for project running. Year 1 = USD 2,925 Supplies for project running. Year 2 = USD 3,325	6,250
		53E – UNDP Liberia		
		53F – CI Liberia	NA	
Total this BL				6,250
54	73100 - Rental & Maintenance - Premises	54A - Global		
		54B – UNDP Indonesia		
		54C – CI Indonesia	This category includes office-related expenses for CI's project office in North Sumatera (Medan and Mandailing Natal) as well as CI's administrative and office-related costs for the Indonesia program based on CI's allocation methodology. CI considers all expenses in its country offices as direct costs. Administrative and office-related costs that are required to carry out a project, but are difficult to attribute to a specific project, such as rent, electricity or administrative support staff, are allocated to projects based in the ratio of non-administrative salary expenses per project to the program's total non-administrative salary expenses for the same period. Is inclusive of 10% NGO Administration Costs in each line item.	10,184
		54D – WWF Indonesia	NA	
		54E – UNDP Liberia		
		54F – CI Liberia	This category includes office-related expenses for HQ office rent. Administrative and office-related costs that are required to carry out a project, but are difficult to attribute to a specific project, such as rent, electricity or administrative support staff, are allocated to projects based in the ratio of non-administrative salary expenses per project to the program's total non-administrative salary expenses for the same period. Is inclusive of 10% NGO Administration Cost in each line item	1,346
Total this BL				11,530
55	74100 - Professional Services	55A - Global	Service of independent UNDP audit. USD 3,000 per year	12,000
		55B – UNDP Indonesia	Service of independent UNDP audit. USD 3,000 for year 2 and USD 3,000 for year 4	6,000
		55C – CI Indonesia		

		55D – WWF Indonesia	NA	
		55E – UNDP Liberia		
		55F – CI Liberia	Service of independent UNDP audit, evaluation and translation (@8,000). Inclusive of 10% NGO Administration Cost in each line item.	17,600
Total this BL				35,600
56	74200 - Printed and audiovisual material	56A - Global		
		56B – UNDP Indonesia	A total of \$59,294 is allocated for developing, publishing, and promoting lessons learnt relevant to sustainable palm oil practices at the national, provincial, and landscape levels	59,294
		56C – CI Indonesia		
		56D – WWF Indonesia	NA	
		56E – UNDP Liberia	Flyers, newsletters and other communication materials for lessons learned and communication campaigns (@2,500 USD per year = 10,000 USD)	10,000
		56F – CI Liberia	NA	
Total this BL				69,294
57	74500 - Miscellaneous Expenses	57A - Global	Misc. expenditures	10,000
		57B – UNDP Indonesia		
		57C – CI Indonesia		
		57D – WWF Indonesia	NA	
		57E – UNDP Liberia		
		57F – CI Liberia	NA	
Total this BL				10,000
58	75700 - Workshops	58A - Global	Workshops for co-ordination and dissemination of information and lessons generated by the project	51,200
		58B – UNDP Indonesia		
		58C – CI Indonesia		
		58D – WWF Indonesia	Workshops: 1. Developing Knowledge management platform and communications strategy. Year 1 = USD 5,000 2. Evaluation of knowledge management and communications delivery. Year 2 = USD 3,000 3. Public exposure on project deliveries. Year 2 = USD 5,000	13,000
		58E – UNDP Liberia	Workshops for dissemination of lessons learned and communication campaigns (@20,000 USD)	20,000
		58F – CI Liberia	NA	
Total this BL				84,200

Project management				
59	71400 - Contractual Services - Individ	59A - Global	a) 100% of Finance position (split 70:30 with Adaptive Management and Learning Child Project). Total cost: \$109,380 over 4 years.	98,465
		59B – UNDP Indonesia	Contractual services	76,142
		59C – CI Indonesia		
		59D – WWF Indonesia		
		59E – UNDP Liberia	<u>6</u> % of the IAP Administrative and logistics assistant	3,440
		59F – CI Liberia	NA	
Total this BL				178,047
60	71600 - Travel	60A - Global		
		60B – UNDP Indonesia	Travel costs of the project staffs, particularly to conduct project monitoring and evaluation, total to \$41,217.	41,217
		60C – CI Indonesia		
		60D – WWF Indonesia		
		60E – UNDP Liberia		
		60F – CI Liberia	NA	
Total this BL				41,217
61	72200 - Equipment & Furniture	61A - Global		
		61B – UNDP Indonesia	A total of \$31,189 is allocated for procurement of: - Laptops: \$10,128 (6 units @\$1,688 per unit) - Printers: \$1,516 (2 units @\$758 per unit) - Project office renovation for accommodate the IAP new staff: \$10,826 Server hub for Indonesia: \$8,719 The server hub for Indonesia will be utilized by UNDP CO Indonesia/project to support the IAP communication platform (global/worldwide) such as for sharing data base of best practice/lesson learned during project implementation, website, social media channels, and to develop an online monitoring system for the implementation of NAP.	31,189
		61C – CI Indonesia		
		61D – WWF Indonesia		
		61E – UNDP Liberia		
		61F – CI Liberia	NA	
Total this BL				31,189
		62A - Global		

62	72400 - Communic & Audio Equip	62B – UNDP Indonesia		
		62C – CI Indonesia		
		62D – WWF Indonesia		
		62E – UNDP Liberia	Connectivity and communication facilities pf the Project Management Unit (@1,000 USD per year = 4,000 USD)	4,000
		62F – CI Liberia	NA	
Total this BL				4,000
63	72500 - Supplies	63A - Global		
		63B – UNDP Indonesia	\$7,426 is allocated for procurement of project stationaries and other office operation Needs.	7,426
		63C – CI Indonesia		
		63D – WWF Indonesia		
		63E – UNDP Liberia	Office supplies to support the Project Management Unit (@500 USD per year = 2,000 USD)	2,000
		63F – CI Liberia	NA	
Total this BL				11,426
64	73100 - Rental & Maintenance - Premises	64A - Global		
		64B – UNDP Indonesia	\$17,664 for accomodate the project rental including office car, payment for billing monthly of office phones and faxes, copy machine rental, internet monthly billing	17,664
		64C – CI Indonesia		
		64D – WWF Indonesia		
		64E – UNDP Liberia	Transportation Maintenance to support all the activities of the Project Management Unit (@5,000 USD per year = 20,000 USD)	20,000
		64F – CI Liberia	NA	
Total this BL				37,664
65	74100 - Professional Services	65A - Global		
		65B – UNDP Indonesia		
		65C – CI Indonesia		
		65D – WWF Indonesia		
		65E – UNDP Liberia	Final audit, evaluation and translation of the results and products of the project and translation (@37,760 USD)	34,998

		65F – CI Liberia	NA	
Total this BL				34,998
66	74500 - Miscellaneous Expenses	66A - Global		5,240
		66B – UNDP Indonesia	\$22,076 to cover the office petty cash and the other office needs	22,076
		66C – CI Indonesia		
		66D – WWF Indonesia		
		66E – UNDP Liberia		800
		66F – CI Liberia	NA	
Total this BL				28,117
67	74596 - Direct Project Cost	67A - Global	UNDP will provide Direct Project Services (DPS), according to UNDP policies on GEF funded projects. DPS costs are those incurred by UNDP for the provision of services that are execution driven and can be traced in full to the delivery of project inputs. Direct Project Services are over and above the project cycle management services. They relate to operational and administrative support activities carried out by UNDP. DPS include the provision of the following estimated services: i) Payments, disbursements and other financial transactions; ii) Recruitment of staff, project personnel, and consultants; iii) Procurement of services and equipment, including disposal; iv) Organization of training activities, conferences, and workshops, including fellowships; v) Travel authorization, visa requests, ticketing, and travel arrangements; vi) Shipment, custom clearance, vehicle registration, and accreditation. As is determined by the GEF Council requirements, these service costs are assigned as Project Management Cost, identified in the project budget as Direct Project Costs. Eligible Direct Project Costs should not be charged as a flat percentage. They should be calculated on the basis of estimated actual or transaction based costs and should be charged to the direct project costs account codes: 64397- “Services to projects – CO staff.” To re-distribute the country office staff costs (both providing programme and implementation support services) to programme projects; 74596- “Services to projects – GOE for CO.” to re-distribute eligible general operating expenses of the country offices such as rent and maintenance, communication expenses.	114,600
		67B – UNDP Indonesia	Please see Note 67A	90,000
		67C – CI Indonesia	NA	
		67D – WWF Indonesia	NA	
		67E – UNDP Liberia	Please see Note 67A	30,000
		67F – CI Liberia	NA	
Total this BL				234,600

XI. LEGAL CONTEXT

244. UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations safety and security management system.

UNDP will undertake all reasonable efforts to ensure that none of the project funds 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. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

218. Any designations on maps or other references employed in this project document do not imply the expression of any opinion whatsoever on the part of UNDP concerning the legal status of any country, territory, city or area or its authorities, or concerning the delimitation of its frontiers or boundaries.

XII. MANDATORY ANNEXES

Annex A: Multi Year Work Plan (To be compiled during the inception phase)	124
Annex B: Monitoring Plan	128
Annex C: Evaluation Plan.....	134
Annex D: GEF Tracking Tool	135
Annex E: Draft / framework Terms of References for key project staff and consultants for UNDP implemented components	136
Annex F: Commodity Production Background on Environmental Problem and Baseline Scenarios	151
Annex G: Key Stakeholders for Project Implementation Phase.....	157
SESP Attachment 1. Social and Environmental Risk Screening Checklist	167
SESP Attachment 1. Social and Environmental Risk Screening Checklist	176
Annex I: Target Landscape Profiles	181
Annex J: UNDP Risk Log	189

Annex A: Multi Year Work Plan (To be compiled during the inception phase)

Output	Responsible Party	Year 1				Year 2				Year 3				Year 4			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.1.1 Indonesia (1.1.1 IND): Establishment / strengthening of one national and three provincial palm oil platforms (North Sumatra, Riau and West Kalimantan) and three district-level forums (South Tapanuli, Pelalawan and Sintang)																	
1.1.1-Liberia (1.1.1 LIB): Strengthening of one national commodity platform and establishment of one landscape-level forum																	
1.2.1 Indonesia (1.2.1 IND): One national, three provincial palm oil action plans and three district-level strategies agreed and adopted and initial implementation guided / monitored																	
1.2.1 Liberia (1.2.1 LIB): National commodity action plan for sustainable palm oil production agreed, adopted and implemented																	
1.3.1 Indonesia (1.3.1 IND): At least six priorities for improving policy, legal and institutional frameworks to support reducing deforestation and degradation and enhance conservation and sustainable management of forests reviewed and suggestions for improvement prepared, advocated and, where possible, implemented																	
1.3.1 Liberia (1.3.1 LIB): At least two policy and regulatory priorities for improving policy, legal and institutional frameworks to support reducing deforestation and degradation and enhance conservation and sustainable management of forests reviewed and suggestions for improvement prepared, advocated and, where possible, implemented																	
1.4.1 Indonesia (1.4.1 IND): Improved implementation of Kawasan Ekosistem Essensial (Essential Ecosystem Area) regulation as the most appropriate regulatory framework for broader HCV implementation in Indonesia																	
1.4.1 Liberia (1.4.1 LIB): One improved national and sub-national policies, regulations and programmes, including key rules and national definitions for land use planning, zoning and conversion																	
1.4.2 Indonesia (1.4.2 IND): Three district governments endorse / recognize critical ecological areas (KEE, wildlife corridors,																	

Output	Responsible Party	Year 1				Year 2				Year 3				Year 4			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
watershed, riparian and other high priority areas) in target landscapes as no-go areas																	
1.4.2 Liberia (1.4.2 LIB): A national policy that encourage the identification and conservation of High Conservation Value (HCV) and High Carbon Stock (HCS) forests through the use of REDD+ outputs, land use planning maps, cost-benefit analysis, and other spatial and technical analytical techniques																	
1.5.1 Indonesia (1.5.1 IND): Cost-effective monitoring systems are adapted and implemented within target landscapes																	
1.5.1 Liberia (1.5.1 LIB): A cost-effective monitoring system is adapted and implemented within target landscape																	
1.5.2 Indonesia (1.5.2 IND): Improved individual and institutional capacities to implement cost-effective tools and strategies for enforcement of forest conservation and land conversion laws and regulations																	
2.1.1 Indonesia (2.1.1 IND): Three landscape-level palm oil smallholder needs assessments, with potential linkages to REDD+ strategy options for the development of policy, regulation, and incentive measures, prepared and disseminated																	
2.1.1 Liberia (2.1.1 LIB): A landscape-level palm oil smallholder training needs assessment, with potential linkages to REDD+ strategy options for the development of policy, regulation, and incentive measures, prepared and disseminated																	
2.1.2 Indonesia (2.1.2 IND): Pilot implementation of approaches to sustainable intensification in target landscapes, including training of at least 2,500 farmers in adoption of good agricultural practices (GAP)																	
2.2.1 Indonesia (2.2.1 IND): A national palm oil smallholder support strategy based on best practices for reduced deforestation, sustainable intensification, biodiversity conservation and elimination of the gender gap in agricultural productivity adopted, with emphasis on the utility of public private partnerships, and guidance / monitoring of initial implementation provided																	
2.2.1 Liberia (2.2.1 LIB): A national palm oil smallholder support strategy based on best practices for reduced deforestation,																	

Output	Responsible Party	Year 1				Year 2				Year 3				Year 4			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
sustainable intensification, biodiversity conservation and elimination of the gender gap in agricultural productivity adopted, with emphasis on the utility of public private partnerships, and guidance / monitoring of initial implementation provided																	
3.1.1 Indonesia (3.1.1 IND): Maps prepared identifying critical land areas (KEE, watershed, riparian and other high priority areas) in target landscapes and land use scenarios developed																	
3.1.1 Liberia (3.1.1 LIB): Maps of HCV, HCS and other priority areas for selected target landscape(s) prepared and land use scenarios developed																	
3.2.1 Indonesia (3.2.1 IND): Development and initial implementation of strategies for conserving priority areas within selected target landscape																	
3.2.1 Liberia (3.2.1 LIB): Two conservation agreement implemented with communities located within palm oil concession areas																	
3.2.2 Indonesia (3.2.2 IND): Increased awareness of go and no-go areas in selected target landscapes and strengthened stakeholder engagement among communities, producers and government officials																	
3.2.2 Liberia (3.2.2 LIB): Increased awareness of go and no-go areas in selected target landscapes and strengthened stakeholder engagement among communities, producers and government officials																	
4.1.1 Indonesia (4.1.1 IND): Data collected from three target landscapes and used to test Commodities Integrated Approach Programme (CIAP) tool for tracking: (i) landscape-level status and dynamics of change, (ii) the role of commodity production and expansion as a driver and (iii) the effectiveness of government, NGO and donor interventions in encouraging reduced deforestation commodity production																	
4.1.1 Liberia (4.1.1 LIB): Data collected from the target landscape used to test Commodities Integrated Approach Programme (CIAP) tool																	

Output	Responsible Party	Year 1				Year 2				Year 3				Year 4			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
4.1.2 Indonesia (4.1.2 IND): Capture of lessons learned at landscape and country level from systemic support and other target activities																	
4.1.2 Liberia (4.1.2 LIB): Capture of lessons learned at landscape and country level from systemic support and other target activities																	
4.2.1 Global (4.2.1 GLO): Implementation of training and capacity building to share knowledge and promote learning and uptake within and among target countries																	
4.2.2 Global (4.2.2 GLO): Sharing and dissemination of knowledge with regional and global policy and programme development and implementation																	
4.2.3 Global (4.2.3 GLO): South to South and knowledge exchange programmes among countries participating in the IAP programme to share experiences and lessons learned																	

Annex B: Monitoring Plan

Note on methodology: The National Project Manager in each pilot country will ensure the collection of data as specified in the Results Framework, Tracking Tool and SESP and according to the monitoring plan shown below. Data will be shared on an annual basis with the Production project global manager and the IAP Co-ordinator, who will collate together with data from other projects to produce project- and IAP-wide totals.

Outcome	Indicators	Data source/ Collection methods	Frequency	Responsible for data collection	Means of verification	Assumptions and risks
Project objective	Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or sub-national level.	Official reports of established Commodity Platforms confirming establishment of Action Plan	Annually	National Project Managers in each focal country; CI, WWF		
	Number of direct project beneficiaries among groups including smallholder farmers and forest-dependent communities (disaggregated by gender)	Reports of farmer trainings and KM events, figures collated by country focal points	Annually	National Project Managers in each focal country; CI, WWF		
	Area of high conservation value forest identified and set aside within commodity production landscapes for conservation of globally significant biodiversity and associated ecosystem goods and services	Ongoing project monitoring and reporting; Project review meetings	Annually	National Project Managers in each focal country; CI, WWF		
Production Project Outcome 1.1: Responsible Governmental authorities, along with private sector & civil society organizations, build consensus and reduce conflict related to target commodity	1.1.1 Number of national commodity platforms strengthened, and number of target landscape forums established and fully operational	Ongoing project monitoring and reporting; Project review meetings	Annually	National Project Managers in each focal country; CI, WWF		This assumes that the platforms and fora established will also be used

Outcome	Indicators	Data source/ Collection methods	Frequency	Responsible for data collection	Means of verification	Assumptions and risks
production and growth at national and sub-national levels in the three target countries, Indonesia, Liberia and Paraguay, through structured dialogue in national and sub-national commodity platforms and district/target landscape commodity forums	1.1.2 Number of partnerships among stakeholders and initiatives engaged in target countries	Ongoing project monitoring and reporting; Project review meetings	Annually	National Project Managers in each focal country; CI, WWF		
Production Project Outcome 1.2: Practical alignment of policies and measures that reduce deforestation and forest degradation. Implementation of public and private investments and other actions related to target commodities production in the three target countries through finalized, adopted and implemented national and sub-national Commodity Action Plans	1.2.1 Number of national Commodity Action Plans finalized and adopted by national and sub-national governments	Finalized Commodity Action Plans	Annually	National Project Managers in each focal country; CI, WWF	Site visits	This assumes that the adoption of the action plans will lead to successful achievement of objectives within the action plans
Production Project Outcome 1.3 Dialogue and action planning contributes to improved improved national and sub-national policies, regulations and programmes related to commodity production and environmental	1.3.1 Number of policy and regulatory priorities achieved through technical co-operation, analysis and advocacy support	xxxx	Annually	UNDP COs, national project managers; CI, WWF		

Outcome	Indicators	Data source/ Collection methods	Frequency	Responsible for data collection	Means of verification	Assumptions and risks
protection practices in three target countries address the drivers of deforestation, forest degradation and greenhouse gas emissions in commodity value chains by strengthening norms, tools and incentive mechanisms, including benefit-sharing opportunities, to facilitate uptake of sustainable agricultural production practices						
Production Project Outcome 1.4: Dialogue and action planning contributes to improved national and sub-national policies, regulations and programmes related to land use allocations for commodity production in the three target countries strengthen norms, tools, REDD+ safeguards and incentive mechanisms, improving access to and use of degraded and existing agricultural lands	1.4.1 Number of improved national and sub-national policies, regulations and programmes related to land use allocation for commodity production	Review of relevant policy, programme and regulation documents	Annually	UNDP COs, national project managers		This assumes that the policies and regulations that have been improved are then implemented and adhered to
	1.4.2 Number of improved national and sub-national policies, regulations and programmes related to the identification and designation of areas of HCV and HCS within concessions and on privately owned lands	Review of relevant policy, programme and regulation documents	Annually	UNDP COs, national project managers		This assumes that the policies and regulations that have been improved are then implemented and adhered to
Production Project Outcome 1.5: Dialogue and action planning contributes to improved monitoring and	1.5.1 Substantial increases in relevant enforcement actions in target landscapes, based in part on use change of improved monitoring systems piloted at a	Ongoing project monitoring and reporting; Project review meetings	Annually	National project managers	Site visits	The monitoring systems may be successfully piloted but monitoring results

Outcome	Indicators	Data source/ Collection methods	Frequency	Responsible for data collection	Means of verification	Assumptions and risks
enforcement of existing and new (ref. Outcome 1.1) policies and regulations strengthen the rule of law in the three target countries and particularly within selected landscapes	sub-national level and enforcement protocols					may not be acted upon
	2.3.2 Number of countries in which officials receive equipment and training support for new forest and land conservation enforcement tools and techniques	Gather information through meeting with relevant government agency; equipment inventories, training programme records	Annually	UNDP COs, national project managers	Employee feedback	This assumes that the officials who receive the training and equipment then utilize it effectively
Production Project Outcome 2.1: Improved national and sub-national farmer support systems for supporting sustainable, reduced deforestation commodity production and intensification through adoption of farmer support strategies emphasizing reduced deforestation, sustainable intensification, biodiversity conservation and elimination of the gender gap in agricultural productivity	2.1.1 Existence of a national farmer support strategy emphasizing: (i) reduced deforestation, (ii) sustainable intensification, (iii) biodiversity conservation and (iv) elimination of gender gap in agricultural productivity	Strategy documents	Annually	UNDP COs, national project managers	Needs assessment reports	
Production Project Outcome 2.2: Effective approaches to smallholder support have been demonstrated through the training of smallholder farmers and uptake of sustainable agricultural practices	2.2.1 Number of smallholder farmers trained in, and employing sustainable agricultural practices	Signed partnership agreements; partner meeting notes; smallholder feedback	Annually	Country Coordinator	Smallholder feedback	

Outcome	Indicators	Data source/ Collection methods	Frequency	Responsible for data collection	Means of verification	Assumptions and risks
Production Project Outcome 3.1: Improved land use planning/zoning helps to shift targeting and conversion to commodity production from high biodiversity value, high carbon stock, ecosystem service-rich forested areas to degraded or otherwise appropriate lands	3.1.1 Number of hectares of HCV and HCS forest areas in commodity-producing landscapes protected through zoning, or similar legal protections	Legal documents regarding new protection of land areas	Annually	National project managers, CI, WWF	Visits to specified forest areas	
	4.1.2 Number of target landscapes with defined land use plans and zoning with go and no-go areas	Appropriate land use plan documents	Annually	Country Coordinator	Visits to target landscapes	
Production Project Outcome 3.2: Enhanced land use protection strategies, including gazettement, of HCV and HCS forest areas within commodity-producing landscape avoids X tons of CO2e emissions	4.2.1 Tons CO2e emissions avoided due to gazettement and other related land use and protection strategies	TBD	TBD	TBD	TBD	
Production Project Outcome 4.1: Increased knowledge of factors underpinning the readiness of landscape-level environments to adopt reduced-deforestation commodity production improves the design and future implementation of intervention and capacity building strategies and tools for improving the sustainability of commodity production	4.1.1 Development and testing of 1) an analytical tool for Technical understanding the dynamics and designing positive management responses to factors underpinning landscape-level changes and enabling environments determining readiness for reduced-deforestation threats posed by agricultural commodity expansion, and 2) a GEF tool for identifying and designing responses to key barriers facing management production and impacts of commodity expansion	Reports of piloting of tools	Annually	Production Project Manager, National project managers, CI, WWF	Visit to sites where tools are being piloted	

Outcome	Indicators	Data source/ Collection methods	Frequency	Responsible for data collection	Means of verification	Assumptions and risks
	associated capacity building interventions					
	4.1.2 Capture of lessons learned at landscape and country level from systemic support and other target activities	Publications and other knowledge products	Annually	Production Project Manager, National project managers, CI, WWF	Reports	
	4.1.3 Development and dissemination of thematic studies and communication materials	Materials developed and produced, records of dissemination	Annually	Production Project Manager, National project managers, CI, WWF	Feedback from recipients of materials	
	4.2.1 Implementation of training and capacity building within and among target countries	TBD	TBD	TBD	TBD	
	4.2.2 Sharing and dissemination of knowledge with regional and global policy and programme development and implementation	TBD	TBD	TBD	TBD	
GEF Tracking Tool		IAP Program GEF Tracking Tool completed for AM&L child project Baseline GEF Tracking Tool included in Annex D	After 2 nd PIR submitted to GEF; after final PIR submitted to GEF	External consultants to be identified (not project evaluators)	Completed GEF Tracking Tool	None
Mid-Term Review		To include review of all key project documentation and documents, as well as interviews with key stakeholders	Submitted to GEF same year as 3 rd PIR	Independent evaluator(s)	Completed MTR	None
Environmental and Social Risks Screening		Updated SESP	Annually	Global Program Coordinator UNDP Regional Service Centre	Updated SESP	None

Annex C: Evaluation Plan⁴³

Evaluation Title	Planned start date Month/year	Planned end date Month/year	Included in the Country Office Evaluation Plan	Budget for consultants	Other budget (i.e. travel, site visits etc...)	Budget for translation
Mid-term evaluation	Two years after beginning of implementation	To be submitted to GEF within three months of start	Yes/No	US\$37,500 (international consultants under global support budget) US\$10,000 Indonesia (local consultants) US\$ 10,000 Liberia (local consultants)	US\$5,000 (US\$2,500 per country)	US\$2,500
Terminal Evaluation	Three months before operation closure	To be submitted to GEF within three months of operational closure	Yes/No	US\$37,500 (international consultants under global support budget) US\$15,000 Indonesia (local consultants) US\$15,000 Liberia (local consultants)	US\$5,000 (US\$2,500 per country)	US\$2,500
Total evaluation budget				US\$140,000		

⁴³ Mid-term and terminal evaluations of national- and sub-national level activities under the IAP Production project will be conducted as integral parts of the overall Production project evaluation process. This process will be co-ordinated by the global unit based in Panama City, with the global support project covering the costs of international consultants.

Annex D: GEF Tracking Tool

Note on methodology: The GEF Tracking Tool (see separate attachment) will be used to track IAP programme-level results. These will be based on results tracked at the level of individual IAP projects and, in the cases of several indicators, at the level of individual landscapes. As noted in the Monitoring plan (see Annex B above), these will be reported on by the National Project Manager and shared with the Production project global manager and the IAP Co-ordinator.

Annex E: Draft / framework Terms of References for key project staff and consultants for UNDP implemented components⁴⁴

1. GLOBAL TECHNICAL SUPPORT

1.1 Main project staff (based in Panama)

1.1.1 Production Project Manager

Duties and Responsibilities

A Production Project Manager is required to manage project activities across all components in each of the three countries, to ensure the timely and successful achievement of the project's objective in line with the other projects within the Commodities IAP.

He/she will manage the implementation of the Production project, also ensuring coordination and alignment with the other projects within the IAP.

Responsible for the overall management of the Production Project:

- Assures the overall leadership and management of the project
- Ensures timely progress towards achievement of project objective, according to monitoring and evaluation plan
- Manages the project's professional staff (Country Coordinator, Finance Assistant, Administrative Assistant, National Project Managers), defining priorities and ensuring implementation of project activities.
- Supports resolution of conflicts within the project as necessary.

Reporting oversight:

- Manages project M&E for reporting to the Project Board and GEF Council and any other donors;
- Ensures regular and quality reporting from national project managers to country coordinator

Communications oversight:

- Oversees project-level communications, including within countries and between countries, and between countries and management
- Oversees communications with other projects within the IAP
- Oversees project communications for relevant events and other ongoing promotion and awareness raising for the project

⁴⁴ CI and WWF ToRs are being developed separately.

Partnership building:

- Manages partnerships and maintains dialogue with key stakeholders such as platforms and donors, and participates in appropriate external fora on behalf of the project, and relevant external events.
- Maintains relationships with the other GEF IAP projects.

Knowledge Management:

- Accountable for overall Knowledge Management of the project.

1.1.2 Country Coordinator

The Country Coordinator serves as the main focal point for coordination of project activities between countries, liaising regularly with the national project managers and CI and WWF in country and with the project manager to ensure the smooth implementation of the project.

Project Coordination and Technical Synergy:

- Organizes and participates in monthly working group meetings with the national project managers;
- Leads the formulation and review of national level work-plans, in conjunction with and informed by the Project Manager and overall project work-plan, to ensure technical synergy;
- Organizes and participates in biannual Project Board meetings;
- Suggests key milestones, points for review, and topics for country agreement to bring to the Project Manager and the Project Board;
- Ensures that cross-cutting themes, including gender and resilience, are addressed consistently across the project, drawing on relevant expertise where necessary;
- Provides a liaison point between national project managers and the Project Manager, for access to any support required from the PMU.

Reporting

- Prepares reports on the project as required, including Project Implementation Reviews.
- Provides support in terms of communicating with agencies in-country to gather M&E data and project reports;

M&E

- Provides support for the implementation of the M&E plan for the project, including preparing project reports as necessary, such as Project Implementation Reviews, among others;

- Aggregates data from each focal country to complete the Program-level Results Framework.

1.1.3 Administrative and finance assistants (2 positions)

- Provide overall administrative and financial support to the Coordination Structure of the Secretariat, including scheduling of meetings, organizing events, liaising with procurement, managing budgeting, ensuring payments, among others.

1.2 Global advisors / main consultants

Position	Budgetary Allocation	Key tasks
Country co-ordinator	320,000	• Co-ordinate and provide technical support to the planning, implementation and monitoring of project activities taking place in Production project participating countries • Communicate problems and issues arising to production project manager and develop adaptive management strategies for overcoming roadblocks • Monitor country activities for inclusion of key cross cutting issues, including gender and resilience • Undertaken twice annual co-ordination missions to each participating country
Platforms senior advisor	320,000	• Provide global technical support to IAP countries related to establishment and operation of national and sub-national commodity platforms • Support the development of multistakeholder national action plans for the long-term commodity sustainability and reduced deforestation • Monitor and adapt actions that address root causes limiting the sustainability of the commodity sectors • Help to influence and harmonise government policy that ensures a strong and coherent legal framework for the sustainability of commodity production • Establish partnerships and coordinate existing actions that forward the commodity sustainability • Provide guidance on, and deliver, training of platform staff • Review platform best practice guidelines and recommended actions/fixes in light of project experience • Review and support enhancement of Platform materials
Partnerships senior advisor	320,000	• Co-ordinate the development of external partnerships at global level (all components) • Increase international private sector participation (buyers and traders of palm oil, soy and beef) in IAP Platforms. • Develop and update a global strategy for private sector partnerships • Develop company-specific strategies • Improve international positioning of IAP as the 'go-to' programme for donors and interested parties, through analytic and strategic thinking and feedback to the project team for project improvement. • Promotion of IAP at global events.
Commodities senior advisors (x2)	400,000	• Provide global technical support to IAP countries related to sustainable commodity production and intensification (component 2)

Position	Budgetary Allocation	Key tasks
		Support work of Platforms, including Action Plan development, as they relate to production practices
Communications	176,000	- Assumes the overall management of Communications for the project (all components) - Provide global technical support to IAP countries related to development of communication materials - Co-ordinate Production project communication plans with the AM&L global communications lead - Ensures delivery of effective communication to key audiences, including on the content and learnings from the Project (in collaboration with KM and M&E Lead); - Support development of IAP brand identity and guidelines for use; - Create assets such as periodic briefs and supporting multi-media materials on key areas of interest - Ensure that the cross-cutting issues of gender and resilience are integrated in at least some of the communications pieces - Ensures consistency in publications and communication documents - Support organization of IAP presence at key global events and conferences
Knowledge management	252,000	- Support Knowledge Management of the Production project (Component 4), to ensure that lessons learned are disseminated from the bottom up and top down - Liaise with external partners to facilitate capture and dissemination of lessons learned and best practices - Liaise with the AM&L KM co-ordinator to incorporate inputs into the biannual study tours as part of the learning agenda - Supports development of knowledge products, such as Program publications and think pieces - Propose areas of KM sharing for inclusion in communications (in collaboration with Communications Lead) for approval by the Project Board - Promote integration of latest elements of cross-cutting themes such as gender, resilience and adaptive management into project implementation
REDD+ senior advisor	200,000	- Ensure close co-ordination with REDD+ initiatives globally and in participating countries - Advise country efforts to ensure that dialogue and action planning under Platforms contribute to REDD+ efforts and are in line with REDD+ safeguards - Advise on incorporation of tools, outputs and products developed through REDD+ in areas such as the identification of High Conservation Value (HCV) and High Carbon Stock (HCS) areas, land use planning maps, cost-benefit analysis, and other spatial and technical analytical techniques - Advise on linkages between farmer support strategies and REDD+ mechanisms - Ensure harmonization between project efforts, REDD+ strategies and associated Policies and Measures (PAMs)
Communities of practice consultant	100,000	Support organization of two large Global Community of Practice meetings to take place in Years 2 and 4 of the IAP Program

Position	Budgetary Allocation	Key tasks
		• Maintain dialogue with the Community of Practice practitioners, through social media, the Program website, webinars, etc. to advance learning and cooperation on a variety of issues • Liaise with external partners to facilitate capture and dissemination of lessons learned and best practices through the Community of Practice • Participate in Community of Practice Coordination Committee to support organization and maximize the effectiveness of the COP

2. INDONESIA TEAM

Position	Budgetary Allocation	Tasks
SERVICE CONTRACTS		
IND/SC/1 – National Project Manager	\$230,640	1. Implement, oversee, and monitor daily SPOI/IAP project activities. 2. Report to UNDP Country Office Indonesia and UNDP Green Commodities Programme global lead on activity progress.
IND/SC/2 – IAP Indonesia Manager	\$157,068	1. Implement, oversee, and monitor daily IAP work-streams. 2. Focal point for IAP Indonesia. 3. Report to the National Project Manager on activity progress.
IND/SC/3 – Indonesia Platform Manager	\$78,534 ⁴⁵	1. Implement, oversee, and monitor operation of InPOP and provincial platforms. 2. Support finalization of the National Action Plan (NAP) and Provincial Action Plans (PAPs) for Sustainable Palm Oil. 3. Report to the National Project Manager on activity progress.
IND/SC/4 – Government Liaison Officer	\$108,092	1. Liaise and coordinate with relevant national, provincial, and district governments on IAP work-streams and platform-related activities. 2. Support government reporting of the project, such as the registration to the government system (BAPPENAS and Ministry of Finance) and any other administrative requirements, pertaining to the Indonesian Government and UNDP's rules and regulations.
IND/SC/5 – M&E/ Knowledge Management Officer	\$108,088	1. Ensure the implementation of monitoring and reporting policies and strategies. 2. Provide regular update and input in monitoring of project activities to assess overall project implementation with respect to project objectives, outputs and indicators. 3. Provide effective troubleshooting, suggestion for corrective measures to be undertaken, and make arrangements of technical assistance to implementing partners based on results of monitoring, where necessary. 4. Ensure timely reporting arrangements to guarantee that the reporting requirements are met in a timely manner. 5. Ensure effective support to the implementation of evaluation plan. 6. Provide guidance to implementing partner and serve as focal point for M&R in line with UNDP evaluation policies, procedures and practices.

⁴⁵ Covered by IAP during Year 3 and 4.

Position	Budgetary Allocation	Tasks
		7. Provide input for the Project Manager on the needs for evaluation based on the donor agreements. 8. Conduct analysis based on data collection for the evaluation process as necessary and requested by independent evaluators. 9. Coordinate with the project team, Project Board and the stakeholders to ensure smooth conduct of the evaluation. 10. Provide high quality of data and strategic inputs for improving the existing M&R systems.
IND/SC/6 – Finance Associate	\$148,963	1. Provide effective support to management of the budget and financial management of the SPOI/IAP project. 2. Provide effective support to the National Project Manager, IAP Indonesia Manager, and Indonesia Platform Manager in putting together background information to assist in drafting project documents, work plans, budgets, proposals, etc. 3. Effectively support to the management, accounting and administration of budgets for the project. 4. Provide financial management support for regular project assurance monitoring (IPAR), and play active role in discussions to identify project operational and financial problems and development of solutions. 5. Provide effective accounting and administrative support to the portfolio in general and the SPO project. 6. Structure documentation of all information and communication with donors related with financial, budget, relevant work plans. 7. Properly manage and administer budgets, and regularly monitor the mobilized resources within the assigned cluster, and conduct regular financial monitoring/spot check exercise to implementing partner and or responsible party. 8. Prepare timely review of contributions agreement, and accurate account to record contribution. 9. Prepare financial reports for donors according to donor's requirements and schedule of reporting.
IND/SC/7 – Admin Officer / Assistant	\$75,812	1. Support the project team to ensure effective project planning, budgeting and implementation. 2. Support the effective reporting on progress of project implementation. 3. Provide administrative support to the Project Management Unit. 4. Support strategic partnerships and the implementation of resource mobilization. 5. Supports knowledge building and knowledge sharing.
IND/SC/8 – Indonesia Communications Officer	\$120,000	1. Oversee all of SPOI/IAP project communications activities. 2. Develop and monitor communications strategies for SPOI/IAP project. 3. Manage Platform Communications Assistant. 4. Manage communications risks and develop crisis communications plans for all projects. 5. Leverage the SPOI/IAP activities, particularly InPOP works, internationally via the media and key communication campaigns, as well as coordinate with global UN agencies among others. 6. Report key developments related to the palm oil sector to global GCP team. 7. Manage development of all SPOI/IAP publications and digital media products including video and photography production. 8. Manage international donor and industry stakeholder engagement.

Position	Budgetary Allocation	Tasks
		9. Support the national team with communications / media training, and advise on public presentations. 10. Advise UN/UNDP Country Office Indonesia and Head Quarters on responding and participating in conversations regarding palm oil. 11. Design and develop key communications events / support project events with communications. 12. Manage procurement / TOR requirements for communications related activities, and support strategies to mobilize funding when possible.
IND/SC/9 – Working Group 1 Assistant	\$34,000 ⁴⁶	1. Assist Indonesia Platform Manager on platform-related activities, including: - Manage all WG1 specific event operations and participants - Manage WG1 stakeholder engagement, and support one to one meetings if required. - In coordination with InPOP Admin Assistant and Platform Communications Assistant, manage internal WG1 development, activities, communications, invitations, etc. - Ensure follow-up expectations / activities / discussions are achieved, - Ensure all notes and minutes are taken / translated in every meeting, and liaise with InPOP Communications Assistant to report WG1 activities.
IND/SC/10 – Working Group 2 Assistant	\$34,000 ⁴⁷	1. Assist Indonesia Platform Manager on platform-related activities, including: - Manage all WG2 specific event operations and participants - Manage WG2 stakeholder engagement, and support one to one meetings if required. - In coordination with InPOP Admin Assistant and Platform Communications Assistant, manage internal WG2 development, activities, communications, invitations, etc. - Ensure follow-up expectations / activities / discussions are achieved, - Ensure all notes and minutes are taken / translated in every meeting, and liaise with InPOP Communications Assistant to report WG2 activities.
IND/SC/11 – Working Group 3 Assistant	\$34,000 ⁴⁸	1. Assist Indonesia Platform Manager on platform-related activities, including: - Manage all WG3 specific event operations and participants - Manage WG3 stakeholder engagement, and support one to one meetings if required. - In coordination with InPOP Admin Assistant and Platform Communications Assistant, manage internal WG3 development, activities, communications, invitations, etc. - Ensure follow-up expectations / activities / discussions are achieved, - Ensure all notes and minutes are taken / translated in every meeting, and liaise with InPOP Communications Assistant to report WG3 activities.
IND/SC/12 – Working Group 4 Assistant	\$34,000 ⁴⁹	1. Assist Indonesia Platform Manager on platform-related activities, including: - Manage all WG4 specific event operations and participants - Manage WG4 stakeholder engagement, and support one to one meetings if required.

⁴⁶ Funded by IAP during Y1 and Y2

⁴⁷ Funded by IAP during Y1 and Y2

⁴⁸ Funded by IAP during Y1 and Y2

⁴⁹ Funded by IAP during Y1 and Y2

Position	Budgetary Allocation	Tasks
		c. In coordination with InPOP Admin Assistant and Platform Communications Assistant, manage internal WG4 development, activities, communications, invitations, etc. d. Ensure follow-up expectations / activities / discussions are achieved, e. Ensure all notes and minutes are taken / translated in every meeting, and liaise with InPOP Communications Assistant to report WG1 activities.
IND/SC/13 – InPOP Admin Assistant	\$34,000 ⁵⁰	1. Support Indonesia Platform Manager and the national platform team to ensure effective project planning, budgeting and implementation. 2. Support to the effective reporting on progress of the implementation of platform-related activities. 3. Support strategic partnerships and the implementation of platform resource mobilization.
IND/SC/14 – Platform Communications Assistant	\$34,000 ⁵¹	1. Manage the InPOP communications strategy, stakeholder engagement and information database. 2. Support Indonesia Communications Officer with translation when needed. 3. Develop and maintain relationships with Indonesian press, particularly in the provincial level. 4. Work with government communications departments, particularly in the Ministry of Agriculture to integrate and promote InPOP progress. 5. In coordination with InPOP Admin Assistant and Working Group Assistants, support Indonesia Platform Manager with information management (meeting minutes, website uploads, distributing presentations etc.). 6. Identify opportunities to promote InPOP at events and plan accordingly. 7. Other general communications tasks such as developing press releases, managing InPOP's mailing list and email inquiries, managing social media channels and helping to develop annual reports and newsletters.
INDIVIDUAL CONTRACTS		
IND/IC/1 – Pelalawan Landscape Coordinator	\$75,812	1. Implement, oversee, and monitor operation of IAP landscape work-streams. 2. Support finalization of Sustainable Palm Oil Plan for Pelalawan District. 3. Report to the IAP Indonesia Manager on activity progress.
IND/IC /2 – Pelalawan Landscape Admin	\$56,000	1. Assist the Landscape Coordinator on operation of IAP landscape work-stream.
SUB-CONTRACTS		
IND/Sub-Con/1 – North Sumatera Provincial	\$48,000	1. Implement, oversee, and monitor operation of provincial platforms in North Sumatera 2. Coordinate with Indonesia Platform Manager on platform related activities. 3. Coordinate with CI on relevant landscape activities in South Tapanuli.

⁵⁰ Funded by IAP during Y1 and Y2

⁵¹ Funded by IAP during Y1 and Y2

Position	Budgetary Allocation	Tasks
Platform Coordinator		Relevant output(s): 1.1.1 IND ; 1.1.2 IND
IND/Sub-Con/2 – Riau Provincial Platform Coordinator	\$48,000	1. Implement, oversee, and monitor operation of provincial platforms in Riau 2. Coordinate with Indonesia Platform Manager on platform related activities. 3. Coordinate with Pelalawan Landscape Coordinator on landscape activities. Relevant output(s): 1.1.1 IND ; 1.1.2 IND
IND/Sub-Con/3 – West Kalimantan Provincial Platform Coordinator	\$48,000	1. Implement, oversee, and monitor operation of provincial platforms in West Kalimantan. 2. Coordinate with Indonesia Platform Manager on platform related activities. 3. Coordinate with WWF on relevant landscape activities in Sintang. Relevant output(s): 1.1.1 IND ; 1.1.2 IND
IND/Sub-Con/4 – Private Sector Partnership Consultant (INTER- NATIONAL)	\$90,000	1. Support InPOP private sector engagement. 2. Construct the public sector readiness section of the overall readiness assessment for the smallholder / farmer training and support program with other national consultants for pilot project sites in the district of Pelalawan and the province of Riau. 3. Provide input to the excel sheet being developed by the Technical Specialist for Building Smallholder Capacity, specifically regarding public sector engagement, the contribution and readiness of the local government of Pelalawan district and Riau province to assist and support the smallholder certification pilot project. 4. Assist in the creation of the curriculum and modules currently being constructed for the smallholder training and support program in support of the ISPO certification process. The specialist would specifically provide input on the mechanism of how smallholders could engage in better partnership with the public sector, especially with the local governments (but does not exclude the central government) in the pilot project locations. 5. Perform other duties as required to support the implementation of the ISPO smallholder pilot certification process. Related output(s): 1.1.1 IND ; 2.1.2 IND
IND/Sub-Con/5 – NAP Technical Consultant	\$30,000	1. Draft and finalize National Action Plan (NAP) for sustainable palm oil. 2. Draft report from multi-stakeholder discussions / dialogues as an input for NAP. 3. Draft report on Root Causes Analysis of challenges facing the implementation of sustainable palm in Indonesia. Relevant output(s): 1.2.1 IND
IND/Sub-Con/6 – PAPs Technical Consultant	\$60,000	1. Conduct Root Causes Analysis to obtain inputs from multi-stakeholders on challenges facing the implementation of sustainable palm oil in North Sumatera, Riau and West Kalimantan.

Position	Budgetary Allocation	Tasks
		- Draft and finalize Provincial Action Plans (PAPs) for sustainable palm oil for North Sumatra, Riau and West Kalimantan provinces. - Draft report from multi-stakeholder discussions / dialogues as an input for PAPs. Relevant output(s): 1.2.1 IND
IND/Sub-Con/7 – District Sustainable Agriculture Plan Technical Consultant	\$15,000	- Conduct Root Causes Analysis to obtain inputs from multi-stakeholders on challenges facing the implementation of sustainable palm oil in Pelalawan District of Riau Province. - Draft and finalize Pelalawan District Sustainable Agriculture Plan. - Draft report from multi-stakeholder discussions / dialogues as an input for Pelalawan District Sustainable Agriculture Plan. Relevant output(s): 1.2.1 IND
IND/Sub-Con/8 – National Policy Technical Consultant	\$67,500	- Identify three priority national policies / regulations, which need improvement and strengthening, to support reducing deforestation and degradation, and enhance implementation of sustainable palm oil, as well as conservation and sustainable management of critical areas. - Lead multi-stakeholder dialogues to obtain inputs from relevant parties. - Draft and finalize policy recommendations / papers for three priority national policies / regulations to support reducing deforestation and degradation, and enhance implementation of sustainable palm oil, as well as conservation and sustainable management of critical areas. - Conduct dissemination on the draft policy recommendations / papers. Relevant output(s): 1.3.1 IND
IND/Sub-Con/9 – Sub-national Policy Technical Consultant	\$22,500	- Identify one priority policy / regulation in Pelalawan District, which needs improvement and strengthening, to encourage more sustainable agricultural development in Pelalawan. - Lead multi-stakeholder dialogues to obtain inputs from relevant parties in the district. - Draft and finalize policy paper for one priority Pelalawan policy / regulation to encourage more sustainable agricultural development in the district. - Disseminate the draft policy recommendations / papers to multi-stakeholders in Pelalawan District. Relevant output(s): 1.3.1 IND
IND/Sub-Con/10 – TSA Consultant (INTERNATIONAL)	\$50,000	- Identify/propose one priority regional policy/regulation to encourage more sustainable agricultural development in Pelalawan. - Using Targeted Scenario Analysis (TSA), assess the cost and benefit of business as usual (BAU) or following a sustainable scenario in which ecosystems are more effectively managed, to help decision making process. - Disseminate the TSA result to multi-stakeholders through district fora, provincial platform meetings, and if necessary, InPOP meetings.

Position	Budgetary Allocation	Tasks
		Related output(s): 1.3.1 IND
IND/Sub-Con/11 – Political Advisor	\$60,000	1. Conduct dialogue with relevant governments to ensure full ownership and awareness of InPOP, and provincial platforms. 2. Meet various high level officials from the Indonesian governmental structure, and ensure that they are aware of InPOP and provincial platforms, and where applicable, support the work and direction of InPOP. 3. Liaise and engage with InPOP Steering Committee on direction and ultimate output of InPOP, as well as IAP work-streams. 4. Lead and facilitate high level advisory events. 5. Coordinate with the Private Sector Partnerships Consultant to ensure a multi-stakeholder full ownership of InPOP and provincial platforms. 6. Advise the National Project Director and SPOI/IAP project management team on strategic issues. 7. Report to InPOP Steering Committee and National Project Director on advisory activities. Related output(s): 1.1.1 IND ; 1.2.1 IND ; 1.3.1 IND ; 1.4.1 IND ; 1.4.2 IND
IND/Sub-Con/12 – Law Enforcement Expert	\$45,000	1. Provide guidelines to enforce existing laws and regulations related to sustainable palm oil practices. 2. Assist the National Policy Technical Consultant and Sub National Policy Technical Consultant on recommendations in the form of proposed SOP for enforcement. Relevant output(s): 1.3.1 IND ; 1.4.1 IND ; 1.4.2 IND
IND/Sub-Con/13 – Early Warning System Technical Consultant	\$9,000	In collaboration with Pelalawan District Government, forestry officials, conservation NGOs, and forestry police, the consultant is expected to: 1. Develop an enhanced early warning / response system for enforcement of forest conservation and land conversion laws and regulations. 2. Develop an SOP for the early warning / response system on how to collectively address the problem of plantation development, illegal deforestation, and associated fires affecting national parks and other protected and conservation areas. Relevant output(s): 1.5.1 IND
IND/Sub-Con/14 – Smallholder Capacity Strengthening Expert	\$45,000	1. Support the delivery of IAP Farmer Support System work-stream, especially activities related to smallholder ISPO certification. 2. Liaise with palm oil companies and sub-national government offices to implement smallholder support pilot programs. 3. Draft MoUs between local government, companies, cooperatives, and the Ministry of Agriculture and/or UNDP. 4. Develop detailed action plans for relevant government office and company technicians, to certify smallholders, including baseline report. 5. Support the works of Working Group 1. Relevant output(s): 1.2.1 IND ; 2.1.1 IND ; 2.1.2 IND ; 2.2.1 IND

Position	Budgetary Allocation	Tasks
IND/Sub-Con/15 – MTR Consultant	\$20,000	1. Conduct project mid-term review. 2. Field visit to review and monitor the progress of national, provincial and landscape activities, as well as obtain feedback from beneficiaries. 3. Develop the mid-term review report. 4. Conduct consultations with the project management team.
IND/Sub-Con/16 – Smallholder Training Needs Assessment and Mapping Consultant	\$125,000	1. Coordinate with local government and farmer associations, and well as private sector in Pelalawan District to obtain access to information. 2. Conduct smallholder training-needs assessment and mapping in Pelalawan District. 3. Draft and finalize report on smallholder training-needs assessment and mapping. 4. Lead FGD with multi-stakeholders to disseminate the assessment and mapping results. Relevant output(s): 2.1.1 IND
IND/Sub-Con/17 – Smallholder Training Consultant	\$120,000	1. Establish two demonstration plots in Pelalawan District to improve smallholder knowledge on sustainable palm oil productions and good agricultural practices (GAP). 2. Establish a smallholder training program, based on ToT (training of trainers) approach, on sustainability, GAP and BMP following ISPO principles for interested smallholders in the above area to train at least 1,500 farmers. 3. From this broader group, select lead farmers who are interested in progressing to certification and work intensively with them and the plantation/mill company. 4. Support ISPO certification of a smaller group of these smallholders in the target area above working with government and plantation company. Relevant output(s): 2.1.2 IND
IND/Sub-Con/18 – Mediation and Conflict Resolution Expert	\$5,000	1. Coordinate with local government, farmers, private sector and NGOs to obtain access to information on existing conflicts in Pelalawan. 2. Draft and finalize a guidance on conflict resolution. 3. Disseminate the guidance during district fora, provincial platform meetings and InPOP.
IND/Sub-Con/19 – ISPO / Standard Expert	\$5,000	1. Analyze other international standards for palm oil such ISEAL 2. Based on the analysis above, draft and finalize a guidance to strengthen ISPO for wider acceptance.
IND/Sub-Con/20 – Farmer Support Strategy Consultant	\$5,000	5. Analyze the results of: i. Farmer training needs assessment, ii. Lessons learnt from farmer intensification pilot activities, iii. RCA results, iv. Literature reviews, and v. Lessons learnt from previous projects. 6. Develop a draft national commodity farmer support strategy, based on the assessment above. Relevant output(s): 2.2.1 IND

Position	Budgetary Allocation	Tasks
IND/Sub-Con/21 – Deforestation / Environment Expert	\$50,400	- Provide reviews and recommendations on: - TSA result, - Conservation scenario, - Strengthening the identified no-go areas (i.e critical areas based on existing Indonesian laws and regulations), and - CIAP results. - Develop strategies for policy / regulation adoption by the national and/or sub-national governments. - Lead coordination meetings to obtain buy-in from national and/or sub-national governments.
IND/Sub-Con/22 – Land Use Planning and Mapping Expert	\$50,400	- Provide reviews and recommendations on: - TSA result, - Conservation scenario, - Strengthening the identified no-go areas (i.e critical areas based on existing Indonesian laws and regulations), and - CIAP results. - Develop strategies for an adoption of the above into Pelalawan District spatial plan and / or PERDA.
IND/Sub-Con/23 – TE Consultant		- Conduct project terminal / end project evaluation. - Field visit to evaluate the completion of national, provincial and landscape activities, as well as obtain feedback from beneficiaries. - Develop the project terminal evaluation report. - Conduct consultations with the project management team. Relevant output(s): 3.1.1 IND ; 3.1.2 IND ; 3.2.2 IND
IND/Sub-Con/24 – Environmental Economic Modelling Consultant	\$10,000	- Based on: - Identified and mapped no-go areas (critical land areas e.g. KEE, watershed, riparian and other high priority areas) in Pelalawan District of Riau, and - Spatial and ecological information Carry on the environmental economic modelling and analysis of various commodity production. - Disseminate results during district fora. Relevant output(s): 3.1.1 IND
IND/Sub-Con/25 – Forest Conservation Consultant	\$10,000	- Based on the results of: - Environmental economic modelling - Analysis of various commodity production, Develop forest conservation scenarios. - Discuss these scenarios extensively with local stakeholders to obtain feedback. Relevant output(s): 3.1.1 IND

Position	Budgetary Allocation	Tasks
IND/Sub-Con/26 – Spatial Analysis Consultant	\$70,000	1. Undertake public consultation and socialization workshop regarding critical land areas (KEE, watershed, riparian and other high priority areas) and their relevance within Indonesian law and context. 2. Carry out spatial data analysis to identify critical land areas (KEE, watershed, riparian and other high priority areas) in Pelalawan District of Riau, 3. Prepare a high resolution satellite image of the identified critical areas. 4. Provide recommendations on how to incorporate go and no-go areas into spatial planning process. 5. Disseminate results during district fora. Relevant output(s): 3.1.2 IND
IND/Sub-Con/27 – Conservation Consultant	\$10,000	1. Collect and analyze existing reports / studies on strategy for conservation of priority areas in Pelalawan, as well as on costs of BAU. 2. Develop a strategy for conservation of priority areas in Pelalawan in line with Indonesian law and governmental priorities: a. Essential ecosystem areas and wildlife corridors (PP No. 28/2011), b. Riparian areas, and c. Areas directly affected by the upcoming Presidential Decree, which is expected to create a palm oil licensing moratorium. Relevant output(s): 3.2.1 IND ; 3.2.2 IND
IND/Sub-Con/28 – CIAP Consultant	\$10,000	1. Collect bio-physical and governance related information, including on parameters as required, to implement the global CIAP (Commodities Integrated Approach Programme) tool to track: a. Landscape-level status and dynamics of change, b. The role of commodity production and expansion as a driver and the effectiveness of government, NGO and c. Donor interventions in encouraging reduced deforestation commodity production. 2. By applying the CIAP tool using the collected data, provide an assessment of the degree of long-term sustainability of the commodity production system in Pelalawan. Relevant output(s): 4.1.1 IND

3. LIBERIA TEAM

Position	Budgetary Allocation	Tasks
IAP National project manager	121,340	1. Conduct dialogue with government to ensure full ownership and awareness of national platform process 2. Implement, oversee, and monitor operation of InPOP and provincial platforms

Position	Budgetary Allocation	Tasks
		3. Ensure effective liaison between UNDP and CI-level project components
Technical specialist	101,192	1. Provide technical support to policy advisory outputs (Component 1) 2. Support development and implementation of farmer needs assessment and farmer support strategy (Component 2) 3. Liaise with CI on implementation and oversight of landscape-level activities (component 3)
Admin and logistics specialist	74,792	1. Support the project team to ensure effective project planning, budgeting and implementation. 2. Support the effective reporting on progress of project implementation 3. Provide administrative support to the Project Management Unit 4. Support strategic partnerships and the implementation of resource mobilization 5. Supports knowledge building and knowledge sharing

Annex F: Commodity Production Background on Environmental Problem and Baseline Scenarios Indonesia

1. Background

Global output of crude palm oil (CPO) in 2014 was 53.6 million tons,⁵² of which Indonesia produced 33 million tons of CPO, making the country the world's top palm oil producer. Palm oil refining capacity in Indonesia continues to grow rapidly, reaching 45 million tons per year by the end of 2014, up from 30.7 million in 2013, and more than double the 2012 figure of 21.3 million tons.⁵³ As of 2012, the Indonesian palm oil industry employed an estimated 3.7 million people.⁵⁴

Over 60 percent of Indonesia's oil palm plantations are located on the island of Sumatra,⁵⁵ where the industry began when Indonesia was a Dutch colony.⁵⁶ The remainder is largely found on the islands of Borneo, West Papua and Sulawesi. According to data from the Indonesian Ministry of Agriculture (MoA), there are an estimated total of 11 million hectares of oil palm plantations in Indonesia as of 2015,⁵⁷ an area that has more than doubled since the year 2000, when around four million hectares of Indonesian land was used for palm oil plantations. This number is expected to rise to 13 million hectares by 2020.⁵⁸

Oil palm is one of the major drivers of deforestation in Indonesia. A 2008 study found that 56% of the oil palm plantations in Indonesia have replaced forests,⁵⁹ and a recent study found the provinces of North Sumatra, Riau and Jambi and along the south-western borders of Kalimantan as those most heavily affected by oil palm-driven deforestation.⁶⁰

Clearing land for palm oil and other commercial plantations is linked to the burning of dry peatland, creating widespread and prolonged fires. Peat stores some of the highest quantities of carbon on Earth and also emits methane, resulting in up to 200 times greater emissions than regular fires of a similar extent on no-peat lands. In 2015, [Global Forest Watch Fires](#) detected over 127,000 fires across Indonesia, the worst since 1997. Emissions reached 1.62 billion metric tons of CO₂—bumping Indonesia from the sixth largest emitter in the world up to the fourth largest in just six weeks. Many of these fires were the result of clearing forested peatlands to make way for plantations of commodities, including palm oil. In recent years, much of the clearing and burning of peatland in Indonesia has been financed by small- and medium-sized investors.⁶¹ Haze from the 2015 fires caused more than 500,000 cases of haze-related respiratory illnesses in Southeast Asia and directly resulted in the deaths of at least 19 Indonesians.⁶² All told, more than 40 million Indonesians were negatively affected by the 2015 fires.⁶³

⁵² <http://www.palmoilresearch.org/statistics.html>

⁵³ <http://www.indonesia-investments.com/business/commodities/palm-oil/item166>

⁵⁴ http://awsassets.panda.org/downloads/profitability_and_sustainability_in_palm_oil_production__update_.pdf

⁵⁵ MoA statistics (2014)

⁵⁶ <http://www.indonesia-investments.com/culture/politics/colonial-history/item178>

⁵⁷ MoA statistics (2015)

⁵⁸ <http://www.indonesia-investments.com/business/commodities/palm-oil/item166>

⁵⁹ Koh and Wilcove (2008)

⁶⁰ Romijin et al. (2013) http://www.isca.in/AGRI_FORESTRY/Archive/v2/i3/4.ISCA-RJAFS-2014-008.pdf

⁶¹ <http://blog.cifor.org/32534/political-economy-of-fire-and-haze-moving-to-long-term-solutions?fnl=en>

⁶² Media (2015); <http://www.theguardian.com/world/2015/oct/26/indonesias-fires-crime-against-humanity-hundreds-of-thousands-suffer>; <http://www.theguardian.com/world/2015/oct/28/indonesia-forest-fires-widodo-visit-stricken-regions-death-toll-mounts>

⁶³ <http://www.wri.org/blog/2015/10/latest-fires-crisis-indonesia-surpasses-russia-world's-fourth-largest-emitter>

2. Baseline activities

DIALOGUE, ACTION PLANNING, POLICIES AND ENFORCEMENT

- Launched in October 2014, the Indonesian National Palm Oil Platform (INPOP) has been operational since March 2015, in co-operation with UNDP,
- Development of a National Action Plan (NAP) of Palm Oil is underway through INPOP, and is expected to be completed in 2017,
- In North Sumatra, a Joint Secretariat for Sustainable Palm Oil (JSSPO) has been established in co-operation with Conservation International and the Provincial Department of the Environment,
- In Kalimantan, a UNDP-GEF project (PPG phase) intends to support the establishment of provincial palm oil platforms in Central and East Kalimantan.
- SPOI has been supporting the establishment of provincial palm oil platforms in West Kalimantan and Riau.
- The Indonesian Sustainable Palm Oil (ISPO) certification system is mandatory for plantations and designed to cover all palm oil producer companies to produce sustainable palm oil. Led by Indonesia's Ministry of Agriculture, ISPO seeks to improve implementation of Indonesian laws and regulations related to sustainable palm oil by working with palm oil producers/mills to increase compliance with existing and plantation law.
- Six major palm oil companies (GAR, Asian Agri, Wilmar, Cargil/Hindoli, Musim Mas, and Astra Agro International) in Indonesia have committed to the 'Zero Deforestation Pledges.'
- In May 2010, and then more firmly in April and May 2016, the previous and current President of Indonesia declared a policy to develop oil palm plantations only on "degraded land" instead of on forest or peat land. The current President has gone even further and issued a Moratorium, instructing the Ministry of Environment and Forests (MoEF) to develop a Regulation to halt the granting of new plantation licences.

FARMER SUPPORT SYSTEMS

- Pilot efforts have been made to support dissemination of good agricultural practices (GAPs) and ISPO certification process, particularly to smallholders operating within concession areas.
- In 2015, the Government of Indonesia established the Indonesian Estate Crop Fund for Palm Oil (IECF-Palm Oil) to support oil palm replanting and improving capacity of oil palm smallholders. By 2016, the CPO fund had been allocated for replanting and capacity building of plasma and independent smallholders (estimated 16,000 ha in total), as well as for infrastructure improvement.

LAND USE PLANS, MAPPING AND CONSERVATION

- UNDP, in collaboration with the Ministry of Agriculture and the Ministry of Environment and Forestry, works on the mainstreaming of High Conservation Value principles and criteria (P&C) into Indonesian regulation(s),
- Several provinces and districts in Kalimantan have developed 'green growth' strategies for emission reductions through palm oil development on degraded areas.

KNOWLEDGE MANAGEMENT

- The Indonesian Palm Oil Platform (INPOP) is serving as a mechanism for sharing information and lessons learned, and it will capture a full range of lessons from pilot activities around the country. Additionally, due to the aggressive nature of the parallel initiative by five leading plantation companies to commit to zero deforestation pledges (the five companies already owning substantial land banks), the Indonesian government as a whole has been reluctant to fully engage in international palm related environmental initiatives.

Liberia

1. Background

Liberia, like Africa in general, is a relative newcomer to the global palm oil industry. However, there is widespread global interest in production possibilities and large-scale plantation companies are looking at west and central Africa as a region ripe for oil palm development. Since 2005, oilseed crops have drawn the most interest from investors, representing 60.4 percent of all land acquired in Africa. Oil palm alone represents 21.8 percent of all concessions, making it the second-largest crop in terms of total area acquired for cultivation.⁶⁴

Historical context is important to gain a better understanding of Liberia's palm oil industry. As a result of decades of misrule, the plunder of Liberia's vast natural resource wealth, and an enduring conflict that destroyed most of its infrastructure, Liberia's economy was brought to near collapse in the 1990s. Industrial agricultural estates were almost entirely shut down or abandoned during the conflict era of 1989-2004. The first post-conflict government adopted a three-pronged recovery strategy: consolidating peace and security; revitalizing the economy; and strengthening governance and the rule of law.

Foreign investment has been slow to return, but four major international oil palm companies—Sime Darby, Sinar Mas (known locally as Golden Veroleum), Equatorial Palm Oil Limited, and Socfin/Cavalla—have signed and ratified concession agreements with the Liberian Government. Golden Veroleum's (GVL's) agreement involves the lease of approximately 2.3 per cent of Liberia's entire land area for an extendable period of sixty-five years for the production of palm oil from land in five of Liberia's south-eastern counties. The Government of Liberia's August 2010 concession agreement with GVL granted the company a lease of 220,000 hectares of land, to be selected from a gross concession area of 350,000 hectares.

In July 2009, the Government of Liberia also granted 63-year concessions to Sime Darby for a total of 220,000 ha northwest of Monrovia. Under the concession agreement, Sime Darby will develop an additional 44,000 ha under an outgrowers' scheme.⁶⁵ Smallholders supported through these concessions may have greater access to extension services and inputs, but independent smallholders may struggle to increase yields without financial support.

Recent investments by Sime Darby and Golden Veroleum (whose majority investor is Golden Agri-Resources, part of the Sinar Mas Group) in Liberia are examples of the scale of development underway in the region. Together, concession areas for these two companies alone total more than 500,000 hectares ha and represent approximately US\$3.8 billion in investment.⁶⁶ Their interest in the region could spur much-needed economic development, but it could also convert critically important forest areas to agricultural use, given that the concessions border several national parks and critical wilderness areas.

There is also significant concern regarding the lack of government capacity to enforce legislation in the palm sector, particularly surrounding rural land tenure. Significant barriers exist around contradictory national land and natural resource policies, ambiguous legal frameworks, weak implementation, low professional capacity, corruption, and a lack of political will to ensure land tenure security for rural communities.

⁶⁴ Schonefeld (2014)

⁶⁵ Sime Darby (2014)

⁶⁶ Sime Darby (2014); Golden Agri-Resources (2010)

Overall, sustainable development of the Liberian palm oil industry will need to encompass a holistic approach that enables economic development while maintaining forested areas, particularly those with important climate, cultural, and biodiversity values. This approach will require a combination of: i) effective policies and governance; ii) renewed investment in extension services and research; iii) improved market infrastructure and production efficiencies; iv) safeguards that protect the rights of indigenous peoples and local communities; and v) the development of a cadre of Liberian professionals to implement the necessary sustainability strategies and investments.⁶⁷ Respecting indigenous *uluyat*, or customary rights to land, will be an enormous challenge for Liberia given its history; without appropriate levers and premiums, sustainable environmental plantation development will be just as difficult.⁶⁸

2. Baseline activities

DIALOGUE, ACTION PLANNING, POLICIES AND ENFORCEMENT

- Liberia Oil Palm Technical Working Group (OPTWG) has been operating since 2010.
- In 2012, Fauna and Flora International (FFI) and Proforest published a report: “High Conservation Values: Draft National Interpretation for Liberia.”
- The government of Liberia officially joined Tropical Forest Alliance (TFA2020) in 2014

FARMER SUPPORT SYSTEMS

- The Liberian Agricultural Transformation Agenda is a three-year program aimed at diversifying the country’s economy by promoting and transforming agriculture. Among its central activities will be the e-registration of 150,000 farmers across the country, providing them with valid documentation essential to allow them to receive financing and other support.
- A Norway-funded programme, implemented by IDH, aims at developing outgrower schemes and associated financing packages in several major concession area.

LAND USE PLANS, MAPPING AND CONSERVATION

- Palm oil concession holders are beginning to conduct surveys, using LIDAR and other methodologies, aimed at identifying HCS and HCV areas within their concession areas. This is linked to their objective of having their eventual product be RSPO certified.

⁶⁷ Semroc, B.; Thomas, M.; Ward, J.; and Buchanan, J. (2015). “Incentivizing No-Deforestation Palm Oil Production in Liberia and the Democratic Republic of Congo”. USAID-supported Forest Carbon, Markets and Communities Program. Washington, D.C., USA.

⁶⁸ See FFP (2015), Hollow promises: An FPIC assessment of Golden Veroleum and Golden Agri-Resource’s palm oil project in south-eastern Liberia, FAO.

KNOWLEDGE MANAGEMENT

- The Liberia Oil Palm Technical Working Group is facilitating a certain level of information sharing but additional efforts will be necessary as donor engagement increases.

Annex G: Key Stakeholders for Project Implementation Phase

1. Indonesia

1.1 Riau

Organization	Role / responsibility of organization and relevance to project
Government	
Direktorat Jenderal Perkebunan Kementerian Pertanian RI <i>(Directorate General of Estate Crops, Ministry of Agriculture)</i>	The Directorate General of Estate Crops under the Ministry of Agriculture is responsible for formulating and implementing policies and technical standardization in the plantation sector.
Badan Perencanaan dan Pembangunan Daerah (BAPPEDA) Riau Province <i>(Planning Agency – Riau Province)</i>	The agency is directly responsible to the Provincial Governor that simultaneously implements the Governor's role in regional planning and assesses the implementation of regional planning.
Dinas Kehutanan Riau Province <i>(Forestry Agency – Riau Province)</i>	The agency's main functions include the Utilization of Forest Resources Program, the Forest and Land Rehabilitation Program and the Protection and Conservation of Forest Resources Program.
Gabungan Pengusaha Kelapa Sawit Indonesia (GAPKI) <i>(Indonesian Palm Oil Association)</i>	GAPKI's 654 members hold around 3.66 million hectares, or more than 33%, of Indonesia's total area under oil palm cultivation, making GAPKI an important government partner in improving the Indonesian palm oil industry.
Dinas Perkebunan Riau Province <i>(Riau Province Estate Crops Agency)</i>	The agency's function and program is to increase production, productivity and the quality of food crops in order to achieve self-sufficiency and sustainable self-sufficiency, as well as improving the welfare of farmers.
Badan Lingkungan Hidup Riau Province <i>(Environmental Agency – Riau Province)</i>	The agency's main functions address pollution control, the destruction of the environment, natural resource conservation, the improvement of environmental quality, and access to information on natural resources and the environment.
Balai Besar Konservasi Sumber Daya Alam Riau Province <i>(Nature Conservation Agency – Riau Province)</i>	Housed under Ministry of Forestry and Environment, this institution is responsible for managing conservation areas in Riau Province.
Sekretaris Daerah Kabupaten Pelalawan	Regional secretary assigned to assist local leaders in Pelalawan District in formulating policies and coordinating local agencies and technical aspects.

<i>(Regional Secretary – Pelalawan)</i>	
Dinas Kehutanan dan Perkebunan Kabupaten Pelalawan <i>(Forestry and Estate Crops Agency – Pelalawan District)</i>	Agency responsible for implementing local government decisions in the forestry and plantation sectors, as well as government decentralization and assistance. To fulfill these responsibilities, the Agency prepares programs and regulations in the forestry and plantation sectors, formulates technical forestry and plantation policy and organizes and implements the protection of forests
Badan Penanaman Modal dan Pelayanan Perizinan Terpadu (BPMP2T) Kabupaten Pelalawan <i>(Investment and Licensing Agency – Pelalawan District)</i>	Agency responsible for coordinating and organizing administrative services in the field of investment and licensing to align with the principles of coordination, integration, synchronization, simplification, security and certainty.
Badan Pertanahan Nasional Kabupaten Pelalawan <i>(National Land Agency – Pelalawan District)</i>	Carrying out government duties in the land sector of national, regional and sectoral accordance with the provisions of the legislation.
NGO/CSO	
Asosiasi Petani Kelapa Sawit Indonesia (APKASINDO) <i>(Indonesia Oil Palm Farmer Association)</i>	This organization's roles are to help farmers become more independent and professional in relation with the companies (such as mills) further up the supply chain and to act as a bridge for building stronger relationships between farmers, entrepreneurs and Government.
WWF Indonesia – Riau Province	Conservation NGO involved in the IAP project under the Responsible Demand child project.

1.2 North Sumatra

Organization	Role / responsibility of organization and relevance to project
Government	
Badan Lingkungan Hidup Propinsi Sumatra Utara <i>(Environmental Agency – North Sumatra Province)</i>	The agency's main functions address pollution control, the destruction of the environment, natural resource conservation, the improvement of environmental quality, and access to information on natural resources and the environment.
Dinas Kehutanan Propinsi Sumatra Utara <i>(Forestry Agency – North Sumatra Province)</i>	The Agency's main functions include the Utilization of Forest Resources Program, the Forest and Land Rehabilitation Program and the Protection and Conservation of Forest Resources Program.
Dinas Perkebunan Propinsi Sumatra Utara <i>(Estate Crops Agency – North Sumatra Province)</i>	The Estate Crops Agency is responsible for local and provincial government affairs and providing guidance, especially to smallholders, in relation to production, protection, farming estates and business facilities.

Gabungan Pengusaha Kelapa Sawit Indonesia <i>(Indonesian Palm Oil Association)</i>	As a government partner, GAPKI provides input in the formulation of government policies related to the palm oil industry. With this partnership, GAPKI will continue to work with the government to improve the competitiveness of Indonesian palm oil business in the international market.
Sekretariat Bersama (Sekber) <i>(Oil Palm Stakeholder Task Force)</i>	This task force for sustainable palm oil is responsible for promoting the ISPO and RSPO standards to companies and smallholders
Badan Lingkungan Hidup Kabupaten Tapanuli Selatan <i>(Environmental Agency – South Tapanuli District)</i>	The agency's main functions address pollution control, the destruction of the environment, natural resource conservation, the improvement of environmental quality, and access to information on natural resources and the environment.
Dinas Perkebunan dan Peternakan Kabupaten Tapanuli Selatan <i>(Estate Crops and Livestock Agency – South Tapanuli District)</i>	This agency is tasked with carrying out the local and district government affairs relating to plantation production, livestock production, agriculture and infrastructure.
Sekretaris Daerah Kabupaten Tapanuli Selatan <i>(Regional Secretary, Tapanuli Selatan District)</i>	Regional secretary assigned to assist local leaders in Tapanuli District in formulating policies and coordinating local agencies and technical aspects.
Kecamatan Muara Batang Toru <i>(Muara Batang Toru Sub-District)</i>	Sub-Districts function to improve the coordination of governance, public services, and villager empowerment.
Kecamatan Angkola Sangkunur <i>(Angkola Sangkunur Sub-District)</i>	Sub-Districts function to improve the coordination of governance, public services, and villager empowerment.
Kecamatan Angkola Selatan <i>(South Angkola Sub-District)</i>	Sub-Districts function to improve the coordination of governance, public services, and villager empowerment.
Badan Lingkungan Hidup Kabupaten Tapanuli Selatan <i>(Environmental Agency – South Tapanuli District)</i>	The agency's main functions address pollution control, the destruction of the environment, natural resource conservation, the improvement of environmental quality, and access to information on natural resources and the environment.
Dinas Perkebunan dan Peternakan Kabupaten Tapanuli Selatan <i>(Estate Crops and Livestock Agency – South Tapanuli District)</i>	This agency is tasked with carrying out the local and district government affairs relating to plantation production, livestock production, agriculture and infrastructure.

Sekretaris Daerah Kabupaten Tapanuli Selatan <i>(Regional Secretary, Tapanuli Selatan District)</i>	Regional secretary assigned to assist local leaders in Tapanuli District in formulating policies and coordinating local agencies and technical aspects.
Kecamatan Muara Batang Toru <i>(Muara Batang Toru Sub-District)</i>	Sub-Districts function to improve the coordination of governance, public services, and villager empowerment.
Kecamatan Angkola Sangkunur <i>(Angkola Sangkunur Sub-District)</i>	Sub-Districts function to improve the coordination of governance, public services, and villager empowerment.
Kecamatan Angkola Selatan <i>(South Angkola Sub-District)</i>	Sub-Districts function to improve the coordination of governance, public services, and villager empowerment.
Private Sector	
PT. Perkebunan Nusantara 2 <i>(State owned plantation)</i>	State owned plantation company active in the production and cultivation of oil palm.
PT. Perkebunan Nusantara 4 <i>(State owned plantation)</i>	State owned plantation company active in the production and cultivation of oil palm.
PT. Alam <i>(Privately owned plantation)</i>	Privately owned plantation company active in the production and cultivation of oil palm.
PT Electra Global <i>(Private Sector)</i>	-
PT Perkebunan Nusantara 3 <i>(State owned plantation company)</i>	State owned plantation company active in the production and cultivation of oil palm.
PT SKL <i>(Private Oil Palm Plantation Company)</i>	Privately owned plantation company active in the production and cultivation of oil palm.
NGO/CSO	
WWF Indonesia	Conservation NGO involved in the IAP project under the Responsible Demand child project.
Conservation International (CI)	Conservation NGO involved in the IAP project under the Support to Production child project and responsible for preparing site selection in North Sumatra
SPOI – UNDP	The UN Development Program is responsible for the Support to Production child project of IAP Project. The Sustainable Palm Oil Initiative (under Ministry of Agriculture) has also played a leading role in this a process.

2. Liberia

Organization	Role / responsibility of organization and relevance to project
Government	
Forest Development Authority (FDA)	Monitoring deforestation in the concession area and supporting land use planning/ decision making processes in the landscape
Ministry of Agriculture (MOA)	Ensure compliance with RSPO standards and supporting good agricultural practices/ intensification on land under production
Environmental Protection Agency (EPA)	Ensure compliance with national ESIA requirements and support land use planning/ decision making processes in the landscape
Private Sector	
Sime Darby	Support interventions in the landscape that reduce deforestation associated with oil palm production in Western Liberia
NGOs/CBOs	
Conservation International	Lead implementation of all project activities in the landscape in Western Liberia and support coordination of all major project partners
Solidaridad	Support commercial producers and subsistence farmers to achieve good agricultural practices/ intensification on land under production.
Proforest	Support the project to ensure that land use decision making will meet conservation/ sustainability objectives
Fauna and Flora International (FFI)	Support the project to ensure that land use decision making will meet conservation objectives
Sustainable Development Institute	Ensure compliance with internationally recognised FPIC processes

ANNEX H: SOCIAL AND ENVIRONMENTAL SCREENING TEMPLATE: LIBERIA

Project Information

Project Information	
1. Project Title	Reducing Deforestation from Commodity Production
2. Project Number	PIMS 5664
3. Location (Global/Region/Country)	Liberia

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

To ensure that our work respects the rights and voices of communities and individuals, this project will utilize a “rights-based approach” (RBA.) RBA is an approach to conservation that promotes and integrates human rights into conservation policy and practice by emphasizing the positive connections between conservation and the rights of people to secure their livelihoods, enjoy healthy and productive environments, and live with dignity. The Right’s Based Approach recognizes that respecting human rights is an integral part of successful conservation, and emphasizes community rights to choose and shape conservation and development projects that affect them. CI’s RBA includes principles, policies, guidelines, tools, and practical examples to guide the organization, ensuring that we respect human rights in all of our work.

Although the project will not “*work in lands or territories traditionally owned, customarily used, or occupied by indigenous peoples,*” the Project Management team will ensure that activities in this project embody the principle of Free, Prior and Informed Consent (FPIC). The principle of FPIC refers to the right of indigenous peoples to give or withhold their consent for any action that would affect their lands, territories or rights, as recognized in the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). While FPIC is the right of indigenous peoples alone under international law, the principles underlying it are generally considered to be a good guideline for engaging any community or group of local stakeholders.

For the potential restriction of access to and use of natural resources as a result of land-use planning or Conservation Agreements, the Project team has prepared a “Process Framework” that describes the nature of the restrictions, the participatory process by which project components will be prepared, criteria by which displaced persons are eligible, measures to restore livelihoods and the means by which any conflicts would be resolved. A plan may also be developed during implementation providing more detail on the arrangements to assist affected persons to improve or restore their livelihoods.

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

A Gender Mainstreaming Strategy and Action Plan will be developed ensure the mainstreaming of gender issues throughout the project. The objective of this gender mainstreaming plan is to outline specific actions that will be taken within the project to ensure that both men and women have the opportunity to equally

participate in, and benefit from, the project. Along with the stakeholder engagement plan, this plan is part of the project's commitment to equitable stakeholder participation. The plan takes into account that project activities cover a range of operational scales from communities to global agendas with components that fund field based implementation and broader knowledge management and capacity building. Gender implications and considerations will be different within each of the project components in this project.

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

The primary objective of this project is to ensure that the production of palm oil in Liberia is environmentally sustainable.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i>	QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i>			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)?
<i>Risk Description</i>	<i>Impact and Probability (1-5)</i>	<i>Significance (Low, Moderate, High)</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>
Risk 1: There may not be interest from local communities to engage in community Conservation Agreements	I = 2 P = 2	Low		The project will demonstrate through strong community engagement that the environmental, social and economic benefits of Conservation Agreements have the potential for sustained impact over time. The project will demonstrate that the livelihood benefits associated with Conservation Agreements are determined together with communities and respond to local needs and priorities. The project will achieve this through numerous community

				meetings and workshops. CI has implemented Conservation Agreements in many countries including Liberia and the lessons learned from this experience will be utilized in this project.
Risk 2: A resurgence of the Ebola virus in Liberia	I = 5 P = 2	Medium		Whilst the Ebola epidemic has subsided and all but disappeared in the West African region, there remains a risk that Ebola could reappear in Liberia. CI will work with all stakeholders to ensure the safety of those affected by this project. The Project Management team will ensure that strict hygiene procedures are maintained in the field and that there is continued awareness on Ebola and its impact among stakeholders.
Risk 3: Restriction of access to natural resources	I = 3 P = 3	Medium		For the potential restriction of access to and use of natural resources as a result of land-use planning or Conservation Agreements, the Project team has prepared a "Process Framework" that describes the nature of the restrictions, the participatory process by which project components will be prepared, criteria by which displaced persons are eligible, measures to restore livelihoods and the means by which any conflicts would be resolved. A plan may also be developed during implementation providing more detail on the arrangements to assist affected persons to improve or restore their livelihoods.
Risk 4: Conflict in Liberia	I = 5 P = 1	Low		It has been over 14 years since civil conflict ended in Liberia. Whilst the risk of conflict remains low, upcoming national elections in 2017 may result in some unrest in local communities. CI will ensure that actions taken in the project do not

				exacerbate potentially volatile situations in local communities. The Stakeholder Engagement Plan and Process Framework for Restriction of Access to Natural Resources in this document are important tools that will help mitigate against the risk of conflict in this project.
Risk 5: Lack of capacity within government agencies to take on conservation work	I = 3 P = 4	Low		While a recognized risk, the project will focus heavily on building the capacities within key government agencies to support monitoring and law enforcement.
Risk 6: Lack of sufficient political in the Ministry of Agriculture to support conservation of primary forest in major palm oil concessions	I = 4 P = 2	Medium		There is already political will from various government agencies, the challenge however will be to ensure full commitment from the Ministry of Agriculture who want to ensure that Sime Darby maximize production in their allotted concession area. This project will work directly with the Ministry of Agriculture to build up their knowledge and ensure that there is a clear understanding of the international commitment that companies such as Sime Darby have made in order to meet 'No deforestation' pledges.
	QUESTION 4: What is the overall Project risk categorization?			
	Select one (see SESP for guidance)		Comments	
	Low Risk	☒	Whilst there are some risks, the project has already developed a number of mitigation strategies to manage risks including a stakeholder engagement plan, gender mainstreaming plan and Process Framework to address any potential restriction of action to natural resources	
	Moderate Risk	☐		
	High Risk	☐		

QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?		
Check all that apply		Comments
Principle 1: Human Rights	X	As stated above, this project will utilize a “rights-based approach” (RBA.) RBA is an approach to conservation that promotes and integrates human rights into conservation policy and practice.
Principle 2: Gender Equality and Women’s Empowerment	X	As stated above, a Gender Mainstreaming Strategy and Action Plan will be developed to ensure the mainstreaming of gender issues throughout the project.
1. Biodiversity Conservation and Natural Resource Management	☐	
2. Climate Change Mitigation and Adaptation	☐	
3. Community Health, Safety and Working Conditions	☐	
4. Cultural Heritage	☐	
5. Displacement and Resettlement	☐	
6. Indigenous Peoples	☐	
7. Pollution Prevention and Resource Efficiency	☐	

Final Sign Off

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

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks	
Principles 1: Human Rights	Answer (Yes/No)
1. Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
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? ⁶⁹	No
3. Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4. Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6. Is there a risk that rights-holders do not have the capacity to claim their rights?	Yes
7. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8. Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment	
1. Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
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?	No
3. Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No

⁶⁹ 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.

4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	Yes
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area?	No

	<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>	
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ⁷⁰ greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No

⁷⁰ In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

3.7	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?	No
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)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions? ⁷¹	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	Yes
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No

⁷¹ 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.

6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is “yes” the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	No
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?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
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>	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

ANNEX H: SOCIAL AND ENVIRONMENTAL SCREENING TEMPLATE: INDONESIA

Project Information

Project Information	
4. Project Title	Reducing deforestation from commodity production
5. Project Number	PIMS 5995
6. Location (Global/Region/Country)	Indonesia

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

In coordination with the Commodities Integrated Approach, the “Support to Reduced Deforestation Commodity Production Project” seeks to turn the sustainable production of key commodities from niche and specialized operations to the norm in each commodity sector. The Program’s overall objective is to reduce the global impacts of agriculture commodities on GHG emissions and biodiversity by meeting the growing demand of palm oil, soy and beef through supply that does not lead to deforestation and related GHG emissions. Specifically, the production project will encourage sustainable practices for oil palm and beef production while conserving forests and safeguarding the rights of smallholder farmers and forest-dependent communities.

Project oversight is provided by UNDP Country Office Indonesia, which is responsible to ensure that UNDP’s global policies for the application of human rights based approaches are integrated into its projects and programmes, including considerations with regard to gender equality and the engagement and protection of the rights of indigenous and local peoples. UNDP Indonesia will therefore ensure that the procedures followed during project implementation adhere to these UNDP global policies, as well as Indonesia’s government requirements. To this end, during project preparation all key stakeholders at national, and sub-national levels will be consulted appropriately. Opportunity will be given to key stakeholders to comment on project design and plan. Verbal agreement of sub national government as well as local communities will be obtained. Specific concerns regarding gender equality and the access of ILCs to natural resources and appropriate land uses will be identified in the risk assessment and mitigation measures included to address any issues arising. The project M&E system, including demonstration project management committees and the project board, will provide oversight for project implementation, including decisions required on any human rights issues arising from project implementation.

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

The project will include gender-disaggregated indicators on learning on gender mainstreaming and representation or level of learning by women in training and capacity building efforts. The project will also involve the woman participation in every stages.

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

The project will help mainstream sustainable commodity production practices in the target landscapes, influencing production across the entire sector and improving the sustainability of project impacts over the long term. In the target landscapes, the project will contribute to the development of spatial plans aimed at ensuring commodity production and expansion within appropriate areas, as well as the reduction and eventual elimination of deforestation associated with commodity expansion.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i>	QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i>			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)?
Risk Description	Impact and Probability (1-5)	Significance (Low, Moderate, High)	Comments	Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.
Risk 1: human rights concerns regarding the Project during the stakeholder engagement process	I = 2 P = 2	Low		
Risk 2: violence to project-affected communities and individuals	I = 2 P = 2	Low		
Risk 3: involve harvesting of natural forests, plantation development, or reforestation	I = 3 P = 2	Moderate		Follow the Indonesia environmental standard
Risk 4: extraction, diversion or containment of surface or ground water	I = 3 P = 2	Moderate		Follow the Indonesia environmental standard
Risk 5: generate potential adverse transboundary or global environmental concern	I = 3 P = 2	Moderate		Follow the Indonesia environmental standard

Risk 6: secondary or consequential development activities which could lead to adverse social and environmental effects	I = 2 P = 2	Low		
Risk 7: possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources	I = 3 P = 3	Moderate		Follow the land classification by National Land Agency (BPN)
Risk 8: potentially result in the generation of waste (both hazardous and non-hazardous)	I = 2 P = 2	Low		
Risk 9: potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials	I = 2 P = 2	Low		
Risk 10: Project involve the application of pesticides that may have a negative effect on the environment or human health	I = 3 P = 3	Moderate		Follow the best practice and standard use the Pesticides released by Ministry of Agriculture
	QUESTION 4: What is the overall Project risk categorization?			
	Select one (see SESP for guidance)			Comments
	Low Risk	☐		
	Moderate Risk	☐		
	High Risk	☐		
	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?			
	Check all that apply			Comments
	Principle 1: Human Rights	☐		
	Principle 2: Gender Equality and Women's Empowerment	☐		
	1. Biodiversity Conservation and Natural Resource Management	☒		
	2. Climate Change Mitigation and Adaptation	☐		
	3. Community Health, Safety and Working Conditions	☐		
	4. Cultural Heritage	☐		

	5. Displacement and Resettlement	☐	
		X	
	6. Indigenous Peoples	☐	
	7. Pollution Prevention and Resource Efficiency	☐	
		X	

Final Sign Off

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

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks	
Principles 1: Human Rights	Answer (Yes/No)
1. Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
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? ⁷²	No
3. Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4. Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6. Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	Yes
8. Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	Yes
Principle 2: Gender Equality and Women's Empowerment	
1. Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
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?	No
3. Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No

⁷² 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.

4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	Yes
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	Yes
1.4	Would Project activities pose risks to endangered species?	Yes
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	Yes
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	Yes
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	Yes
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate</i>	Yes

	<i>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>	
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ⁷³ greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No

⁷³ In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

3.8	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)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions? ⁷⁴	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	Yes
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)?	No

⁷⁴ 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.

	<i>If the answer to the screening question 6.3 is “yes” the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	
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?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	Yes
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	Yes
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	Yes
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

Annex I: Target Landscape Profiles

Indonesia

Characteristic	North Sumatera Province	West Kalimantan Province	Riau Province
Location	- Province of North Sumatera - District of South Tapanuli	- Province of West Kalimantan - District of Sintang	- Province of Riau - District of Pelalawan
Landscape surface area	- Province of North Sumatera has a total area of 181,860 km². - District of South Tapanuli is divided into 14 Sub District and 212 villages. The largest sub district is Saipar Dolok Hole, which has a total area of 47,303 ha.	The District of Sintang District is the third largest in West Kalimantan after Ketapang and Kapuas Hulu. Sintang District has an area of 21.635 Km² (2.16 million ha) and is divided into 287 villages and 14 sub-districts. The largest sub-district is Ambalau (6.386,40 km² or 29,52%) and the smallest sub-district is Sintang (277,05 km² or 1,28%).	- Province of Riau has a total area of 87,023.66 km² - Pelawan District consists of 12 sub districts. The largest sub district is Teluk Meranti, covering 391,140 ha of area.
Key characteristics (bio-physical)	- Altitude of North Sumatera ranges from sea level to 2,200 meters ASL, divided in three topographic categories: the relatively flat east, the centre (undulating to hilly) and the west (undulating). The mix of altitude range and high slopes in the centre and west can impose considerable limitations of productivity potential and suitability for different agricultural commodities in various areas. - Climate is strongly influenced by the Barisan Mountain Range and climate seasonality (i.e. distinction between wet and dry seasons) is generally less defined in Sumatera than in Java and other areas of Indonesia: the dry season usually occurs between June and September and the rainy season occurs between November to March.	- Sintang is located in the province of West Kalimantan with a total area of 2,163,500 ha and exhibits a mostly hilly (low montane) landscape. The hilly areas are between 1,170 to 2,278 m above sea level and comprises of about 63% of the district area (mostly in Serawai and Ambalau sub-districts). About 37% of the district is considered flat. West Kalimantan is located between the Kalingkang/Kapuas Hulu mountains to the north and the Schwaner mountains to the south. - Of the total district area, 47% (1,022,968 ha) is dry land mix farming, followed by secondary dry land forest (23.55% or 509,547 ha) and primary dry land forest (18.7% or 403,945 ha). - The rest consists of agricultural plantations, bushes, secondary swamp forest, open areas, swamp bushes, forestry plantations, mining and dry land agriculture land. The forest area	- Riau hosts some of the most biodiverse ecosystems on Earth and unique species such as the critically endangered Sumatran tigers and endangered Sumateran elephants. - Comparative studies found Riau's Tesso Nilo dry lowland forest to have the highest vascular plant diversity among 1,800 tropical forest survey plots studied on all continents, and higher diversities than other Sumateran and Indonesian forests. - In mapping out its priority conservation regions across the world, WWF included dry lowland and peatland forests in Riau as the <i>Sumateran Islands Lowland and Montane Forests</i> and <i>Sundaland Rivers and Swamps</i> of its Global 200 priority ecoregions.

Characteristic	North Sumatera Province	West Kalimantan Province	Riau Province
		includes Bukit Baka National Park (181,000 ha), a location within the Heart of Borneo. • Sintang District has a wet tropical climate, with average rainfall of 249 mm/month with the average rainy days of 17 days/month. The peak months for precipitation are between January and October. • The average temperature of Sintang District ranges between 26 and 27 degrees Celsius and the average humidity is between 80% and 90%. • Sintang District is characterised by two major rivers namely the Kapuas and Melawi rivers and two small rivers. The small rivers are Ketungau and Kayan, and they are tributaries of Kapuas and Melawi respectively.	

Characteristic	North Sumatera Province	West Kalimantan Province	Riau Province
Socio-economic aspects/main land uses	- Regional Gross Domestic Product (RGDP) for North Sumatera at Current Market Prices in 2013 was 403.93 trillion rupiahs (RPJMD 2013). It is strongly influenced by three main sectors: agriculture (30%), manufacturing (30%) and trade/hotels/restaurants (27%), representing a diversified economy. Agriculture sector includes forestry, but its contribution as a sub-sector cannot be disaggregated using available data. - Palm Oil, rubber and coffee play a crucial role in the agricultural sector. North Sumatera produces around 4 Million tons of Crude Palm Oil (CPO), making it the second largest producer of CPO in Indonesia after Riau (7 Million tons) (BPS 2014). The province is the second largest producer of rubber in the nation with an annual production 400,000 tons per annum second only to South Sumatera at around 900,000 tons (BPS 2014). Despite the prominent role that North Sumatera plays in the agriculture sector, yields for plantation commodities vary according to the producer groups and jurisdiction available.	- The main plantation crops in Sintang are rubber and palm oil. To increase the production of this crops through Perkebunan Inti Rakyat (Plasma farm) and Perkebunan Swadaya (Independent smallholder). - Palm oil production in Sintang District in 2013 amount 739,119.92 ton with area productive 51,374.21 ha. There is still immature palm oil plantation around 66,414.68 ha. - There are 11,288 plasma farmer palm oil plantations with the planted area 28,929.39 ha in 2012. - Banking policies do not support smallholders' credit needs - Mills' buying standard is high. Smallholders have difficulty achieving these standards. - Plasma farmers get higher prices than independent farmers because of the quality of their product. - Independent farmer have difficulty getting technical and financial assistance because of the uncertain legal status of their land (no land certificate).	- Riau is the largest producer of CPO in Indonesia (7 million tons in 2014) - Riau is currently one of the richest provinces in Indonesia and is rich in natural resources, particularly petroleum, natural gas, rubber, palm oil and forest plantations. Extensive logging and plantation development in has led to a massive decline in forest cover in Riau, and associated fires have contributed to haze across the larger region. - The economy of Riau expands faster (8.66% in 2006) than the Indonesian average (6.04% in 2006), and is largely a resource-based economy, including crude oil (600,000 bpd), palm oil, rubber trees and other forest products.

Characteristic	North Sumatera Province	West Kalimantan Province	Riau Province
Key stakeholders	• Ministry of Agriculture • Ministry of Environment and Forestry • National Land Agency • Provincial Forest Service • Provincial Estate-Crop Office • District Forest Service • District Estate-Crop Office • Palm Oil Mill and Plantation Companies • Indonesia Oil Palm Farmer Association (APKASINDO)	• Ministry of Agriculture • Ministry of Environment and Forestry • National Land Agency • Provincial Forest Service • Provincial Estate-Crop Office • District Forest and Estate-Crop Office • Indonesian Oil Palm Farmer Association (APKASINDO) • Palm Oil Mill and Plantation Companies • West Kalimantan Development Bank	• Ministry of Agriculture • Ministry of Environment and Forestry • National Land Agency • Provincial Forest Service • Provincial Estate-Crop Office • District Forest and Estate-Crop Office • UNDP • Indonesian Sustainable Palm Oil (ISPO) • DINAS
Presence of Protected Areas (PA) and Indigenous Communities	• North Sumatera, with a forest cover of 3.9 Million ha, has the most forests in Sumatera after the province of Aceh (4 Million ha). These forests are home to 2 distinct populations of the Sumateran Orangutan and tiger, linked to the Leuser Ecosystem in the north, and the Batang Toru Forest Ecosystem (BTFE) in the south. The BTFE is prone to significant habitat fragmentation and this unique habitat that supports a number of species (including tigers, orangutans and tapirs) is under considerable risk as it doesn't have the same level of protection and resources compared to the Leuser ecosystem.	• The forest areas of Bukit Baka-Bukit Raya National Park are dominated by the peaks of the Schwaner range, which supports a mountainous tropical rain forest ecosystem. The surrounding area is potentially threatened by palm oil expansion.	• Giam Siak Kecil – Bukit Batu Biosphere Reserve, Indonesia, is a peatland area in Sumatera featuring sustainable timber production and two wildlife reserves, which are home to the Sumateran tiger, Sumateran elephant, Malayan tapir, and Malayan sun bear. Research activities in the biosphere include the monitoring of flagship species and in-depth study on peatland ecology. Initial studies indicate a real potential for sustainable economic development using native flora and fauna for the economic benefit of local inhabitants. • Cagar Biosfer Giam Siak Kecil Bukit Batu (CB-GSK-BB) is one of seven Biosphere Reserves in Indonesia. They are located in two areas of Riau Province, Bengkalis and Siak. CB-GSK-BB is a trial presented by Riau at the 21st Session of the International Coordinating Council of

Characteristic	North Sumatera Province	West Kalimantan Province	Riau Province
			Man and the Biosphere (UNESCO) in Jeju, South Korea, on 26 May 2009. CB-GSK-BB is one of 22 proposed locations in 17 countries accepted as reserves for the year. A Biosphere Reserve is the only internationally recognised concept of environmental conservation and cultivation. Thus the supervision and development of CB-GSK-BB is a worldwide concern at a regional level. • CB-GSK-BB is a unique type of Peat Swamp Forest in the Kampar Peninsula Peat Forest (with a small area of swamp). Another peculiarity is that the CB-GSK-BB was initiated by private parties in co-operation with the government through BBKSDA (The Centre for the Conservation of Natural Resources), including the Sinar Mas Group, owning the largest paper and pulp company in Indonesia.
Main threats to biodiversity and ecosystem integrity	• Data shows that Mandailing Natal, Langkat and South Tapanuli are the three regencies with the biggest forest areas in North Sumatera province. They are connected to a forest corridor of Batang Gadis National Park and Batang Toru protected forest. However, the KBA forest is threatened by deforestation and degradation. The expansion of oil palm plantations is a key driver.	• Contradictory regulations about sustainability. In this context of financial institution to continue give a loan for palm oil without consider the ISPO or RSPO.	• Deforestation and forest degradation in Riau have been driven by various parties using destructive logging and forest clearance – both illegal and legal – for development of settlements, infrastructure, agriculture, etc. Most significant drivers of forest conversion are the rapidly expanding pulp & paper and palm oil industries. Between 1982 and 2007, these two industries replaced ca. 2 million hectares of natural forest in Riau. • Often farming in isolated areas and with little regulatory oversight, smallholders (up to 25 hectares is considered a smallholding) in Riau frequently lack

Characteristic	North Sumatera Province	West Kalimantan Province	Riau Province
			agricultural know-how so are less productive compared to larger companies, leading to pressure to clear forests, use chemicals and engage in environmentally unsustainable agricultural practices to grow oil palm. These farmers are also less likely to be integrated into the global supply chain, and so lose out financially and technically.
Potential for up-scaling	• High	• High	• High
Other aspects	• The province of North Sumatera and the district of South Tapanuli currently have Memorandums of Understanding with Conservation International (CI), an IAP implementation partner. CI is also working with government agencies and local partners to provide training to small holder farmers and local agricultural extension workers. • The province, with support from CI, has established a Joint Secretariat for Sustainable Palm Oil (JSSPO), which provides a platform for government and private sector engagement. This forum is managed by the regional environmental agency under a decree from the governor. The main aim of the secretariat is to encourage uptake of sustainable agricultural practices and reduce environmental impacts, including on forests.	• UNDP and Solidaridad have joined forces to assist the Indonesia Palm Oil Platform (INPOP) in its effort to establish provincial platforms. The local platforms, led by regional government representatives, will support the implementation of INPOP's national action plan and initiatives, which include the training of smallholders in good agricultural practices, forest conservation and mapping as well as accelerating ISPO certification of smallholders.	• The Indonesian Ministry of Agriculture and UNDP began the process of pilot project to develop guidelines for smallholder certification using the Indonesian Sustainable Palm Oil (ISPO) system with a baseline data derived from six palm oil cooperatives, representing a total of 2,200 farmers, in Riau province on Sumatera island, a key palm oil producing area in Indonesia, in February of 2015. A total of 500 smallholders were trained for ISPO certification, in which 30 persons were, in addition, trained to become the trainer for ISPO certification process. Furthermore, out of 30 persons, 17 people were selected to function the group's ICS. • UNDP and Solidaridad have joined forces to assist the Indonesia Palm Oil Platform (INPOP) in its effort to establish provincial platforms. The local platforms, led by regional government representatives, will support the implementation of INPOP's national action plan and initiatives, which include the training of smallholders in good agricultural practices, forest conservation

Characteristic	North Sumatera Province	West Kalimantan Province	Riau Province
			and mapping as well as accelerating ISPO certification of smallholders.

Liberia

Characteristic	Western Liberia
Location	Western Liberia (Grand Cape Mount, Bomi, Bong, and Gbarpolu counties)
Landscape surface area	The landscape covers 220,000 hectares and includes forest-dependent communities, high biodiversity value forest and competing natural resource interests such as logging and mining.
Key characteristics (bio-physical)	Liberian forests in the West of the country are characterised by high deciduous forests in the more mountainous areas, rainforest in the inland hills and plains, and evergreen coastal regions with areas of mangrove. The tropical climate gives high temperatures all-year round (roughly 27 °C), relative humidity of 65-80%, and heavy rainfall, especially in coastal regions with 3,500-4,600 mm. The rainy season lasts from May to October and leaves the region in water surplus for 5–8 months. Western Liberia is home to a significant number of Key Biodiversity Areas (KBAs). These biodiversity hotspots are priorities for global conservation efforts and home to a number of endemic genera, including the rare pygmy hippopotamus, the Liberian mongoose, forest elephants and chimpanzees. The flora in Liberia is closely related to flora of central Africa however Liberia has high levels of local endemism at the species level.
Socio-economic aspects/main land uses	Commercial and subsistence agriculture The major crops across Grand Cape Mount, Bomi, Bong, and Gbarpolu counties are natural rubber, rice, cassava bananas and palm oil. Commercial agriculture, particularly palm oil production, is still at a very nascent stage. Many people continue to rely on subsistence agriculture that is low in productivity and results in clearing of natural forest along the coast. The use of modern technology is limited. Slash-and-burn farming, where forest lands are cleared and burned, is still the primary production system. The West of Liberia contains several thousand traditional smallholder oil palm producers that could partner with palm oil companies. Logging There is a major logging concession, or Forest Management Contract (FMC), lying directly adjacent to the Sime Darby concession. In spite of the economic potential, there is often a lack of benefits accruing to communities from commercial forestry.
Key productive stakeholders	Sime Darby Oil Palm Plantation Company Forest Development Authority (FDA) Ministry of Agriculture (MOA) Environmental Protection Agency (EPA)

Characteristic	Western Liberia
	Ministry of Internal Affairs Conservation International Solidaridad Proforest Fauna and Flora International (FFI) Birdlife International
Presence of Protected Areas (PA) and Indigenous Communities	One proposed protected (KPO mountains) and one officially gazetted protected area (Lake Piso Multiple Use Reserve) share a border with the Sime Darby concession and another two protected areas lie in close proximity (Gola Protected area and Bong mountain.) There aren't any communities in the area described as indigenous.
Main threats to biodiversity and ecosystem integrity	Expansion of commercial palm oil production represents the main threat to biodiversity and ecosystem integrity in Western Liberia. The potential for conflict between pending oil palm plantation concessions and closed canopy natural forest is significant. At least 50% of the total concession area is covered by dense forests with more than 40% tree canopy density. Subsistence agricultural, that is low in productivity and results in clearing of natural forest, is also a major threat. Slash-and-burn farming, where forest lands are cleared and burned, is still the primary production system. Land should be allowed to regenerate but pressure from burgeoning populations often decreases the fallow period and can lead to permanent loss of forest cover in the landscape. Unsustainable harvesting of natural resources is a significant threat to biodiversity and ecosystem integrity in Western Liberia. Demand for food, energy and building materials is leading to over exploitation of natural resources in and around major urban settlements. Charcoal production still remains the dominant source of cooking and heating energy for 80% of households in Sub Saharan and this is no different in Liberia where over 95% of the urban population uses charcoal. Demand for charcoal is driving deforestation and forest degradation in forested areas. Although fish is the main protein source, bush meat comes second, comprising about 75% of animal protein consumed in the country. Whilst there is rareness of data related to the harvesting rates of bush meat in Liberia, growing demand and the bush meat trade constitute a threat for the conservation of biodiversity.
Potential for up-scaling	High

Annex J: UNDP Risk Log

OFFLINE RISK LOG

(see [Deliverable Description](#) for the Risk Log regarding its purpose and use)

Project Title: Reducing Deforestation from Commodity Production	Award ID: 00098209	Date: 30 July 2016
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update
1	Inter-dependencies between components in the production project and those of the demand, transactions and adaptive management and learning projects cause significant delays and inconsistencies in implementation.	July 2016	Operational	Failure to provide this level of coordination may result in disparate and inept implementation of activities and programs, which could greatly diminish the uptake and impact of the project. P = 2 I = 2	The project design has systematically identified linkages and inter-dependencies among individual components of this production project and between these components and those of the other IAP projects. These analyses will be further elaborated during the inception phase and will form the basis for an IAP co-ordination plan to be led by the adaptive management and learning project. Co-ordination efforts will take place within target countries as well as at global level. This issue will be prioritized as it is a fundamental element of the success of the IAP approach.	IAs Partners PCU	July 2016, PPG team	July 2016
2	Stakeholder willingness to commit to changes in policies and practices	July 2016	Political	Failure to obtain buy-in from critical project stakeholders will limit the	Based on a set of pragmatic considerations, the project design ensures key stakeholder incentives, including financial, social and health factors, are well aligned with project activities to encourage the uptake of sustainable	COs	July 2016, PPG team	July 2016

	depends on a complex set of political and economic factors linked to self interest			project's long term sustainability, lead to continued deforestation and environmental degradation and diminish the reproducibility of project of activities, policies, and practices beyond the target landscapes P = 3 I = 3	production practices. Adaptive management efforts will include review and updating of assumptions in this regard as part of its lesson learning approach.			
3	Government officials may perceive environmental degradation as a necessary cost of pursuing economic development, leading to decisions that undermine efforts to reduce deforestation through the adoption of sustainable production practices.	July 2016	Political	This will have the effect that more sustainable production is reserved for export to advanced markets while emerging economies continue to have a higher risk supply base and lower environmental quality. P = 3 I = 3	The project is designed to emphasize the national benefits associated with reduced deforestation commodity production, as well as global benefits. Project activities ensure that key stakeholders, particularly those within government, maintain incentive structures that encourage the promotion of environmentally sustainable practices. The project will consider this aspect in its lesson learning and adaptive management elements.	COs	July 2016, PPG team	July 2016
4	Vagaries of world commodity markets and associated price changes, including those driven by the effects of climate change and sources of environmental degradation, may	July 2016	Financial	This will have the effect that more sustainable production is reserved for export to advanced markets while emerging economies continue	The project will incorporate a range of commodity price scenarios into its landscape-level planning work. It will likewise encourage Governments to take a holistic look at the impacts of demand-side interventions.	IAs Partners PCU	July 2016, PPG team	July 2016

	negate the project's assumptions and render some of its strategies sub-optimal. Government policies aimed at softening the impacts of global price changes on production (e.g. Indonesia's biodiesel mandate) further complicate the picture.			to have a higher risk supply base. P =3 I = 3				
5	Improved agricultural practices for the sustainable intensification of beef production may incentivize producers and government decision makers to exceed production increase targets through continued into forested areas.	July 2016	Strategic	This will have the effect of intensifying commodity production through project activities while maintaining or increasing deforestation rates, leading to overall greater commodity production and degraded environmental quality. P = 4 I = 3	The project will work with key stakeholders to foster greater appreciation for the value added by forested areas, especially HCV and HCS forests. By working with stakeholders to encourage the adoption of a comprehensive understanding of economic development, one that encompasses, for example, environmental services, and well aligned incentive structures within decision-making institutions, exceeding production increase targets through continued commodity expansion at the expense of forested areas will be less attractive to producers and decision makers.	IAs Partners PCU	July 2016, PPG team	July 2016
6	Activities to strengthen the sustainability of beef production in the target landscape may lead producers to relocate expansion plans to other areas due to regulatory leakage, leading to	July 2016	Regulatory	Failure to address regulatory leakage will mean the project will displace, rather than reduce, deforestation due to commodity expansion. P =4 I = 3	The project will co-ordinate sub-national activities with national-level stakeholders to reduce regulatory inconsistency in regards to production practice standards and protection of HCV/HCS forests. In addition, the project will emphasize the benefits of sustainable production practices for producers, including financial, social and health factors. These measures will make relocation of commodity expansion to areas outside of the target landscapes less attractive to producers.	IAs Partners PCU	July 2016, PPG team	July 2016

	higher rates of deforestation in those regions							
7	Weak demand growth for sustainable commodities, especially in domestic markets, may negate assumptions regarding the financial sustainability of project strategies.	July 2016	Financial	This will undermine the effectiveness of project activities, leading to diminished uptake of sustainable agricultural practices. P = 2 I = 3	The project will work in close coordination with the other CIAP program child projects, especially the Demand child project, to facilitate synergies between the two projects. By aligning activities to encourage sustainable production and activities to cultivate domestic and international demand for sustainable products, the CIAP program will ensure adequate financial sustainability for widespread adoption of sustainable production practices.	IAS Partners PCU	July 2016, PPG team	July 2016
8	Climate change and associated extreme events significantly affect agricultural production, leading to pressure to expand production and reducing support for setting aside high conservation value forests and for sustainably sourced commodities, undermining the ability of the IAP to achieve expected impacts	July 2016	Environmental	This will increase pressure on remaining forests. P = 2 I = 3	The IAP Program as a whole and the production project in particular have built in consideration of resilience into all aspects of their design and also ensured that proposed interventions are climate-proofed. The IAP is built on the premise that agricultural production is expected to significantly increase and the Program will work to ensure that the areas for expansion are carefully selected so that high carbon forests and biological corridors are not used. Spatial planning to be carried out through the production project—both in terms of proposed areas for expansion and for set-asides—will take into consideration climate scenarios. It should also be noted that the project focuses on reducing deforestation, thus contributing to climate change mitigation	IAS Partners PCU	July 2016, PPG team	July 2016