

# **A strategy for green and inclusive growth in West Papua**

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Proposal from

Government of West Papua, Indonesia

Prepared with support from

**Earth Innovation Institute and Yayasan Penelitian Inovasi Bumi**

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#### GENERAL INFORMATION

Applicant: Earth Innovation Institute (EII) and Yayasan Penelitian Inovasi Bumi (INOBU)

Jurisdiction: West Papua, Indonesia

Project Title: A strategy for green and inclusive growth in West Papua

Proposed Start Date: October 2018

Proposed duration: 18 months

Total request in USD: 337,219

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# 1. Rationale and Approach

## 1.1. Summary

West Papua is one of the very few of Indonesia's provinces sustaining the last large tracts of primary forest in Indonesia. Unfortunately, it is also one of the poorest provinces in the country. To close the inequality gap, the national government aims to boost economic development in West Papua, especially through infrastructure development. In contrast to the national agenda, on October 19, 2015, Governor Abaraham Ataruri and the provincial government announced its commitment to becoming a conservation province. This is a serious commitment, although there are two major challenges that may compromise this commitment. First, West Papua must find an alternative pathway to development as the province cannot remain poor if conservation efforts wish to succeed. Second, West Papua must address issues related to acknowledging and protecting indigenous peoples' rights to lands and forests. Traditionally, indigenous people have customary claims and de facto control over lands and forests, thus, every proposed land use activity should be consulted with indigenous people groups. Otherwise, industrial land uses controlled by outsiders will lead to conflicts among indigenous peoples and customary institutions in West Papua.

West Papua Province has made several other pledges and commitments related to low emission development. In 2012, the Government developed its REDD+ strategy under the supervision of the national government. Although this has provided the basis for REDD+, continual changes in the REDD+ institutional setting at the national level have inhibited implementation of the strategy. Learning from the past five years since the issuance of the strategy, it is clear that any strategy developed outside the government system (without being stipulated clearly in government regulations) will never be implemented. Any strategy developed should be integrated into government planning and budgeting to ensure implementation. To achieve this, civil servants should have the capacity to develop and implement climate related programs.

This proposal aims to support the development of a Strategy for Green and Inclusive Growth (GIG-S) for West Papua. The strategy includes: i) sustainable and small-scale production for a green and inclusive economy; ii) a plan to protect and manage the environment (RPPLH); and iii) implementation and business plan for a forest management unit in customary-owned forests. Financial support is needed to co-fund the development of the strategy and train provincial government officials to develop and implement the strategy. The GIG-S will use a multi-sectoral approach by working with the provincial planning agency as well as local investment board to ensure coordination and linkages with other sectors and activities.

## 1.2. Self-Assessment

West Papua Province was created in 2003 by splitting the province previously known as Papua into two provinces, with West Papua Province located in the western part of the island, in the Bird's Head Region. The Province consists of ten districts and one municipality, with a total area of 9.7 million hectares.<sup>1</sup> As one of the youngest provinces in Indonesia, West Papua is under pressure to accelerate socio-economic development. The poverty rate in West Papua is high, although declining. In September 2012, the poverty rate was estimated at 27 percent, or more than twice as high as the national average poverty rate that was 11.7 percent in the same year. The rural areas of West Papua are poorer than urban areas.<sup>2</sup> Although lagging behind in its socio-economic development, West Papua is one of few provinces with extensive native forests. The total forest cover in West Papua is approximately 90 percent of the total area, for a total of 8.9 million hectares (Figure 1). This figure includes all forest cover within state forests and non-forest areas.

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<sup>1</sup> *Papua Barat dalam Angka* (2012).

<sup>2</sup> *Papua Barat dalam Angka* (2012).

Both West Papua and Papua have Special Autonomy Status. As part of this, the provincial government is authorized to issue local regulations including regulating the authority of districts and municipalities within the province. Due to its autonomous status, Papua province also receives a special autonomy fund that can only be used for supporting indigenous Papuans. Due to their special status, both Papua and West Papua are allowed to issue special regulations that consider specific local conditions.

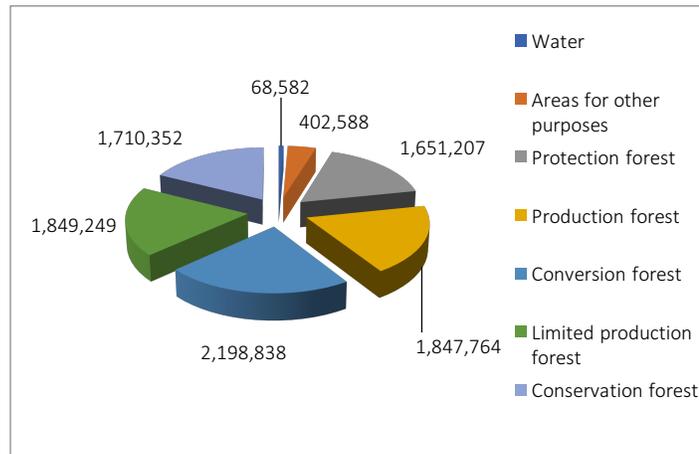
The provincial government has made several efforts for promoting sustainability, most notably the establishment of a Low Carbon Economic Development Task Force in West Papua in 2010. The central mandate of the task force was to produce the strategy for achieving low emission development in West Papua. The strategy, known as the Provincial Strategy and Action Plan (SRAP), was developed in 2012 and comprises the following actions:

- Reducing the conversion of forests within spatial plans;
- Reducing the total area for logging within logging concessions;
- Implementing reduced impact logging in forestry concessions;
- Rehabilitating forests and critical lands;
- Demarcating forest boundaries; and
- Developing community-based forest plantations and urban forests.

The SRAP document estimated the historical emissions due to deforestation and forest degradation were around 9.34 million tons CO<sub>2</sub>e/year. The FREL was set at 14.38 million tons CO<sub>2</sub>e/year. However, the methodology applied in the estimation of the FREL in West Papua was different than the national level methodology. The FREL in West Papua was calculated based on the forward-looking methodology and used 2000-2012 as the reference years. In the calculation, the expected emissions based on the implementation of RTRW was also included.

At the national level, the process of building the readiness to implement REDD+ accelerated since 2010, following the Letter of Intent between the Norwegian and Indonesian governments, in which the Norwegian government committed \$1 billion to support reducing deforestation in Indonesia. However, continuous changes in the institutions responsible for REDD+ have created a lot of uncertainty in REDD+ implementation. The REDD+ Task Force was created through a Presidential Decree 19/2010 which set specific targets to be achieved by June 2011. The Task Force main achievements include the moratorium of primary forest and peatland conversion through the issuance of Presidential Instruction 10/2011. The second Task Force was established in September 2011 with the issuance of Presidential Decree 25/2011. On January 22, 2013, Presidential Decree 5/2013 was issued to revise the Presidential Decree No. 25 of 2011, which set June 2013 as the end of the Task Force's term. Following the end of the second Task Force's term, Presidential Decree no. 62/2013 established the REDD+ Agency. The agency reported directly to the President and had authority similar to a national ministry. In 2015, the REDD+ Agency was abolished, based on Presidential Regulation 16/2015, and the roles of the agency were merged with the Directorate General of Climate Change at the Ministry of Environment and Forestry.

Figure 1 West Papua land use classification (Hectare)<sup>1</sup>



In 2014, the previous Governor Abraham Ataruri signed the Rio Branco Declaration (RBD). The signatories of the Rio Branco Declaration committed to reduce deforestation by 80% by 2020 if they received adequate, sufficient, and long-term performance-based funding. In 2016, Indonesia members have put together a work plan to implement declaration. West Papua has invited public and private investments to support the development of forest management units in the province.

Due to uncertainty related to REDD+ finances at the national level, provinces in Indonesia, including West Papua, have relied entirely on external support such as through the Governors' Climate and Forest Task Force (GCF) to fundraise. While the REDD+ process has slowed down, the efforts to reduce deforestation have shifted towards the framework of sustainable supply chain (SSC) initiatives. Many palm oil producing provinces have received support for these initiatives in their jurisdictions, however, West Papua has received less attention since it is not a major exporter of agricultural commodities.

In the years since the issuance of the SRAP, the most important lesson learned from the process is that a climate mitigation related strategy can only be implemented if it is integrated into the government system. The Indonesian government works based on a clearly regulated set of rules. For instance, the implementation of an activity, particularly financed by the government budget, should be included in the five year and annual planning documents. The process of developing the documents is clearly stipulated by Law 25/2004. When a climate mitigation strategy is well integrated into the planning documents, proposed activities can be implemented using domestic or external financial resources. The governments should also be responsible for reporting their achievement at the end of the term to their democratically elected parliaments. Hence, integrating the low emission development strategy into government regulations and planning and budget documents will ensure that changes at the national level regarding climate change will not disrupt the implementation of activities at the local level.

The new national decrees of the Ministry of Environment and Forestry issued in late 2017 on REDD+ Implementation provide opportunities for reviving dormant processes for building REDD+ readiness. In late 2017, several regulations were issued by the Ministry of Environment and Forestry on the implementation of climate mitigation actions, including REDD+. Ministerial Decree 70/2017 specifically stipulates the implementation of REDD+, including FREL, NRS, MRV, SIS and payments. The details of the NRS are further elaborated in Ministerial Decree 71/2017. MRV is discussed in detail in Ministerial Decree 72/2017, while the inventory of greenhouse gas emissions is regulated in Ministerial Decree 73/2017. Hence, the provincial governments should use this opportunity to increase their readiness for REDD+.

The Province of West Papua, as home to one of the last frontiers of Indonesian primary forests, but also with a high incidence of poverty, requires an alternative pathway to development that does not depend on forest clearing. The national government is committed to close the inequality gap between West Papua and other provinces in Indonesia. The increase in economic and infrastructure development has put the environment in West Papua at risk. A Strategy for Green and Inclusive Growth in West Papua is therefore required to ensure that development is not destructive to the environment and recognizes and protects the rights and institutions of indigenous Papuans. The proposed strategy will include the following elements:

1. Developing a Strategy for Green and Inclusive Growth (GIG-S) for West Papua – This strategy will integrate and align all strategies that have been developed previously for reducing deforestation and forest degradation. It should also integrate all pledges and commitments made by provincial and district government related to low emission development. The existing strategies will be compiled, refined, and adjusted according to expert advice and stakeholder feedback. The consultations will take place at the provincial level in Manokwari and adopt a cross-sectoral approach, including the planning and investment agencies, as well as specifically engaging with indigenous peoples' representative organizations (*Majelis Rakyat Papua*), women's organizations and youth groups. The consultations will be targeted and

facilitated to ensure that the perspectives of marginalized and vulnerable groups are fully integrated into the strategy. The strategy will consist of two major focal areas: 1) protecting standing forests within state forest areas; and 2) green and inclusive investment in areas classified as non-state forest areas. The strategy will then be registered with the National Registry System so it will qualify for performance-based payments once the national government finalizes the national REDD+ infrastructure. It will also include the safeguard information system and the monitoring reporting verification system.

2. Developing implementation and business plans for Forest Management Units (FMU) – In West Papua, there are 21 FMUs covering 5.4 million hectares, but, as yet, no FMUs have been properly established in the province. Approximately, 60 per cent of the total land area in Indonesia is classified as state forest, around half of which remains ungoverned. Almost 100 per cent of forests classified as protection forests, which are designated for the protection of important ecosystem services, are currently unmanaged by government agencies (Muttaqin, 2012). To address the absence of management institutions for Indonesia's forests, the Indonesian Government has pushed for the establishment of FMUs to ensure that all forests have a management entity. However, the progress in establishing FMUs has been slow, largely due to a lack of comprehensive mechanisms for clarifying land tenure and limited capacity for monitoring and implementing FMUs.

FMUs are crucial for ensuring that standing forests are protected from encroachment or other drivers of deforestation as the management of these areas is under the authority of the FMUs. Forest encroachment in areas that were supposed to be protected in West Papua from 2000 to 2013 accounted for 12.20 per cent of deforestation in the province. These figures would increase significantly if production and limited production forests were included in the analyses. The main cause of forest degradation in protected and conservation forests is illegal logging. The other causes of deforestation and degradation include unclear or unrecognized tenure and access rights, weak law enforcement, limited political will for managing the environment and forestry, and lack of compliance with spatial planning.

To address the aforementioned issues, a strategy to build the effectiveness of FMUs in managing forest resources is important. The strategy should include efforts to address land tenure issues with indigenous communities, resolve social conflicts, and enhance the livelihoods of people living within and surrounding forests. FMUs should have a sustainable business plan that combines finances from the government budget, private sector, international climate funds and other sources. A monitoring system should be developed to monitor the sustainability of forest resources.

3. Sustainable and small-scale production for a green and inclusive growth in West Papua. Many of Indonesia's islands have experienced large-scale land acquisitions for food and cash crop estates in state-owned lands. Agriculture and plantations can only legally be established in areas outside of state forests classified as land for other uses (*Areal Penggunaan Lain* or APL). Companies that intend to operate in state-owned lands should obtain necessary permits from different government levels. In West Papua, although many areas have been assigned for agricultural or mining activities, development has been slow due to the complexity of customary land tenure and conflicts between official and customary land classification schemes. As large-scale land acquisitions will disrupt customary land uses and livelihoods as well as the natural environment, an alternative pathway for economic development should be promoted where indigenous communities should be the main actor. This will require promoting small-scale productions of high-value commodities owned by indigenous people directly. The experience from wild and semi-wild nutmeg production in Fakfak and Kaimana districts sets a good precedent for such a model of economic development. Other nascent initiatives for commercializing small-scale sago production such as in South Sorong district could also be further developed.

West Papua has a high reliance on donor finance due to limited economic opportunities in the district. Without commercial commodity production, it cannot benefit from sustainable supply chain initiatives or

tap into private financing. Impact investors should be sought to fund sustainable and small-scale production of commodities such as nutmeg and sago among others. West Papua should also attempt to benefit from international climate finance by registering the proposed activities with the National Registry System for REDD+ despite the current uncertainty. This will put West Papua first in line to receive finance once the process at the national level is completed.

The project aims to increase technical skills of civil servants responsible for the development and implementation of the strategy through on-the-job training, where they will develop the document themselves. Civil servants will be partnered with international and national experts to carry out complex analysis and assessments. The emphasis on assisted “learning by doing” rather than solely training events is based on the cumulative experience of Earth Innovation and INOBU. From our past experience, we have found that assisted, on the job learning is far more effective and sustainable than classroom style training, and we are more likely to identify and overcome the challenges that civil servants face in their routine activities.

Earth Innovation Institute has been working in the Indonesian province of West Papua since 2013 to foster a transition to low-emission rural development, in parallel to its broader program in Indonesia and Latin America to facilitate similar transitions. The EII Indonesia program was institutionalized in January of 2015, with the establishment of the Indonesian non-profit organization, Yayasan Penelitian Inovasi Bumi (INOBU), which is now the sister organization of EII. In West Papua, EII/INOBU has worked in promoting poverty alleviation in a way that acknowledges the rights of indigenous Papuans while preserving forests and the natural environment. In Fakfak district, EII/INOBU: 1) support the development of a solid spatial and socio-economic database of indigenous nutmeg forests in Fakfak; and 2) implement a comprehensive multi-stakeholder plan to improve livelihoods and strengthen customary rights among indigenous nutmeg farmers in Fakfak. At the provincial level, EII/INOBU have supported the development of: 1) draft regulation to acknowledge customary land rights in West Papua; and 2) a jurisdictional monitoring system to track sustainability indicators that were developed through consultations with local stakeholders, including indigenous groups.

### **1.3. Strategic Opportunities**

The strategy detailed in Section 1.2 aims to accelerate the achievement of pledges made in Rio Branco Declaration, which has laid out three main principles:

- Continue reducing deforestation by up to 80 per cent by 2020 if adequate, sufficient, and long-term performance-based funding is available, whether through market or non-market sources;
- Develop partnerships with private sector initiatives that leverage the opportunities available through jurisdictional programs; and
- Ensure that a substantial share of any additional pay-for-performance benefits that flow to signatory jurisdictions will be dedicated to forest-dependent communities, smallholders, and indigenous peoples.

#### *Theory of Change*

The theory of change is built on the premise that the achievement of Rio Branco Declaration pledges will only be possible when:

- Strategy and action plans are integrated into the government system (as is clearly stipulated by the regulations) and are translated into government plans and budgets.
- Civil servants have the capacity to integrate the GIG-S into the planning and budget document as well as to execute the implementation of the plans.
- Multiple stakeholders, including the private sector and local communities, are actively involved in the development and implementation of the strategy and action plans. Such involvement is only possible when there is strong leadership from the government.
- A robust monitoring system exists and there are sufficient resources to implement the plans.

Several strategic opportunities exist for supporting West Papua to embark on a new pathway of green and

inclusive growth. Under the strong leadership of the recently elected Governor Dominggus Mandacan and Vice Governor Mohamad Lakotani—leaders who have been deeply engaged in the GCF Task Force network—West Papua has the opportunity to integrate strategy for green and inclusive growth into the official government planning and budget documents.

Several past and ongoing local initiatives provide strategic opportunities for aligning with the GIG-S:

- In 2015, West Papua declared its commitment to becoming a conservation province. Since then, a draft of the Special Autonomy Law has been formulated. The draft is currently being finalized in the parliament. There have been some criticisms regarding the process of announcing the declaration of a conservation province considering that most land in West Papua is owned by indigenous people. Hence, from a social perspective, without a proper consultation process with indigenous groups, this could be seen as being similar to commercial land grabbing. However, if done properly, this commitment can present a significant opportunity for West Papua to define its own, unique development pathway that differs from other provinces that have experienced massive deforestation and degradation.
- Currently, West Papua aims to build on Constitutional Court Decision No. 35/PUU-X/2012 that recognized the land rights of indigenous people in state forest areas. A draft Special Autonomy Law on the acknowledgement and protection the indigenous people rights on land has been drafted. The draft is currently under discussion in the provincial parliament. This regulation is fundamental for the recognition of indigenous land claims and should be signed into law before any large-scale land use activities, such as plantation estates or conservation activities, should be allowed in West Papua.
- Efforts for developing and monitoring jurisdictional sustainability indicators have also been initiated. The indicators were initially developed through a public consultation process at the provincial level, which should be further improved through more stakeholder consultations. A monitoring system to track the sustainability indicators is under development.
- As West Papua is racing against time to protect its forests, efforts to ensure the operationalization of FMU are of critical importance. Based on the new Decentralization Law 23/2014, FMU management is now under the authority of the provincial government which presents opportunities for the provincial government to manage forests within their jurisdiction.

#### 1.4. Objectives and Expected Results

Outcome	Expected Outputs	Output Indicators	Means of verification	Baseline		Targets	Data Collection Method & Risks	Key Assumption
				Value	Year			
Effective policies and programs for reducing deforestation while providing benefits to indigenous peoples	1. A Strategy for Green and Inclusive Growth (GIG-S) for West Papua developed	1.1. number of units responsible appointed by the Governor to register the strategy with the NRS	-The appointment letter or the unit appointed by the Governor	0	2018	The GIG-S will be produced in September 2019 after the project starts and registered with the NRS after December 2019	The report, both printed and electronic copies, to be submitted Risks: - No significant risk associated with developing the document, however, there are risks if the quality of the strategy produced is low - A change in the government structure may delay the completion of the strategy	No major significant change in the government structure. Delays should be expected if a major change in the government structure due to the required time for knowledge transfers.
		1.2. number of GIG-S developed and registered with the NRS	-A printed copy of the document and a link to a website publishing the document	0	2018			
		1.3 number of GIG-S consultations and focus group discussions	-Minutes of meetings	0	2018			
		1.4 proportion of women attending consultations/FGD	-Attendance lists including gender	0	2018			
Strengthened governance for reducing deforestation in state forest areas	2. Forest Management Unit Business Plan for two FMUs developed.	2.1. Number of FMU implementation plans developed	A printed copy of the business plan document and a link to a website publishing the document	0	2018	- 2 implementation plan documents are completed in June 2019	The report, both printed and electronic copies, to be submitted Risks: - No significant risk associated with developing the document, however, there are risks if the quality of the strategy produced is low - A change in the government structure may delay the completion of the strategy	
		2.2. Number of FMU business plans developed		0	2018	- 2 business plan documents are developed in Dec 2019		
		2.3. MoU developed between FMU and a private company			2018	- One MoU signed in March 2020		

Replicable models of sustainable, inclusive and financially viable small-scale commodity production	3. Sustainable and small-scale production for a green and inclusive economy strategy developed.	3.1. Number of strategy documents developed for sustainable commodity production	A printed copy of the document and a link to a website publishing the document	0	2018	-A strategy document is completed in September 2019 after the project starts	The report, both printed and electronic copies, to be submitted
		3.2. Number of investment protocols in production areas outside state forests		0	2018	-One investment protocol completed in Dec 2019	Risks: - No significant risk associated with developing the document, however, there are risks if the quality of the strategy produced is low
		3.3. Private sector partners engaged to invest in sustainable and small-scale production of commodities		0	2018	- Four private companies engaged in March 2020.	- A change in the government structure may delay the completion of the strategy

## 1.5. Description of Activities

Output 1 - A Strategy for Green and Inclusive Growth (GIG-S) in West Papua developed. Activities required to deliver the output are:

1. Carry out the analyses including a desk review of the existing plans and strategies as well as FREL estimation using the existing national FREL methodology supported by focus group discussions in West Papua with main stakeholder groups representing different sectors including the planning and investment agencies as well as indigenous people's organizations, women's and youth organizations;
2. Compile safeguard information and propose the safeguard information system (SIS);
3. Propose the West Papuan GIG-S;
4. Finalize the GIG-S based on the expert review and a provincial public consultation with main stakeholder groups representing different sectors including the planning and investment agencies as well as indigenous people's organizations, women's and youth organizations; and
5. Register the document with the National Registry System.

Output 2 - Forest Management Unit Implementation and Business Plans developed for two FMUs. Activities required to deliver the output are:

1. Conduct biophysical, social and economic analyses for developing the FMU implementation plan;
2. Develop a business model for FMUs to ensure sustainable financing;
3. Identify and engage private sector partners to support FMUs.

Output 3 - Sustainable and small-scale production for a green and inclusive economy strategies for two districts developed. Activities required to deliver the output are:

1. Carry out the analysis on potential commodities and suitable locations. This will include land suitability analyses considering biophysical and social factors;
2. Develop an investment protocol in production areas outside state forests; and
3. Identify and engage private sector partners to invest in sustainable and small-scale production of commodities.

### 1.6. Implementation Plan and Timeframe: 18 Months

Expected Outputs	Planned Activities	Responsible (government or partners)	Implementation Schedule						
			Q1	Q2	Q3	Q4	Q5	Q6	
1. A Strategy for Green and Inclusive Growth (GIG-S) developed	1.1. Desk review of the existing plans and FREL estimation	Government and partner	Baseline report completed						
	1.2. Compile safeguard information and propose for the SIS	Government and partner		SIS document completed					
	1.3. Propose GIG-S	Government and partner		Draft GIG-S completed					
	1.4. Finalize the GIG-S based on the expert review and public consultation	Government and partner			Expert review and public consultation carried out	GIG-S finalized			
	1.5. Register the document with the National Registry System	Government					Strategy registered with the NRS		
2. Forest Management Unit Business Plan developed	2.1. Conduct biophysical, social and economic analysis for developing the FMU implementation plan	Government and partner		Preliminary report completed	-Public consultation -Implementation plan completed				
	2.2. Develop a business model for FMU to ensure sustainable financing	Government and partner			Business model for FMU drafted	Public consultation	Business model finalized		
	2.3. Identify and engage private sector partners to support FMUs	Government and partner				Private sector partner engaged		MoU between private sector and FMU	
3. Sustainable and small-scale production for a green and	3.1. Carry out analyses on potential commodities and suitable locations	Government and partner		Preliminary result of analyses completed	Report completed	-Public consultation -Report finalized			

inclusive economy strategy developed.	3.2. Develop an investment protocol in production areas outside the state forests	Government and partner			First draft ready	Public consultation carried out	Investment protocol finalized	
	3.3. Identify and engage private sector partners to invest in sustainable and small-scale production of commodities	Government and partner				Private sector partner identified		Private sector partner engaged

## 1.7. Cross-cutting Issues

**Interaction with Broader Policy Framework.** The development of the GIG-S for West Papua is aligned to the provincial Regional Medium-Term Development Plan (Rencana Pembangunan Jangka Menengah Daerah - RPJMD). The proposed project aligns with the priorities of the plan through undertaking environmental assessments that will inform the spatial plan and well providing models for managing the environment at the district and FMU levels. The strategy will be integrated into the provincial regulations, which should be further aligned to the development plans.

At the national level, as previously discussed, several regulations issued provide an opportunity for the subnational governments to engage in the REDD+ processes. The provincial government can resume the process of finalizing the FREL, provincial strategy, action plan and investment plan for reducing deforestation and forest degradation. The Ministerial Decree 71/2017 on the National Registry System also allows the subnational governments to register the strategy and the action plans. The Decree establishes the process of registering activities including mitigation, adaptation and joint mitigation-adaptation actions. The Decree clearly stipulates the roles of the Ministry of Environment and Forestry to monitor, evaluate and report actions as well as provide a certificate as an acknowledgement. As the strategy and plans are registered, it will eventually provide an opportunity to receive financial benefits, after the activities are verified according to the protocol set by the regulation.

The strategy will also align with and supports the country's nationally determined contribution (NDC). In 2016, Indonesia submitted its national FREL document to the UNFCCC detailing the definition of deforestation and the reference level. Based on the historical emissions from 1990-2012, the emissions from deforestation, forest degradation and the associated emissions from peat decomposition for 2013 was projected to be 0.57 GtCO<sub>2</sub>e. In 2020, the emission figure will increase to 0.59 GtCO<sub>2</sub>e (MOEF, 2016). The reduction target set by the first Nationally Determined Contribution is reducing as much as 29% of emissions against the business as usual scenario by 2030 with domestic resources. With international support, the reduction target is set at 41% below the business as usual scenario by 2030 (Government of Indonesia, 2016).

To ensure the aggregate of the subnational FREL does not exceed the national FREL that has been established, it is important to have a quota for each province. The Ministerial Decree 70/2018 specifically mentions about assigning a buffer for the subnational FREL considering the bio-geophysical condition (based on carbon stock-flow analysis), the need for development and the risks of not achieving the emission reduction targets. There was no further explanation on how the buffer will be developed. The proposal will reassess the FREL that has been developed – so, the process can help inform a revision to the NDC prior to 2020.

The GIG-S also aligns with broader national policies to improve economic development in West Papua and Eastern Indonesia more generally. The GIG-S provides an opportunity to design and implement a development strategy that protects forests and recognizes the land and resource rights of indigenous Papuans while improving their welfare. This development model, if successful, could be replicated in other Indonesian provinces with forested areas such as Papua and Maluku.

**Partnerships and Multi-stakeholder Participation.** The GIG-S and associated activities will be developed together with several partners. First, the implementation of the project will be carried out together with scientists and researchers from Earth Innovation Institute (EII) who have expertise in spatial modelling, tropical ecology and sustainable commodities among others. EII experts will advise and support the government in applying best practice methods for analyses, modelling and spatial planning. The project will also partner with Centre for Climate Risk and Opportunity Management in Southeast Asia Pacific (CCROM-SEAP) to assist in determining the FREL according to the national methodology and also register the strategy with the NRS. CCROM-SEAP assisted the Ministry of Environment and Forestry to develop FREL methodology. INOBU, an Indonesian non-governmental organization, has a wealth of experience working closely with local governments making the transition towards sustainability. INOBU will be working directly

with the government on a daily basis to support them to produce the strategy and incorporate the results of the work from EII and CCROM-SEAP.

The provincial government will lead the process of developing the strategy, with the Provincial Forestry Agency taking a leadership role as mandated by the governor. The government has the authority to include all the relevant stakeholders into the process of developing the strategy, including indigenous people, local communities, farmers and finally the private sector. Through involving the private sector in the process, it could potentially facilitate sustainable investments in the province. The emerging potential for investments in West Papua relate to sustainable supply chain initiatives, in particular, investments that support small-scale, forest-based commodity production systems, such as nutmeg and sago. The project will actively engage with the governor and vice-governor about the strategy, while routinely engaging with the provincial plantation department as well as the provincial planning agency and investment board. Where appropriate, the district agencies and heads of districts will also be engaged.

Engagement with indigenous peoples will be through established representative organizations at the provincial and district levels. At the provincial level, the Papuan People's Assembly (*Majelis Rakyat Papua*) of West Papua, is an elected body for representing the interests and aspirations of indigenous Papuans, whose representatives come from each district in West Papua. Engagement with other stakeholder groups, including marginalized and vulnerable groups, will be through official and legal representative organizations, where possible as well as civil society organizations. The format of engagement will be focus group discussions, a public consultation and membership of the working group where appropriate (see below).

Conservation and other non-government organizations that have been supporting rural development and the recognition of customary land and resource rights will also be consulted as part of the project. These could include: Conservation International, WWF and Samdhana Institute among others.

Companies and industry from other land use sectors, including plantation companies such as coffee and other commodities as well as timber and pulp and paper companies will be consulted and engaged in the development of the strategy as well as outputs 2 and 3.

Underpinning on the multi-stakeholder approach for the project is the theory of change that a large-scale transition is only possible through a bottom-up multi-stakeholder process that defines common goals and targets. Multi-stakeholder involvement can be promoted through the development of a GIG-S working group consisting of representatives from government officials, civil society, indigenous peoples' groups, women's and youth organizations, farmer groups and agribusinesses as well as other companies. The GIG-S working group can convene regularly throughout the process of developing the strategy. The GIG-S working group could build on the experiences and composition of several existing consultation processes in West Papua, such as those regarding the conservation province and recognition of indigenous land rights, so that the process does not start from zero. The selection of members of the working group should be based on their interests and commitment, their role during the implementation and their available resources and capacity. The governance structure for implementation of the GIG-S should also be agreed in the working group to ensure the immediate implementation of the process. INOBU is currently developing a jurisdictional performance monitoring system for the provincial government of West Papua. The monitoring system would enable tracking the progress of the implementation in achieving the targets and milestones agreed.

**Gender Mainstreaming.** Women in West Papua face both institutional and cultural challenges to ensure that they can fully and positively participate in economic and political life in West Papua. These challenges are derived from a range of factors including unequal access to education and health as well as local cultural norms and practices. The involvement of women is important to ensure that their voices are fully heard and taken into account in the formulization of the strategy. The composition of the working group will aim to represent the interests of women, through the inviting the representation of women's groups in the working group as well as ensuring the gender balance of the working group. Issues relating to gender will

be included in other aspects of the strategy development, such as considering the different uses of natural resources and the environment among men and women. The involvement of women will be crucial for output 2, in particular ensuring that women are fully consulted and involved in the management of forest management units, and output 3, for ensuring that priority commodities and supply chains benefit both women and men according to their aspirations. Participatory processes, such as stakeholder consultations, will be structured in such a way as to ensure the meaningful participation of women and youth.

Specific budget items have been allocated for ensuring gender mainstreaming in each of the outputs, including allocating funds for a gender specialist and targeted consultations. In each project activity, a rapid participatory gender assessment will be carried out before the consultation process is initiated. This will ensure clearer targets for consultation processes and meaningful indicators to be included into the project activities.

**Knowledge Management and Communications.** The Government is committed to disseminate information, including the results, knowledge, lessons learned, and good practices with relevant stakeholders in the jurisdiction. This will be carried out through posting the information on the website of the governments and partners. The web link can also be connected to the website of the GCF Secretariat. This will allow everyone to access and understand the process. Publications will also be produced to national and international media outlet capturing the process and lessons learned. If considered necessary by the GIG-S working group, a jurisdictional monitoring platform, that contains databases and repositories of relevant information and documentation will be developed.

## 2. Risks, Monitoring and Evaluation

### 2.1. Risk Management

Risks that may be faced by the project include as follows:

First, uncertainty at the national level may slow down the process of finalizing and implementing the GIG-S. The upcoming presidential election in 2019 could create some political tensions that affects stakeholders at all levels. The process of building REDD+ readiness within the Ministry of Environment and Forestry has also created a lot of uncertainty. New policies or decisions on climate change keep being introduced which often contradict with one another. The assumption is that these processes at the national level are not systematic or consistent, which may significantly the project. One way of mitigating the risks associated with the uncertainty of REDD+ is also to promote low emission develop strategies more broadly, which include sustainable supply chain initiatives and green investments rather than relying on REDD+ payments alone. Engagement and partnerships with the national government is crucial and should be built although not with only one specific ministry or directorate, but a diverse range of relevant ministries and directorates to ensure the resilience of the strategy.

Second, there are risks resulting from the limited capacity of provincial officials and the high rotation amongst government officials in the relevant departments as well as the other competing targets that they should achieve. The assumption is that the project will be able to increase the capacity of local governments. However, many of these issues are common in the Indonesian government system and cannot be avoided. This risk can be mitigated by ensuring the project is well embedded in the official planning processes and documents of the provincial and district governments, so that the officials have performance targets that are tied to the development of the strategy. The risks of low capacity and high rotation rates are common in the government system. Throughout the years of INOBU's engagement with local governments, such risks can be mitigated by engaging with many officials at multiple levels of government so that when one or two officials are moved, the activity can still proceed. Providing on-the-job training is another way to address the risks related to the limited capacity of government officials.

Third, in West Papua, another potential risk is due to the sensitivities and complexities of customary tenure systems in the province. The assumption of the project is that by engaging with indigenous representative groups at the provincial level, a consensus on acceptable models of green and inclusive growth will be developed. There is the potential for disagreements and conflicts within and among groups, especially related to the ownership of land. This risk can be mitigated through working closely with indigenous groups and other non-government organizations to effectively communicate about the purpose of the strategy and listen and address any concerns that may emerge.

Fourth, there is a risk that the strategy will not be adopted by the government. Although the methodology is designed to minimize this risk through government leadership and multi-stakeholder participation, there is the risk the final GIG-S may not be adopted in its entirety. To mitigate the effects of this risk, we will to try to ensure that at least some elements of the GIG-S are adopted at both the provincial and district levels into government policies and programs, ensuring some progress towards low emission development.

There is also the potential of internal risks to the project, such as changes in staffing at either Earth Innovation or INOBU, which could disrupt the continuity of the work. To mitigate such risks, Earth Innovation and INOBU have staff with complementary skills who are able to minimize the disruption caused by any staffing change. Also, as INOBU and Earth Innovation have had an ongoing presence in West Papua since 2013, most senior staff and managers are familiar with officials and representatives of the West Papuan provincial government and its agencies, and are able to step in as necessary to minimize any potential issues.

To further mitigate risks and ensure positive social and environmental outcomes, the project will be implemented in accordance with UNDP's Social and Environmental Standards (SES). The standards will also

ensure that the project is implemented in a way that is transparent, consistent and accountable, and any social and environmental risks or impacts are avoided, minimized, mitigated and managed.

## **2.2. Monitoring**

The project aims to monitor closely the project at the outcome and output level. At the output level, the project aims to deliver the following outputs:

1. A Strategy for Green and Inclusive Growth in West Papua;
2. Forest Management Unit Business Plan; and
3. A Sustainable and small-scale production for a green and inclusive economy strategy.

Monitoring of the delivery of these documents will involve checking and verifying soft and hard copies of the documents. However, there are other indicators that should also be monitored throughout the development of the strategy including: 1) involvement of stakeholders in the process; 2) representation of women in the multi-stakeholder process; and 3) partnerships and trust building. The first two can be monitored through assessing the attendance of different groups, including women, during the planning process. Monitoring partnerships and trust building is more complicated. Potential indicators that could be monitored include the number of partnerships built among different stakeholders, which are the result of the strategy development process. This can be seen in Activity 2 and 3 where specific partnerships with the private sector will be developed in specific locations.

At the outcome level, the project can contribute to: 1) increasing the capacity of the local governments to develop and implement the strategy; and 2) attracting more investment in the province to support the transition towards sustainability. The first outcome is harder to monitor. The proxies that could be used include: the number of training sessions provided for the local governments or the capacity of government officials to incorporate the strategy into planning and budget documents. Monitoring investment, however, is much easier to monitor can use quantitative indicators such as the amount of financial and in-kind contributions made to support the implementation of the strategy.

A final project evaluation will be conducted in order to assess the effectiveness of the project and ensure that any lessons learned are properly integrated into future projects, policies and programs.

## **2.3. Sustainability of Results**

The sustainability of the results will be ensured through the design of the strategy development and implementation process. Below we identify the central elements that will ensure the sustainability of the project.

As was highlighted several times throughout the proposal, the sustainability of the project can be ensured when the project is embedded into the government system. The government system is strictly regulated by laws and regulations, where processes are defined including the processes and steps required for planning, budgeting and implementation. Every proposed activity should be integrated into the planning process. This starts with the spatial plan and development plan (long-term, medium-term and short-term). Based on the planning documents, the government then creates a budget document including a five-year budget document and an annual budget. The budget document will be the basis for financing any implementation activity with the local government budget. The activities that are part of the planning document will also determine the key performance indicators of the government officials who are responsible for implementing them.

There are four crucial elements for ensuring that the proposed project is properly integrated into the government system. First, during the development process of the strategy, the process should be carried out by government officials. The government will include the activities into the planning document for the upcoming years, so the involvement of government officials has a clear legal basis and their KPIs are included in the official documents. Their involvement is also crucial to ensure the sustainability of the proposed project by ensuring that the local officials have the capacity to carry out similar strategy development processes. Second, after the strategy has been developed, the strategy should be formalized

through regulations and also including it into the annual plan. As the proposal is aligned to the medium-term development plan then formalizing the strategy is possible. Third, the sustainability of the proposed project at the implementation level can be ensured after the strategy is included into the planning documents. This will ensure that the government also allocates their budget into financing the activities. Hence, even after the project ends the government can continue the implementation process. Fourth, a strong multi-stakeholder process, including an implementation governance structure, will ensure that the group will continue to drive the implementation even after the project ends. The group can also be formalized through the issuance of a regulation.

This government also has targets and activities related to climate mitigation and reducing deforestation and forest degradation. Currently, provincial governments have clearly defined authority for what they can or cannot do. Climate change mitigation and adaptation, unfortunately, has not yet been properly regulated meaning that local governments cannot yet implement activities to support the achievement of these goals. Although not explicitly for the purposes of climate change mitigation or adaptation, regulatory instruments, such as RPPLH and KLHS, enable local governments to reduce greenhouse gas emissions from land uses and other sectors, and support local communities to adapt to climate change.

The involvement of the private sector will also support the sustainability of the project. Private actors generally have long-term investments in the region so have a vested interest in ensuring the long-term sustainability of the strategy. So, the involvement of the private actors in the strategy development process will be encouraged at each stage, including the implementation of activities. Where possible, co-financing for the implementation of activities will be sought from private sector actors, when government or donor finances are unavailable. This will increase the pool of resources available for implementing the strategy.

### 3. Budget

Output	Activities	Budget Description	Budget 2018	Budget 2019	Budget 2020	Total	Additional funding: source & description	Additional funding
1. A Strategy for Green and Inclusive Growth (GIG-S) developed	1.1. Desk review of the existing plans and FREL estimation	Salary of national experts, one workshop & 4 trips - Salary \$8,462: National experts 20 Man day @ \$269 + INOBU Staff 20 Man day @ \$154 - Workshop \$815: Resource Person fee 2 Man day @ \$115, Local transport 10 Person @ \$23, Catering / Venue 15 Person @ \$23 - Travel \$ 4,908: Flights 4 Return Flight @ \$462, Ground transportation 10 Day @ \$115, Accommodation 16 Night @ \$62, and Perdiem 20 Day @ \$46	14,185	-	-	14,185	Government Official 50 Man day @ \$115	5,769
	1.2. Compile safeguard information and propose for the SIS	Salary of national experts, one focused group discussion (FGD) & 4 trips - Salary \$7,308 (Salary of National experts 10 Man day @ \$269; INOBU Staff 30 Man day @ \$154;)- Meetings \$815 (Resource Person fee 2 Man day @ \$115; Local transport 10 Person @ \$23;Catering / Venue 15 Person @ \$23;Materials 20 Pax @ \$0;)- Travel \$4,908 (Flights 4 Return Flight @ \$462; Ground transportation 10 Day @ \$115;Accommodation 16 Night @ \$62;Perdiem 20 Day @ \$46;)	-	13,031	-	13,031	Government Official 50 Man day @ \$115;	5,769

Output	Activities	Budget Description	Budget 2018	Budget 2019	Budget 2020	Total	Additional funding: source & description	Additional funding
	1.3. Propose GIG-S	Salary of national experts, one focused group discussion (FGD) & 4 trips - Salary \$ 8,462 (Salary of National experts 20 Man day @ \$269; INOBU Staff 20 Man day @ \$154;)- Meetings \$ 815 (Resource Person fee 2 Man day @ \$115; Local transport 10 Person @ \$23;Catering / Venue 15 Person @ \$23;Materials 20 Pax @ \$0;)- Travel \$ 4,908 (Flights 4 Return Flight @ \$462; Ground transportation 10 Day @ \$115;Accommodation 16 Night @ \$62;Perdiem 20 Day @ \$46;)	-	14,185	-	14,185	Government Official 50 Man day @ \$115;	5,769
	1.4. Finalize the GIG-S based on the expert review and public consultation	Salary of national experts, one public consultation & 4 trips - Salary \$ 7,436 (Salary of National experts 20 Man day @ \$269; INOBU Staff 13 Man day @ \$154;)- Meetings \$ 2,558 (Resource Person fee 2 Day @ \$115; Catering / Venue 50 Pax @ \$23;Printing/material 50 Pax @ \$0;Local transport for 50 participants 50 Person @ \$23;)- Travel \$ 3,492 (Flights 5 Return Flight @ \$462; Ground transportation 2 Day @	-	13,486	-	13,486	Government Official 50 Man day @ \$115; INOBU: INOBU Staff 7 Man day @ \$154	6,795

Output	Activities	Budget Description	Budget 2018	Budget 2019	Budget 2020	Total	Additional funding: source & description	Additional funding
		\$115;Accommodation 8 Night @ \$62;Perdiem 10 Day @ \$46;)						
	1.5. Register the document to the National Registry System;	Salary of national experts, 2 trips -Salary of National experts 2 Man day @ \$269; INOBU Staff 2 Man day @ \$154; - Accommodation 9 Night @ \$62; Perdiem 10 Day @ \$46;	-	1,862	-	1,862	Government Official 15 Man day @ \$115;	1,731
	1.6. Monitoring and evaluation	Salary of project management staff and 4 trips INOBU Staff 5 Man day @ \$154; Flights 4 Return Flight @ \$462; Flights 4 Return Flight @ \$462; Ground transportation 10 Day @ \$115; Accommodation 16 Night @ \$62; Perdiem 20 Day @ \$46;	-	5,677	-	5,677	Government Official 10 Man day @ \$115;	1,154
	1.7. Gender support / assessment	Professional Fee 5 Man day @ \$385; Resource Person fee 2 Day @ \$115; Catering / Venue 10 Pax @ \$23; Local transport for 10 participants 10 Person @ \$23; Printing/material 10 Pax @ \$0;	-	2,619	-	2,619	-	-
<b>Subtotal Output 1</b>			<b>14,185</b>	<b>50,859</b>	-	<b>65,044</b>		<b>26,987</b>
2. Forest Management Unit Business Plan developed	2.1. Conduct biophysical, social and economic analysis for developing the FMU implementation plan	Salary of national & international experts, 2 stakeholder/public consultations, 8 meetings/FGDs & 20 trips  Salary \$ 11,042 (INOBU Staff 40 Man day @ \$154; EII Staff 16 Man day @ \$538;)- Meetings \$ 25,105	64,763	-	-	64,763	Government Official 150 Man day @ \$115; and Catering / Venue 80 Person @	35,364

Output	Activities	Budget Description	Budget 2018	Budget 2019	Budget 2020	Total	Additional funding: source & description	Additional funding
		(Resource Person fee 16 Man day @ \$115; Local transport 80 Person @ \$23; Catering / Venue 80 Person @ \$23; Materials 80 Pax @ \$0; ) Resource Person fee 4 Day @ \$115; Catering / Venue 200 Pax @ \$23; Local transport for 200 participants 200 Person @ \$23; Meeting package 1 Package @ \$17259; - Travel \$ 28,615 (Flights 20 Return Flight @ \$462; Ground transportation 20 Day @ \$115; Ground transportation 4 Month @ \$2308; Accommodation 30 Night @ \$62; Accommodation 4 Month @ \$1154; Perdiem 30 Day @ \$46; )					\$23 INOBU: INOBU Staff 40 Man day @ \$154; EII Staff 9 Man day @ \$538	
	2.2. Develop a business model for FMU to ensure sustainable financing	Salary of national & international experts, 8 meetings/FGDs and 20 trips  - Salary \$ 15,128 (INOBU Staff 40 Man day @ \$154; EII Staff 16 Man day @ \$538;)- Meetings \$ 2,769 (Resource Person fee 16 Man day @ \$115; Local transport 80 Person @ \$23; Catering / Venue 80 Person @ \$23; ; ) - Travel \$ 14,308 (Flights 20 Return Flight @ \$462; Ground transportation 20 Day @	-	32,205	-	32,205	Government Official 150 Man day @ \$115; and Catering / Venue 80 Person @ \$23 INOBU/EII: INOBU Staff 40 Man day	30,749

Output	Activities	Budget Description	Budget 2018	Budget 2019	Budget 2020	Total	Additional funding: source & description	Additional funding
		\$92; Accommodation 30 Night @ \$62; Perdiem 30 Day @ \$46; )					@ \$154; EII Staff 9 Man day @ \$538	
	2.3. Identify and engage private sector partners to support FMUs	Salary of national & international experts, 8 meetings/FGDs and 20 trips - Salary \$ 15,227 (INOBU Staff 40 Man day @ \$154; EII Staff 13 Man day @ \$538);- Meetings \$ 2,769 (Resource Person fee 16 Man day @ \$115; Local transport 80 Person @ \$23; Catering / Venue 80 Person @ \$23; Materials 80 Pax @ \$0; ) - Travel \$ 14,308 (Flights 20 Return Flight @ \$462; Ground transportation 20 Day @ \$92; Accommodation 30 Night @ \$62; Perdiem 30 Day @ \$46; )	-	-	32,304	32,304	Government Official 150 Man day @ \$115;  INOBU Staff 40 Man day @ \$154; EII Staff 7 Man day @ \$538	29,851
	2.4. Gender support / assessment	Professional Fee 5 Man day @ \$385; Resource Person fee 2 Day @ \$115; Catering / Venue 10 Pax @ \$23; ; Local transport for 10 participants 10 Person @ \$23; ;	2,619	-	-	2,619	-	-
	2.5. Monitoring and evaluation	Salary of project management staff and 3 trips Salary \$ 577 (INOBU Staff 3.75 Man day @ \$154; ; ) - Travel \$ 3,681 (Flights 3 Return Flight @ \$462; Ground transportation 7.5 Day @ \$115; Accommodation 12	-	-	4,258	4,258	Government Official 7.5 Man day @ \$115;	865

Output	Activities	Budget Description	Budget 2018	Budget 2019	Budget 2020	Total	Additional funding: source & description	Additional funding
		Night @ \$62; Perdiem 15 Day @ \$46; )						
<b>Subtotal Output 2</b>			<b>67,382</b>	<b>32,205</b>	<b>36,561</b>	<b>136,148</b>		<b>96,829</b>
3. Sustainable and small-scale production for a green and inclusive economy	3.1. Carry out the analysis on potential commodities and suitable locations.	Salary of national & international experts, 8 meetings/FGDs & 20 trips  Salary \$ 11,795 (INOBU Staff 30 Man day @ \$154; EII Staff 13 Man day @ \$538;)- Meetings \$ 3,2231 (Resource Person fee 16 Man day @ \$115; Local transport 80 Person @ \$23; Catering / Venue 120 Person @ \$23; ; ) - Travel \$ 19,385 (Flights 20 Return Flight @ \$462; Ground transportation 2 Month @ \$2308; Accommodation 30 Night @ \$62; Accommodation 2 Month @ \$1154; )	34,410	-	-	34,410	Government Official 150 Man day @ \$115; INOBU/EII: INOBU Staff 30 Man day @ \$154; EII Staff 7 Man day @ \$538	28,790
	3.2. Develop an investment protocol in production areas outside the state forests	Salary of national & international experts, 2 stakeholder/public consultations & 20 trips Salary \$ 12,130 (INOBU Staff 30 Man day @ \$154; EII Staff 13 Man day @ \$538;)- Meetings \$ 8,385 (Resource Person fee 16 Man day @ \$115; Local transport 80 Person @ \$23; Catering / Venue 120 Person @ \$23; ; ) - Travel \$ 14,308 (Flights 20 Return Flight @ \$462; Ground transportation 20 Day @	-	34,822	-	34,822	Government Official 150 Man day @ \$115;  INOBU Staff 30 Man day @ \$154; EII Staff 7 Man day @	33,405

Output	Activities	Budget Description	Budget 2018	Budget 2019	Budget 2020	Total	Additional funding: source & description	Additional funding
		\$92; Accommodation 30 Night @ \$62; Perdiem 30 Day @ \$46; ) Resource Person fee 4 Day @ \$115; Catering / Venue 200 Pax @ \$23; Local transport for 200 participants 200 Person @ \$23; ;					\$538 Catering / Venue 120 Person @ \$23	
	3.3. Identify and engage private sector partners to invest in sustainable and small-scale production of commodities	Salary of national & international experts, 16 meetings/FGDs & 20 trips - Salary \$ 13,333 (INOBU Staff 40 Man day @ \$154; EII Staff 13 Man day @ \$538;)- Meetings \$6,000 (Resource Person fee 32 Man day @ \$115; Local transport 160 Person @ \$23; Catering / Venue 200 Person @ \$23; ; ) - Travel \$ 11,677 (Flights 15 Return Flight @ \$462; Ground transportation 20 Day @ \$92; Accommodation 27 Night @ \$62; Perdiem 27 Day @ \$46; )	-	-	31,010	31,010	Government Official 150 Man day @ \$115; and Catering / Venue 200 Person @ \$23 INOBU: INOBU Staff 40 Man day @ \$154; EII: EII Staff 7 Man day @ \$538;	33,128
	3.4. Monitoring and evaluation	Staff and 3 trips - Travel \$ 3,681 (Flights 3 Return Flight @ \$462; Ground transportation 7.5 Day @ \$115; Accommodation 12 Night @ \$62; Perdiem 15 Day @ \$46; )	-	-	3,681	3,681	Government Official 13 Man day @ \$115;	1,442
	3.5. Gender support / assessment	Professional Fee 5 Man day @ \$385; Resource Person fee 2 Day @	-	-	2,631	2,631	-	-

<b>Output</b>	<b>Activities</b>	<b>Budget Description</b>	<b>Budget 2018</b>	<b>Budget 2019</b>	<b>Budget 2020</b>	<b>Total</b>	<b>Additional funding: source &amp; description</b>	<b>Additional funding</b>
		\$115; Catering / Venue 10 Pax @ \$23; Printing/material 1 Package @ \$15; Local transport 10 Person @ \$23; ;						
<b>Subtotal Output 3</b>			<b>34,410</b>	<b>34,822</b>	<b>37,322</b>	<b>106,554</b>		<b>96,765</b>
<b>End of project evaluation</b>		<b>Fee for independent evaluator @ \$1,500 Flights 2 Return Flight @ \$423; Ground transportation 3 Day @ \$115; Accommodation 8 Night @ \$62; Perdiem 10 Day @ \$23;</b>	-	-	<b>3,415</b>	<b>3,415</b>	-	-
<b>Total Direct Cost</b>			115,977	117,886	77,299	311,162		220,582
<b>Direct administration costs</b>			8,119	12,527	5,411	26,057		-
<b>Grand Total</b>			<b>124,096</b>	<b>130,414</b>	<b>82,709</b>	<b>337,219</b>	-	<b>220,582</b>