



Stakeholder and Policy Analysis Report

**Stakeholder engagement consultancy for
the Green Climate Fund Readiness and
Preparatory Support Project**



February 2020

Acronyms

AE	Accredited Entity
ADB	Asian Development Bank
BPNG	Bank of Papua New Guinea
BCPNG	Business Council of Papua New Guinea
CACC	Central Agencies Coordinating Committee
CCDA	Climate Change and Development Authority
CCMA	Climate Change Management Act
CDM	Clean Development Mechanism
CEPA	Conservation and Environment Protection Authority
CIMC	Consultative Implementation and Monitoring Council
CSO	Civil Society Organisation
DAL	Department of Agriculture and Livestock
DFCDR	Department for Community Development and Religion
DMPGM	Department for Mineral Policy and Geohazards Management
DNPM	Department of National Planning and Monitoring
DPLGA	Department of Provincial and Local Level Government Affairs
DPE	Department of Petroleum and Energy
DPM	Department of Personnel Management
DoT	Department of Transport
DoW	Department of Works
ESMF	Environmental and Social Management Framework
FPIC	Free, Prior, Informed Consent
GCF	Green Climate Fund
GESI	Gender Equity and Social Inclusion (National Public Service Policy)
GGGI	Global Green Growth Institute
GHG	Green House Gases
GIS	Geographic Information System
GoPNG	Government of Papua New Guinea
IPCC	Intergovernmental Panel on Climate Change
MRA	Mineral Resource Authority
MTDP III	Medium Term Development Plan III
MVR	Measuring, Verification and Reporting
NACCF	National Advisory Committee on Climate Finance
NDA	National Designated Authority
NEC	National Executive Council
NEFC	National Economic and Fiscal Commission
NICTA	National Information and Communications Technology Authority
NOL	No Objection Letter
PAN	Protected Area Network
PCCC	Provincial Climate Change Committee
PM&NEC	Department of Prime Minister and National Executive Council
PNG	Papua New Guinea
PNGCLMA	PNG Centre for Locally Managed Areas
PNGFA	PNG Forests Authority
PNGFIA	PNG Forests Industry Association
PPL	PNG Power Limited
PwM	Partners with Melanesia

REDD +	Reducing Emissions from Deforestation and forest Degradation
SDGs	Sustainable Development Goals
StaRS	Strategy for Responsible Sustainable Development
TCFD	Taskforce on Climate related Finance Disclosures
TNC	The Nature Conservancy
TWG	Technical Working Group
UN	United Nations
UNFCCC	United Nations Framework Convention on Climate Change
UPNG	University of Papua New Guinea
USAID	United States Agency for International Development
WWF	World Wildlife fund

Table of Contents

I. Executive Summary	5
1 Introduction	11
1.1 Purpose of this report	11
1.2 Information sources	11
2 Background: Green Climate Fund and Current Status in PNG	12
2.1 Green Climate Fund background	12
2.2 Green Climate Fund uptake in PNG	12
2.2.1 The GCF Readiness and Preparatory Support Project	12
2.2.2 GCF Country Program for PNG	13
2.2.3 The emerging GCF Process for PNG	13
2.2.4 Agency and Stakeholder response to GCF opportunity in PNG	14
3 Stakeholder Analysis: How are PNG stakeholders connected to GCF?	16
3.1 Stakeholder analysis	20
3.1.1 Level of influence	20
3.1.2 Support of climate change initiatives	21
3.1.3 Organisational capacity	21
3.2 Risk and opportunities	22
4 Policy Opportunities: How do PNG's policies and plans connect to CLIMATE CHANGE?	27
4.1 Methodology	27
4.2 Results	30
4.2.1 Documents with consideration of climate change	30
4.2.2 Documents without consideration of climate change	30
4.3 Policy opportunities	34
4.3.1 Policy Lag Between National and Sectoral Climate Policies	34
4.3.2 Organisational Capacity and Policy Alignment	34
4.3.3 Sectoral-specific Climate Policy Opportunities	35
5 Recommendations: Supporting PNG's alignment and access to GCF	36
6 Annexes	38
6.1 ANNEX A: Survey Form and Stakeholders Consulted	38
6.2 ANNEX B: Stakeholder Analysis	42
6.2.1 Department of National Planning and Monitoring	42
6.2.2 Department of Provincial and Local Level Government Affairs	43
6.2.3 Department of Treasury	44
6.2.4 Department of Finance	45
6.2.5 Department of Agriculture and Livestock	46
6.2.6 Department of Mineral Policy and Geohazard Management (DMPGM)	47
6.2.7 Mineral Resource Authority	49
6.2.8 Department of Petroleum and Energy	50
6.2.9 PNG Power Limited	51
6.2.10 Department of Transport	52
6.2.11 Department of Education	53
6.2.12 Department of Health	54
6.2.13 Climate Change and Development Authority	56
6.2.14 PNG Conservation and Environment Protection Authority	57
6.2.15 Papua New Guinea Forest Authority	58
6.2.16 Department of Prime Minister and NEC	59
6.2.17 Department of Personnel Management	60

6.2.18	<i>Civil Society Organisations</i>	61
6.2.19	<i>Private Sector and Institutions</i>	62
6.2.20	<i>International agencies</i>	64
6.3	ANNEX C: Review of policy and plans	66

List of Figures

Figure 1	Stakeholder influence matrix	20
Figure 2	Stakeholder map, possible functions in related to GCF roll out.....	24

List of Tables

Table 1	Stakeholders and their potential connection to CCDA and GCF	18
Table 2	Overview of TCDF measurement framework	27
Table 3	Way forward for policies to address TCFD	28
Table 4	Policies that do not meet TCFD standards.....	30
Table 5	Summary of policy analysis against TCFD measurement framework	32

I. EXECUTIVE SUMMARY

This Stakeholder and Policy Analysis report is a contribution to the development of Green Climate Fund (GCF) arrangements for Papua New Guinea (PNG). It has been produced as part of the GCF Readiness and Preparatory Support Project and will inform: the design of the GCF country program in PNG; the design of awareness and training programs aimed at promoting knowledge of and uptake of the GCF funding opportunities in PNG, and; the design of the GCF gender guideline that is under development. This report also recommends options and strategies for PNG's focal point climate change agency, the Climate Change and Development Authority (CCDA) as they develop their stakeholder engagement approaches. It is CCDA that has been tasked to provide leadership, planning and coordination functions for PNG's climate change policy and programming, including the task of increasing access to GCF funding in PNG.

Data for this report was obtained via reviews of existing policies; a survey¹ of and consultations with sub-national stakeholders that attended 4 regional consultation workshops between May and July 2019; a second survey² and consultations to collect basic data on capacity from National Agency stakeholders that might play a role in climate change action in PNG; consultations with individuals in different stakeholder organisations and; a review of relevant information, policies and reports on development and climate change in PNG.

¹ Global Green Growth Institute designed and completed the survey with results presented in the Regional Workshop report they produced. Tanorama utilized the regional workshop report as a reference document for this report.

² The second survey was designed and conducted by Tanorama with results referenced in this report.

At an international level, PNG is an active party to the United Nations Framework Convention on Climate Change (UNFCCC), the Kyoto Protocol and the Paris Agreement, all important agreements for driving global action and financing for climate change. At a national policy level, PNG has taken the important step of establishing the *Climate Change Management Act (CCMA) 2015* and the Climate Change and Development Authority (CCDA), confirming its intentions and focus to address climate change. Coupled with this, the country's existing higher order policies already provide a strong entry point for climate change action, with clear references to international charters and guidelines, and statements that give general directions on how agencies and stakeholders in PNG should plan and implement on the ground activities for climate change. Despite this, PNG has not yet been able to access significant funding for climate change from GCF or other funding institutions.

At an organisational level, progress on climate action can be generally described as slow. Few of the sector organisations consulted have corporate or operational plans that reflect climate change needs, with the exception of a few such as Department of Transport (DoT) (low emission transport objectives) and National Department of Agriculture and Livestock (DAL) (National Food Security Policy recognises climate change as a significant risk). The climate references that have been made are general and lack specific analysis and targets in most cases. No government organisations consulted spoke of specific climate change focussed projects or budgets within their workplans – this appears to only be the case among Civil Society Organisations (CSOs).

It may be that the lack of organisational uptake may be applicable to agency leaders being unclear on how they can support climate change, busy organisational workloads or, in the case of some agencies, perhaps the issue is policy contradiction. An example of this contradiction may be evident in the extractive sector where government agencies are instructed that the priority is to move new extractive projects into operation for PNG's financial gain and the climate change agenda may be seen to work against this and therefore is given minimal attention. On a positive note, generally all agencies are aware of the importance of climate change, and, at least in conversation, are showing a willingness to participate more effectively in climate change solutions if the right information and support can be applied: the need for well-developed and resourced engagement strategies becomes apparent in this context.

Whilst the GCF through its own structure has a number of guidelines that must be followed, the fund leaves it to individual countries to finalise their own program and structures. This is so PNG can align GCF activities with its own priorities, plans and budgets – noting that the provision of counterpart funding is required for some projects under the GCF rules. The emerging framework for the GCF structure will see different stakeholders developing adaptation and mitigation project concept notes and submit these through the CCDA who serve as the National Designated Authority (NDA) for the GCF. As well as a technical assessment of concepts, CCDA as the NDA in consultation with National Agencies and the National Executive Council (NEC) will align worthy concepts with financial commitments, allowing the NDA to issue a "No Objection Letter" which then enables applicants to proceed with a full GCF application. The need to clearly inform stakeholders of this process is a critical engagement target.

Accredited Entities (AEs) (typically big development partners such as the Asian Development Bank - ADB and the United Nations - UN) will assist applicants through the process and perform a project management function. Importantly, the process is expected to involve: National agencies with sectoral responsibilities who can support and frame good concepts into official sectoral programs; Provincial Governments, who coordinate their input through a Provincial Climate Change Committee (PCCC), and; CSOs, the private sector and communities might all be factored into the process variously as applicants and service providers or as participants in different planning, implementation and monitoring functions.

In assessing the available policies of 24 agencies and consulting 15 National level stakeholders and 43 provincial stakeholders, the analysis shows different ranges of support for the climate change agenda and differing levels of influence agencies might have towards climate change. From this data we can ascertain:

- *At the National Agency level* - some agencies are of particular importance to CCDA and the climate change agenda. Department of National Planning and Monitoring (DNPM), Department of Treasury and Department of Finance are critical partners for securing Government financing and policy approval. There are also potential “connector” agencies such as the Department for Community Development and Religion (DFCDR), whose mandate covers community and gender, and the Department of Provincial and Local Level Government Affairs (DLPGA) whose mandate for provincial capacity building represent opportunities for addressing important capacity expansion needs. Whilst there are already positive signs of engagement, there remains a gap in policy alignment at agency level and there has been minimal collective action to date to secure GCF funds, expect for workshopping way forward options and general relationship building through occasional climate change workshops.
- *At a sectoral agency level* – the report takes a focus on the sectors of Agriculture and Forestry, Health, Transport and Minerals but other agency policies were also examined. The targeted sector agencies are aware that they are important influencers of the climate change agenda but their programming lacks alignment and specific targets. As such, their support for climate change can be described as low at current with potential for this to be greatly increased with the right strategies.
- *At a provincial and district level* - only a few provinces are actively working on PCCC establishment and whilst some demonstrate program action, this is largely through donor supported CSO activities. Provinces reported that generally speaking, large companies are not actively engaged with Government on tangible climate change action. When asked about views on how climate change should be supported in provinces, the most popular responses were: better government ownership and coordination (including PCCC establishment and legislation improvements to promote greater action), improved awareness and training (especially people and CSO centred capacity development), improved funding options for addressing climate change, the need to see tangible projects, and better data for project planning. On gender equality, provinces report a lack of participation and influence by women but acknowledge the importance of this agenda.
- *At a civil society level* – mainly environmental CSO were targeted in the assessment and consultations. Where they are active, these organisations have clear programs with targets but they are largely donor supported. These

organisations do not face the challenge of policy contradiction or inertia that the public sector organisations appear to be facing. There is an overall sense that better partnerships are possible and that these organisations can help mobilise climate change action and support and help hold government to account on climate change.

In summary the feedback also suggests that across these organisations, capacity development opportunities can be targeted to help improve GCF uptake and greater climate action in PNG:

- *An opportunity to update agency plans:* the limited inclusion of climate change in agency corporate plans can be turned around. There is an opportunity for CCDA to request agencies to make specific climate change references during any upcoming corporate plan reviews and provide CCDA technical personnel to help them assess options for doing this. Within Government, agencies like DNPM, and DPLGA can help drive such an agenda.
- *An opportunity to build the leadership support base for the climate change agenda:* Linked to the above point, in the PNG context, resources have tended to be allocated through individual leadership and decision-making, often more so than commitment to collective policy action. In this context, there is an opportunity for a concerted approach to engaging agency leaders and Ministers to build their commitment to the climate change agenda.
- *Opportunity to simplify messaging towards strengthening support for climate change action:* Climate change information that is available and utilised in GCF discussions at regional workshops is detailed. For those new to climate change, the volume of information may cause confusion and could result in organisations not knowing where to start and what to do. Updated and contextualised information that links climate change to local issues and initiatives will maximise the chances of GCF project uptake and support.
- *Lots of Knowledge sharing opportunities exist:* Most knowledge on climate change is held centrally in the CCDA, national agencies and head offices of CSOs. Building knowledge and skills more broadly is essential. Options exist to build on the work CCDA has done to date in engaging media, CSOs, schools and provincial level actors to build wider support for climate change.
- *Coordination challenges:* PNGs complex decentralisation system means that there are functional confusions and resource tussles at different levels of the PNG Government system that make progress difficult. Capacity issues spread to all these levels and are typically very acute at lower levels.
- *Constraints on finances:* In light of PNGs financial position with heavy debt burden, incidence of poor financial management and shortfalls in meeting basic service obligations, some agencies are struggling to get sufficient budget meet their own priorities and staffing needs and are challenged to expand their remit.

The goal of increasing access to GCF funds in PNG is a work in progress, and, considering policy and capacity issues, needs a sustained effort. Several way forward opportunities are apparent in this analysis:

- *Securing more GCF funds/projects in PNG addresses capacity building needs:* GCF by its very nature encourages partnerships and action, provides funding support and builds capacity, ownership and leadership locally.

- *The proposed GCF sectoral workshops³ will improve capacity of stakeholders to access the GCF:* if properly developed and implemented, these will: provide a specific strategic opportunity to address coordination challenges across agencies; declutter information and create learning; encourage GCF knowledge and uptake by agencies of climate change in their organisational plans, and; link agencies and partnerships towards real project funding opportunities under the GCF.
- *The proposed GCF structures in PNG will improve institutional relationships:* the structure, as already highlighted on page 23 of the CCDA corporate plan, will involve a number of Multi-Agency approaches and bring in experienced Accredited Entities and other partners; these initiatives encourage not only agency capacity development but also institutional strengthening across and between agencies.
- *GCF funding opportunities can be pitched not just as climate change but as sustainable development opportunities that lead to sector plans being more effective:* This can not only help address climate change but agencies can hit their own sectoral targets simultaneously.
- *Much more of engagement of Civil Society will create positive pressure for effective climate change action.* CSOs and citizens have had limited engagement with the GCF to date. Specific consultations and a strategy for the wider engagement will create positive pressure for capacity improvements and extend the reach and ownership of climate change programs and the lead to more applications for GCF projects.
- As a sum of all GCF readiness work, it may be possible to eventually *recommend that PNG accredit a National Implementing Entity* beyond the International ones that already exist.

The specific engagement opportunities that arise from these reflections include:

- a strategy could be developed to get more leaders to champion climate change,
- an engagement plan with agencies to help them update corporate and operational plans to take on climate change,
- leveraging donors that already operate within the core agencies that CCDA needs to target. For example, donor projects in DPLGA and DAL could be briefed and brought in to support climate change uptake at agency level,
- utilising peak bodies and industry agencies more effectively, such as the Business Council of PNG (BCPNG), the Chamber of Mines and Petroleum and the PNG Forest Industries Association (PNGFIA). These agencies can help connect to private sector and promote partnerships and participation,
- an engagement plan with DPLGA (and other “connector” agencies) to obtain authority and gain support for building provincial government coordination and support for stakeholders at sub-national levels,
- an engagement plan for Churches and CSOs as a strategy to mobilise not only projects but wide scale community support for climate change. Consultative Implementation and Monitoring Council (CIMC) and the Department for Community Development and Religion who can support

³ A workshop for the sectors of Health, Agriculture and Forestry, Mining and Petroleum, and Energy was conducted in October 2019 with a view to conducting similar workshops for other sectors

gender and community level measures, are appropriate connector agencies to help coordinate and support efforts in this space.

The upshot is that the finalising of a GCF country program and the triggering of GCF funding can in a real way build significant momentum and support for realigning government and stakeholders in support of climate change. Beyond the planned cycle of current workshops, effective engagement strategies must be finalised, including face to face and public media measures. Communication for development approaches could be a significant opportunity, where the focus is not just about building knowledge but capturing an emotional connection to climate change that drives public action and commitment going forward.

1 INTRODUCTION

1.1 Purpose of this report

The Green Climate Fund is a significant funding mechanism designed to support climate change adaptation and mitigation programs globally. To date, despite its status as the country 10th most likely to be affected by climate change, PNG has not capitalised on GCF funding.

Tanorama Limited, a PNG consultancy has been contracted through the Global Green Growth Institute (GGGI) to support the CCDA in its engagement process with stakeholders. This engagement process is aimed at raising awareness among stakeholders on the GCF process in PNG and providing training to support the chances of accessing GCF funding.

This policy and stakeholder analysis report is focussed on informing GCF establishment processes, with particular benefits being: helping to shape the stakeholder awareness raising and training activities that have been scheduled to occur in late 2019; informing the GCF Country Program and Gender Guidelines that are under development, and serving as a reference tool for CCDA and its various development initiatives. It is expected that by understanding and aligning policies and being aware of the different interests, influences and capacities of stakeholders that coordinated, realistic and successful approaches to GCF will eventuate and the GCF projects will in turn contribute to adaptation and mitigation targets both domestically and internationally.

1.2 Information sources

This report is informed by a number of sources:

1. Consultations with CCDA;
2. Consultations with key national level and sectoral stakeholders, relating to their policy around climate change (see survey instruments and consultation listing at Annex 6.1);
3. Results from a series of four regional stakeholder consultation workshops (a separate report on this was produced by GGGI and referenced for this report), including results from a survey conducted by GGGI of the provincial administration and CSO participants at those workshops, and;
4. A desk review of existing policies, strategies and plans both at a national level and at an agency level.

Specific methodologies have also been used to assess stakeholders against existing organisational standards as described in subsequent sections of this report.

2 BACKGROUND: GREEN CLIMATE FUND AND CURRENT STATUS IN PNG

2.1 Green Climate Fund background

The Green Climate Fund is an entity established formally as a fund in 2010 under the UNFCCC and Paris Agreement framework and financial mechanisms.

The Fund aims to finance low-emission and climate-resilient development.

There are eight key impact or results areas which the 'fund' targets. These are;

Under mitigation:

- Low-emission access and power generation,
- Low emission transport,
- Energy efficient building, cities and industries,
- Sustainable land use and forest management.

Under adaptation:

- Enhanced livelihoods of the most vulnerable people, communities and regions;
- Increased health and well-being, and food and water security;
- Resilient infrastructure and built environment to climate change threats; and
- Resilient ecosystems.

Whilst the GCF provides criteria and other broad guidelines for its operations, GCF places the onus on individual countries to develop their own GCF country programs and link the fund into their internal operations as relevant.

2.2 Green Climate Fund uptake in PNG

2.2.1 The GCF Readiness and Preparatory Support Project

In 2017, the CCDA identified the need to build in-country capacity to engage and mobilize finance from the GCF. On this basis, later that same year, CCDA endorsed **Global Green Growth Institute** as the Delivery Partner for the **Readiness and Preparatory Support project**.

The purpose of the Readiness and Preparatory Support Program grant is to **strengthen Papua New Guinea's engagement with the GCF**. The **expected overall outcome** of the grant is to **support the functions of CCDA as the National Designated Authority to the GCF**. The project has three objectives:

1. **Country Capacity Strengthening** – the first outcome seeks to build capacity of CCDA in performing its role as the NDA and promote awareness of the NDA and the GCF;
2. **Consultative Stakeholder Engagement** – the second outcome seeks to engage stakeholders in the development of the PNG's GCF Country Program;

- 3. Private sector mobilization** – the third outcome aims to explore the potential of the private sector to contribute to climate resilience and climate-compatible and low carbon development in PNG.

The work that Tanorama has undertaken in preparing this report is funded under this project.

2.2.2 GCF Country Program for PNG

The GCF Country Program for PNG is under development. The document is in early draft stage and CCDA has circulated it to solicit input and advice from other key agencies that have responsibilities for climate planning, finance, implementation and reporting. United States Agency for International Development (USAID) is providing advisory support to the development of the program document.

An important subset of the Country Program is the GCF Operational Manual. The operational manual covers important descriptions of the process and procedures required from those who will oversee the GCF in PNG, notably the No Objection letter procedure and the GCF PNG funding criteria. The Operational manual is at an advanced draft stage and is also in circulation among key stakeholders. It will be updated and finalised in consultation with stakeholders and will be an important complimenting instrument to the PNG GCF Country Program document. GGGI is supporting CCDA with the drafting of this manual.

The third component required for the GCF country program to succeed is the documentation and process required to raise awareness, inform and train potential applicants. It is here that Tanorama, under contract and with inputs from GGGI, has its focus.

2.2.3 The emerging GCF Process for PNG

Operational structure and process to engage with and access funding from the GCF has yet to be finalised but in summary it will see different stakeholders developing adaptation and mitigation project concept notes and submit these through the CCDA who serve as the National Designated Authority for the GCF.

As well as a technical assessment of concepts through a Technical Working Group (TWG), the NDA in consultation with National Agencies and the National Executive Council will align prioritized project concepts with financial commitments providing a “No Objection Letter” which then enables applicants to proceed with a GCF application.

Accredited Entities (typically big development partners such as ADB and UN) will assist applicants through the process and perform a project management function for successful projects.

The process will involve National agencies with sectoral responsibilities who can frame good concepts into official sectoral programs or be applicants to GCF; Provincial Governments, who are requested to coordinate their input through a Provincial Climate Change Committee; CSOs, who will act as applicants or participants in projects; the private sector who might also be applicants or service

providers to projects, and; communities who are the ultimate beneficiaries but will also participate in planning, monitoring and implementation functions.

2.2.4 Agency and Stakeholder response to GCF opportunity in PNG

In general terms, the survey of key national and sectoral stakeholder reveals a key trend regarding the PNG climate change policy: although climate change is thoroughly addressed in national development plans such as Vision 2050, and directly addressed in detail in the Climate Change (Management) Act 2015, there seems to be a lag in the adoption of climate initiatives in the corporate plans of many industry-specific government agencies such as petroleum and energy or the National Forest Authority. Many industry-specific agencies actually have high levels of support for climate change initiatives and state that they are aligned to national development plans, yet have outdated corporate plans, often with no mention of climate change at all. The result is a prevalent policy gap and adoption lag between national development plans and individual corporate plans.

Beyond the policy lag issue, specific results from the formal surveying of organisations for this report reveal some important findings. These are described in summary terms here and in much greater detail in later section of the report:

- Where there is policy and organisational references among sector agencies, there is a lack of clear targets for climate change action. The references are general.
- There is some concern about possible policy contradictions. In the extractives sector, the push to bring in more major projects to help PNGs financial position means that attention to sustainability and issues such as climate change are second priority and not always factored into agreement development and program planning. This can add to the inertia already faced as government organisations react to directions from higher order agencies and the Government of the day. It is noted that the government of the day faces the challenge of needing to consider individual and party based political interests more so than collective policy action on key issues such as climate change. If the individuals and parties are pressured on climate change by electoral constituents or active leaders in the public sector then this may be a way forward.
- CSOs are not challenged by this policy contradiction issue and are able to pursue and focus on climate change agenda. They are in a position to mobilise wider public support for climate change and pressure government towards this agenda. A strategy for doing this in the right way could be conceived.
- Awareness and capacity issues, whilst present at National levels and among sector agencies of Government, are particularly acute at provincial levels and below. Here the role of CSOs could be exploited more to address this and the uptake of GCF funding could provide the program platform to enable this.

The regional consultation workshops (and later in 2019, the sectoral consultation workshops) created a specific opportunity to assess the types of projects that stakeholders may already be working on or have in mind for climate change. A

recent analysis of the regional workshops, reveals the following types of climate change projects are of interest at regional/provincial level:

• Climate proofing infrastructure	14
• Renewable energy	12
• Climate smart agriculture	9
• Reducing Emissions from Deforestation & forest Degradation (REDD+)	9
• Food and water security	9
• Climate-induced diseases	6
• Coastal rehabilitation	6
• Institutional capacity-building	6
• Sanitation	2
• Climate smart eco-tourism	2
• Mangrove rehabilitation	2
• Marine and terrestrial protected areas/Conservation	2
• Land-use planning	1

So, whilst the interest is there, a few key questions remain: How serious will the provincial stakeholder be in pursuing these project opportunities? Do these provincial interests align with national priorities and sectoral plans? Will these possible projects meet the funding criteria for GCF in PNG? This report goes some way to assessing and understanding the overall policy context and the status and capacity of stakeholders at the national and provincial level, with the intent of supporting a coordinated uptake of the GCF opportunity in PNG. Specifically, the content of this report will inform the preparation and conduct of sectoral stakeholder meetings planned for October 2019.

3 STAKEHOLDER ANALYSIS: HOW ARE PNG STAKEHOLDERS CONNECTED TO GCF?

In the development of the PNG GCF Country Program, it is important to define the GCF governance structure in PNG. This structure will be finalised to take account both of the GCF requirements and the local institutional arrangement for planning, programming and budgeting in PNG. Key elements of this structure as it is emerging include:

Climate Change and Development Authority

The CCDA is the National Designated Authority for GCF in PNG. This function means that they will be required to oversee the overall GCF process. In particular they will receive concept papers for potential projects, assess them against criteria (in consultation with key national agencies) and any other relevant factors and with advice from higher level authorities, either reject them or provide a No Objection Letter to allow these concepts to move through for possible full proposal status.

To enable this function, the different parts of CCDA must play specific roles:

- The CCDA Board has the overall governance authority for the CCDA, making all key decisions on strategic matters. The board has been structured to draw in key officials from other agencies, notably Department of National Planning and Monitoring and the Department of Treasury with a view to ensure strong links to whole of Government processes and the GoPNG planning and budgeting system.
- CCDA divisions – this is where the climate change mitigation and adaptation specialists reside. Their role is to deliver on the CCDA corporate plan which includes reference to the GCF process.
- Technical Working Groups – these are largely made up of CCDA adaptation and mitigation specialist and draw in key government technical officers who can make assessments at a detailed level.

Government Agencies

As reflected in the CCDA approach to drawing in government agencies through its board and TWGs, the GCF will not work effectively in PNG unless it is supported by a whole of government approach. This means the following levels of agencies, described in brief below and listed by name in table 1 that follows:

- Ministerial and Executive levels – political and organisational leaders are important for both driving change and making decisions in the PNG context. In a constrained budget scenario where political pressures exist for resource allocation, it is important that CCDA utilise this process effectively to approve plans and budgets for the GCF initiatives.
- National Agencies – these agencies will participate in strategy setting through participation on TWG through which concept note review will take place and convincing authorities to commit finance and technical support to ensure GCF programs can proceed. There are a number of connector agencies such as DPLGA which by their very involvement can help increase the levels of

government participation and uptake of policies. As a specific example, the DPLGA could help move the climate change agenda forward with Provincial and local-level governments, given their key role as a capacity builder of the sub-national levels of government.

- Sector Agencies – these agencies are tasked to align their policies with higher order policies and the CCMA (which CCDA are currently reviewing), they can set clearer targets and also ensure their sector programs start to reflect genuine climate change projects as a priority.
- Provincial Administration – this is where linkages are made between sector plans and on the ground action. Under the GCF arrangements for PNG, each province is expected to establish Provincial Climate Change Committees (PCCCs) who can help coordinate between the levels of government and enable projects to roll out effectively in sub-national settings. In PNGs complex decentralisation arrangements, a brokered understanding with provinces is a necessity and the CCDA will need to focus on ensuring a strong relationship and mutual understanding is in place with each province.

Project Proponents (applicants) and participants

Beyond Government agencies that might apply or lead a GCF application, these include:

- CSOs – Large NGOs, small NGOs in provinces and Community Based Organisations can all support the planning, implementation and monitoring functions of the GCF and be important actors in raising climate change awareness generally.
- Peak Bodies – Business Council of PNG, Chamber of Mines and Petroleum and PNG Forest Industries Association are all examples of these. These organisations are in a good position to influence their private sector members and play a role in building support for companies to participate in GCF and climate change generally. In the civil society space the CIMC might be considered a peak body to influence CSOs broadly.
- Churches – the CCDA corporate plan makes specific mention of the importance of churches in climate change. Churches have the largest reach in PNG by virtue of their extension into community levels around PNG. Churches can play a similar role to that of CSOs.
- Private sector – the GCF has a specific program stream targeted to private sector. Significant awareness is needed to solicit their involvement and beyond the planned awareness of 2019, there are opportunities to inform private sector peak bodies as described above so they can play the role of building awareness and capacity among their membership.

Accredited Entities

There are two types of AEs defined within the GCF scope, in summary terms, these might be considered as national and international. In PNG, currently there are no National Accredited Entities, the only option is the international ones which are larger organisations such as the ADB and the UN. The AEs play the crucial role of providing the technical capability to first support concept note and full proposal preparation and then project manage, monitor and report on GCF projects that are funded.

The governance structure summarised above defines that there are a broad range of stakeholders involved in climate change adaptation and mitigation in PNG. These include various government agencies, private sector stakeholders, CSOs, international agencies, and subnational stakeholders. Their roles and connection to GCF are more specifically outlined in the table below.

Table 1 Stakeholders and their potential connection to CCDA and GCF

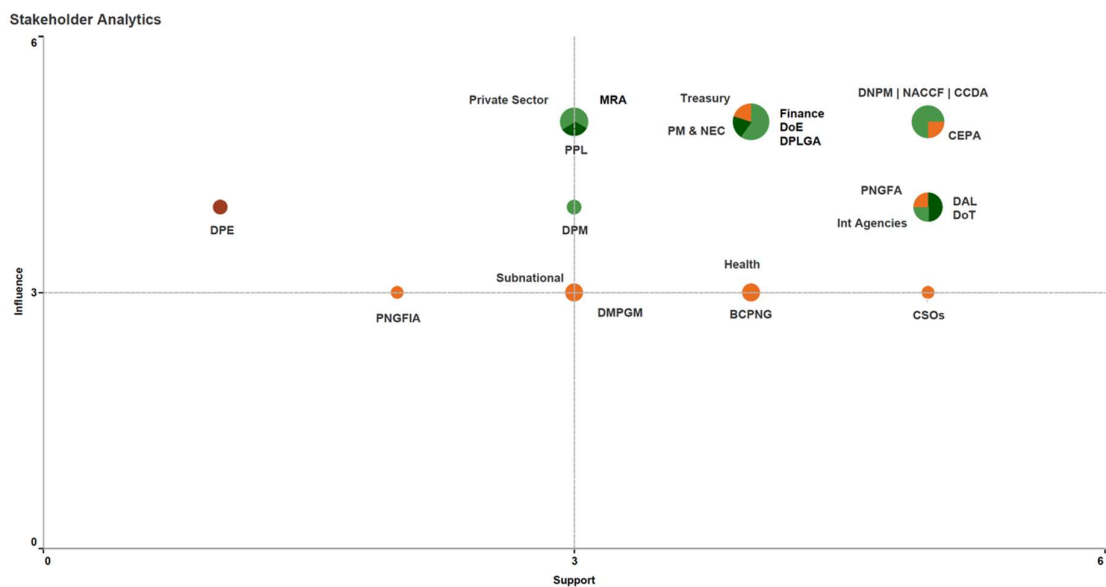
Stakeholder Group		Potential Roles	Connection to GCF
Central government agencies	<ul style="list-style-type: none"> • Department Of Prime Minister and the National Executive Council (PM&NEC) • Department of Treasury • Department of Finance • Department of National Planning & Monitoring • Department of Personnel Management (DPM) • Department of Provincial and Local Government Affairs • Department for Community Development and Religion • Department of Commerce & Industry • Department of Communication and Information • Department of Labour & Industrial Relations • Department of Lands and Physical Planning • Department of Works (DoW) 	Policy Alignment, Project Support, National level Climate change financing	CCDA, some participate in TWGs
Sector-specific Government Agencies	<ul style="list-style-type: none"> • Department of Petroleum & Energy (DPE) • Department of Mineral Policy and Geohazards Management • Department of Police (under construction) • Department of Transport • Department of Agriculture and Livestock • Department of Defence • Department of Education • Department of Health 	Project Identification Convene Stakeholders Policy Alignment Sectoral budget and program planning	CCDA
Authorities or state-owned enterprises	<ul style="list-style-type: none"> • Tourist Promotion Authority • PNG Forest Authority • Petromin PNG Holdings Ltd • National Maritime Safety Authority • National Information and Communications Technology Authority (NICTA) • National Fisheries Authority 		

	<ul style="list-style-type: none"> • Civil Aviation and Safety Authority • Internal Revenue Commission • Investment Promotion Authority • Kumul Consolidated Holdings • Kumul Petroleum Holdings • Mineral Resources Authority • National Airports Corporation Ltd • National Capital District Commission • National Employment Service • National Economic and Fiscal Commission (NEFC) 		
Environmental government agencies	<ul style="list-style-type: none"> • PNG Conservation and Environment Protection Authority • Climate Change and Development Authority 	Policy Alignment Project Support	CCDA
Private Sector	<ul style="list-style-type: none"> • Industry bodies • Multinational and transnational companies • Local PNG companies • Informal sector 	Project Identification Raising Awareness	Industry-specific Agencies and BCPNG
Civil Society Organisations	<p>Examples include:</p> <ul style="list-style-type: none"> • CELCOR • World Wildlife Fund (WWF) • The Nature Conservancy (TNC) • Partners with Melanesia (PwM) • Wildlife Conservation Society 	Project Identification Raising Awareness Convening Stakeholders	CCDA
International and Regional Agencies	<ul style="list-style-type: none"> • Asian Development Bank (AE) • United Nations (AE) • World Bank (AE) • Australian Department of Foreign Affairs and Trade • European Union • New Zealand Agency for International Development • Global Green Growth Institute • United States Agency for International Development • Pacific Islands Forum Secretariat • South Pacific Commission • Secretariat of the Pacific Regional Environment Program 	Accredited Entities (AE), Delivery Partners, Policy Alignment (possible Co-funding), Capacity building	Direct
Subnational Stakeholders	<ul style="list-style-type: none"> • Provincial Climate Change Committees • Provincial Governments • Local Level Governments • District Development Authorities • Communities 	Project Identification Raising Awareness	PCCCs, CSOs and DPLGA

3.1 Stakeholder analysis

To better understand opportunities for engagement, a stakeholder analysis was performed by assessing and rating agencies and other stakeholder groups based on their level of influence, support of climate change initiatives, and organisational capacity. Each agency, organisation, or stakeholder group was assigned a rating on a five-point rating scale (1=very low, 2=low, 3=average, 4=high, 5=very high).

Figure 1 Stakeholder influence matrix



3.1.1 Level of influence

There are numerous organisations in PNG with significant influence into the climate change agenda, many of which bring a unique set of opportunities to the GCF related activities. Of the 24 key stakeholders identified⁴, 12 have been rated 5/5 for level of influence. Of particular note are organisations such as the PNG Power Limited (PPL), who has both regulatory authority and commercial influence, in addition to working relationships with numerous development partners. Other organisations in PNG have very specific influence, such as the DPLGA, with a mandate to oversee the operations of provincial and local level governments.

Even some PNG stakeholders that don't have high levels of influence directly may have considerable secondary influence. For example, the Business Council of PNG (BCPNG) (influence level 3) has no direct regulatory control over climate change initiatives, but the ability to convene private industry stakeholders. CSOs, such as the Consultative Implementation and Monitoring Council (CIMC), are also able to influence policy through dialoguing with the public sector and other stakeholders.

⁴ A total of 24 stakeholder are mapped and considered higher priority ("key stakeholders").

3.1.2 Support of climate change initiatives

However, there seems to be a gap between the industries targeted by climate efforts and their support or adoption of climate initiatives. For example, Vision 2050 specifies the forestry, agriculture, mining and energy industries as key industries to develop Sustainable Development Policy. This focus is based on those industries' current and potential climate impact. In addition, Vision 2050 further focuses on the forestry and agricultural industries due to opportunities for wealth creation and to diversify the national economy, which is currently dominated by the energy and extractives industry. Vision 2050 identifies specific climate-related objectives, outcomes, and key performance indicators for these industries.

The PNG Development Strategic Plan 2010 – 2030 specifically mentions strategies for the extractive and energy sectors such as increasing the amount of renewable energy produced from 56 MW to 500 MW. According to the plan, "strategies under the extractive sectors as well as energy sectors are designed to be pursued with clear consideration for environment sustainability as well as addressing the issues of climate change in ways that best suit PNG's developmental needs."

Despite this industry focus, organisations such as the MRA, DMPGM and DPM have very little mentions of climate change in their plans. There seems to be no evidence available through DPE's website that it actively supports a transition to a low-carbon economy. Even the PPL website does not make an explicit commitment to a low-carbon strategy or policy, despite having been directly involved in several low-carbon projects.

This gap notwithstanding, there are numerous stakeholders that give reason for optimism. There have been several organisations, agencies, and policies developed with climate-specific mandates, such as the CCDA.

There are also several industry-specific agencies with a very strong commitment to and alignment with the national climate agenda. For example, the DAL has specific climate strategies linked to food security and a budget specifically dedicated to environmental safeguards. In addition, the DoT Corporate Plan outlines environmental objectives, outcomes, achievement indicators, and timelines, which including low-carbon initiatives.

3.1.3 Organisational capacity

It is unclear if the gap in support from some stakeholders discussed above is a result of a lack of buy-in or a symptom of poor capacity for external communication and/or policy implementation. Outdated corporate plans and lack of web presence (for some agencies) may suggest the latter. In addition, there is a lack of measuring, verification and reporting (MVR) capacity amongst PNG agencies that has further hampered policy implementation.

For instance, The Department of Treasury has an outdated Corporate Plan and highlights weak governance and low data availability as internal barriers. Agencies such as DMPGM have been noted as having poor policy rollout capacity. When discussing the DMPGM, an article published by the Oxford Business Group stated, "Much of the sector's future success will depend on the administration's ability to

implement and uphold any updated policies, while achieving a comprehensive legal playing field that meets the demands of investors and the needs of citizens."⁵ Similarly, there have been several articles indicating that high turnover⁶ and a lack of expertise⁷ have significantly weakened the effectiveness and capacity of the DPE.

Even CEPA has been having capacity issues: "CEPA is set to undergo a major capacity restructure. CEPA managing director Gunther Joku said with his reappointment for a second term, he was now focused on getting the office in order and realigning it with the Government's agenda."⁸ This may indicate that CEPA has had less than ideal capacity in the past.

Despite these capacity barriers, a few agencies have exhibited a strong ability to align their strategies with national development plans and climate initiatives. The DoT and the DAL are the most prevalent examples and may be able to provide a roadmap for success for other agencies. It should also be noted that the DoT and the PPL have a strong capacity to scale GCF projects nationwide through their connections with development partners and experience implementing low-carbon projects.

3.2 Risk and opportunities

In addition, a rapid review was conducted to assess the various climate change risks and opportunities for each stakeholder (see Annexes).

The major risks to being able to effectively engage stakeholders in climate change responses are generally tied to low MVR capacity and slow policy alignment/implementation capacity. For instance, if the GCF were to issue funding for a project, they would like to know that there is sufficient capacity to monitor and verify the results. Further, if new policies that facilitate GCF projects take too long to implement, this could be another considerable barrier. However, agencies like the DAL and the DoT can inspire some optimism for capacity potential in PNG.

Other risks involve potential competing interests. For instance, the desire for extractive stakeholders to capitalise on the abundance of fossil fuel and mineral resources in PNG may present a competing interest for climate progress. Similarly, while the PNGFA aims to protect forests, the PNGFIA advocates for the interests of the forestry industry.

There is also a risk that focusing on large projects (e.g. through the PPL and the DoT) could exclude smaller local projects from GCF funds. On this note, it is unclear how accredited agencies will react to the GCF program in PNG given the Accredited Entities will receive a management fee to cover their workload and associated costs

⁵ <https://oxfordbusinessgroup.com/analysis/planning-ahead-legal-amendments-can-help-sector-continue-grow>

⁶ <https://www.thenational.com.pg/too-many-actors-making-department-of-petroleum-and-energy-weak/>

⁷ <https://ramumine.wordpress.com/tag/department-of-petroleum/>

⁸ <http://www.pngcepa.com/2019/07/29/cepa-set-to-undergo-major-restructure-says-joku/>

for overseeing project implementation, this could result in them expressing an interest for larger projects rather than smaller ones.

The diverse stakeholders present an array of opportunities for the GCF to support effective projects in PNG. The major opportunities presented by PNG climate stakeholders include: identifying and implementing potential GCF projects; convening relevant stakeholders and raising their awareness for the GCF and the GCF application process; supporting GCF projects with technical assistance and MRV support; and developing and aligning unified climate policies and programs that facilitate GCF projects. The project identification efforts will be led by the CCDA. The major source of these projects will be from private sector stakeholders, and the Business Council of PNG (BCPNG) and industry-specific agencies (such as the Chamber of Mines and Petroleum and the PNG Forests Industry Association) can be a point of connection. The PPL and the DoT can be particular resources for project identification through their development partners, and therefore, the CCDA leverage tight engagements. The DPLGA can help connect GCF and CCDA with subnational stakeholders. These opportunities are discussed in further detail in this report.

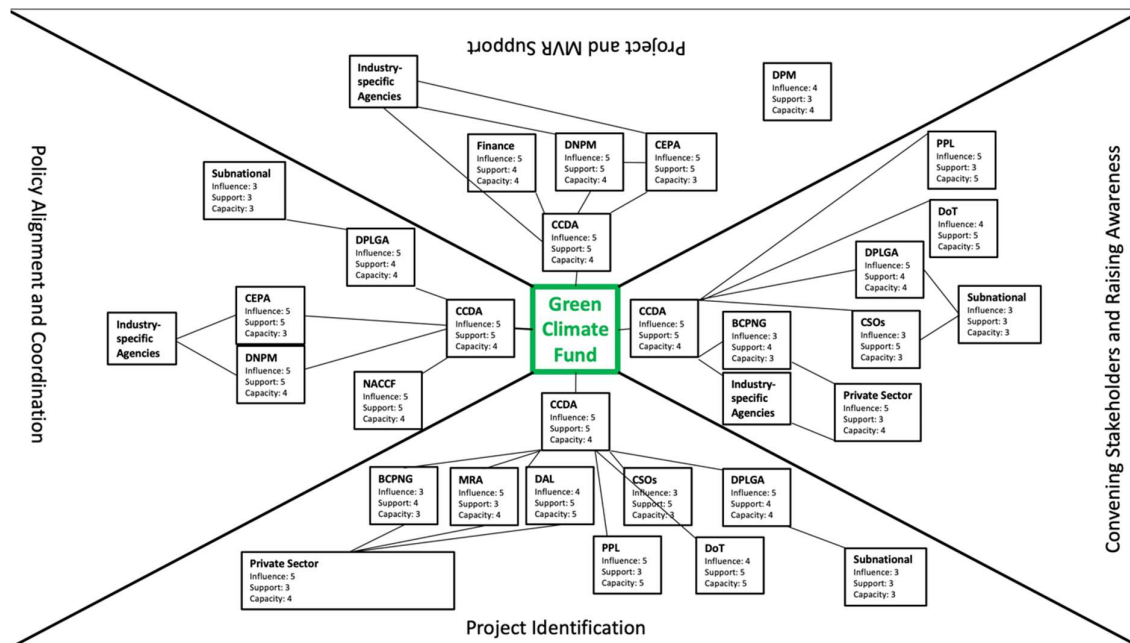
The stakeholder map below exhibits how the major stakeholders are (or could be) connected to the GCF and is organised based on each specific goal/opportunity identified in the previous section.

The stakeholder map is divided into four quadrants. Each quadrant represents different stakeholder engagement goals and inside each quadrant are the stakeholders who can help PNG achieve those goals in relation to accessing the GCF funds. As such, many of the stakeholders appear in multiple quadrants. The four quadrants (goals) are: 1) Project Identification; 2) Convening Stakeholders and Raising Awareness; 3) Project and MRV Support; and 4) Policy Alignment and Coordination. The lines indicate how the GCF may be connected to the corresponding stakeholder or stakeholder group. For example, private industry stakeholders are crucial for project identification, and can be connected to the GCF through the BCPNG and the CCDA. The CCDA could also potentially engage with the DoT and the PPL directly to identify projects through them and their development partners.

Project identification will be coordinated by the CCDA. The CCDA can collaborate with the BCPNG to connect to private sector stakeholders who can then advise on identifying potential GCF projects in individual industries. This process itself could help raise private sector awareness for the GCF.

Industry specific agencies (such as the MRA and the DAL) can also provide advice on industry-specific project opportunities. The CCDA should also consider if CSOs could potentially implement GCF projects. The DPLGA could help inform the CCDA of provincial and local level GCF project opportunities. The CCDA should consult directly with the PPL and the DoT to identify potential project opportunities, as they (and their development partners) both have experience implementing projects that reduce carbon emissions. The PPL and the DoT have the capacity to quickly implement and scale GCF projects.

Figure 2 Stakeholder map, possible functions in related to GCF roll out



The CCDA can convene and raise awareness among private industry stakeholders through the BCPNG and various industry-specific national agencies. The 19 provincial offices on the DPLGA can be a significant asset to convene provincial and local stakeholders, gain their perspectives, and disseminate information about the GCF at the subnational level. CSOs can help raise awareness and convene clans and churches across PNG. Entities such as the PPL and the DoT have many development partners who would be interested in GCF finance. They can act as gateways to spread awareness and capacity. In fact, the DoT has significant experience helping their development partners obtain third party financing for transport and infrastructure projects⁹.

The DNPM can assist the CCDA with the NOL process, project support, and MRV. At the national policy level, the Department of Finance could potentially monitor the performance of climate finance policy, however, there could be some capacity barriers. The CEPA has already began working increasing environmental MRV capacity through their Environment Information Management System. The Environment Information Management System's goal is "strengthening capacities to measure, report and verify indicators of global environment benefits."¹⁰ However, CEPA is currently undergoing a major capacity restructure.

The CCDA and the DNPM should consult with CEPA and see if this system could be implemented for MRV of GCF projects. If so, the CEPA could play a role in MRV and project support. Industry-specific agencies (such as PNGFA, MRA, and DMPGM) may be able to provide on-the-ground GCF MRV and project support for specific

⁹ <http://www.transport.gov.pg/index.php/projects/67-development-partner-grant-loan-assistance>

¹⁰ <http://www.pngcepa.com/2018/07/11/environmental-management-information-system/>

actors on their industry. They can also relay issues back to the CCDA and DNPM and CEPA for continual program improvement. Functions of the DPM include "regulation of training & staff development in the Public Service."¹¹ Therefore, they may be an opportunity for them to facilitate the training of individuals working on GCF projects (e.g. MRV capacity) and to train potential GCF candidates about the GCF process.

The CCDA "is the coordinating entity for all climate change related policies and actions in the country."¹² One of their main tasks will be to coordinate with other PNG agencies to ensure that their policies are aligned and there is no duplication of efforts. In addition, they will need to help create a regulatory environment that will facilitate and increase capacity for GCF projects. For example, together with the other members of the NACCF, they should set up the institutional framework to support co-financing and help establish a Climate Change Resilience & GCF Fund (CRGCF) to overcome the challenges of slow financial flows. The CCDA can also work alongside the Department of Treasury (another NACCF member) to help allocate matching funds and implement monitoring policies for GCF projects. International agencies could be another potential source of financing.

If the CEPA restructure is successful, their Policy Coordination and Evaluation division could be an asset for GCF policy coordination and alignment. The CCDA can leverage CEPA and the DNPM to coordinate and align policy efforts with industry-specific agencies. The DPLGA can be leveraged to coordinate national and sub-national climate change efforts (policy alignment). The DPLGA has support of donor partners for capacity development projects such as the World Bank and the Rural and Local Level Service Delivery Program.

The CCDA should be mindful of the following trends:

- Outdated reports and plans
- Poor external communication
- Poor internal capacity of some organisations
- Monitoring and enforcement challenges

The other consideration to make when engaging PNG stakeholders is that some entities may have conflicting agendas. For example, the PNGFA is mandated to protect forests while the PNGFIA is tasked to defend the interests of the forest industry, generally large logging companies. It is possible that these two organisations have conflicting interests (and perhaps a power struggle) that could stunt progress in the sector. Further, although policies specially focusing on climate change have recently been developed and implemented, PNG is rich in fossil fuel resources, and some departments may need to balance their priorities.

A crucial priority for the CCDA should be to specifically engage agencies with outdated corporate plans, the absence of climate change integration into policy (policy gaps), low MRV capacity and help facilitate improvements. For some agencies, there is already significant support for climate change initiatives, but

¹¹ <http://www.dpm.gov.pg/about/>

¹² CCDA Capacity Need Assessment Towards GCF Requirements and Private Sector Assessment

outdated plans and slow policy rollouts may prevent this from being addressed in a timely fashion. Higher capacity agencies, such as the DAL, can be engaged alongside low capacity stakeholders to help provide advice on effectively implementing and monitoring policy in PNG. Specific policy gaps and alignment opportunities are discussed in Section 5 (below).

4 POLICY OPPORTUNITIES: HOW DO PNG'S POLICIES AND PLANS CONNECT TO CLIMATE CHANGE?

4.1 Methodology

In addition to the stakeholder analysis, a policy analysis was conducted to better understand the linkages between climate change and existing policies and plans in PNG. The Taskforce for Climate-related Financial Disclosures (TCFD) framework for assessing climate change governance was used for the analysis. The framework is an effective methodology for ensuring that legislation, policies, strategies, and plans transparently provides information in a manner that increases information for citizens, investors, and stakeholders

The following search terms were used to establish the general extent to which climate change was utilised in the documents:

Climate, climate change, sea level rise, mitigation, adaptation, resilience, greenhouse gas emissions, carbon emissions, carbon reduction, Kyoto, Paris, IPCC, emissions, carbon, greenhouse

If any of these terms were located in the text of key policies and plans from the 24 agencies surveyed, a closer analysis was conducted to assess whether the document complies with the TCFD requirements. The table below presents an overview of the various TCFD disclosure requirements as they relate to their four main categories¹³.

Table 2 Overview of TCFD measurement framework

	Overview
Governance	Disclose the organisation's governance around climate-related risks and opportunities
Strategy	Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning where such information is material.
Risk Management	Disclose how the organisation identifies, assesses, and manages climate-related risks
Metrics & Targets	Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.

¹³ <https://www.fsb-tcf.org/wp-content/uploads/2017/06/FINAL-TCFD-Annex-062817.pdf>

For policy documents that do not currently discuss climate change, recommendations focus on improving strategy, which provides a basis for future development. This includes:

- Describing the organisations' oversight of climate-related risks and opportunities
- Describing the management's role in assessing and managing climate-related risks and opportunities

For policy documents that do currently discuss climate change, opportunities and recommendations focus on embedding and mainstreaming including ensuring:

Table 3 Way forward for policies to address TCFD

	Overview	Opportunities / Recommendations
Governance	Disclose the organisation's governance around climate-related risks and opportunities	<ul style="list-style-type: none"> • Describing the organisation's oversight of climate-related risks and opportunities • Describe the management's role in assessing and managing climate-related risks and opportunities
Strategy	Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning where such information is material.	<ul style="list-style-type: none"> • Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term. • Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning • Describe the resilience of the organisation's strategy, taking into consideration difference climate-related scenarios, including a 2 °C or lower scenario
Risk Management	Disclose how the organisation identifies, assesses, and manages climate-related risks	<ul style="list-style-type: none"> • Describe the organisation's processes for identifying and assessing climate-related risks • Describe the organisation's processes for managing climate-related risks • Describe how processes identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management
Metrics & Targets	Disclose the metrics and targets used to assess and	<ul style="list-style-type: none"> • Describe the metrics used by the organisation to assess climate-

	<p>manage relevant climate-related risks and opportunities where such information is material.</p>	<p>related risks and opportunities in line with its strategy and risk management process</p> <ul style="list-style-type: none"> • Disclose Scope 1, Scope 2, and if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks • Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.
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4.2 Results

Generally, the policies, strategies and plans searched fall into two broad categories: document with consideration of climate change, and documents without consideration of climate change.

4.2.1 Documents with consideration of climate change

The majority of policies, strategies and plans analysed do contain general references to climate change. Typically, this information is very general and is limited to disclosing that the organisation considers climate change as a pertinent consideration in its management of risks and opportunities.

There is no discernible trend around specific climate change risks that are disclosed or discussed. That said, the most discussed include forest management, sea level rise, and food security / quarantine.

Of the documents with a detailed consideration of climate change (e.g. governance, strategy, risk management, metrics & targets) there is no discernible trend regarding the focus (adaptation, mitigation), management approaches, key performance indicators being applied, or climate change scenarios being utilised to make decisions.

4.2.2 Documents without consideration of climate change

There are a number of typical reasons for why climate change has not been explored in these documents. Reasons include outdated policy documents, climate policies still being developed, lack of organisational buy-in/support, and low organizational capacity. For strategies and plans that do not contain information about climate change it is integral to further explore the barriers and enablers to achieving this prior to developing further. This can be achieved by:

- Describing the organisation's oversight of climate-related risks and opportunities
- Describing the management's role in assessing and managing climate-related risks and opportunities

Table 4 Policies that do not meet TCFD standards

	Contextual Example
<i>Climate change not considered to be relevant for the legislation, strategy, plan, or policy.</i>	For example, climate change has traditionally been perceived as an environmental issue and only recently has begun to be analysed through a financial, social or economic lens. This might be one possible explanation for why climate change has not been included in the Treasury Corporate Plan 2012 - 2022
<i>Lack of senior management support & leadership</i>	The implementation of climate change activities require or influence resources. This might be one possible explanation for why climate change has not been included in the <i>Oil and Gas Act 1998</i> .

<p><i>The necessity to integrate climate change into slow policy life cycles.</i></p>	<p>For example, the cross-cutting and deep impacts of climate change have only come to the fore in relatively recent times. This might be one possible explanation for why climate change has not been included in the <i>Forestry Act 1991</i>.</p>
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The table below is an overview of key climate policies in PNG and which TCFD disclosure recommendations the document adheres to. The green cells represent adherence and the red indicate non-adherence. Opportunities for improving policy documentation can be provided through an engagement strategy in which CCDA supports agencies to include specific climate change references in their corporate plans and sector plans.

Table 5 Summary of policy analysis against TCFD measurement framework

Policy	Adherence to TCFD			
	Governance	Strategy	Risk Management	Metrics & Targets
Climate Change & Development Authority Corporate Plan 2018-2022				
Department of Transport 'Line of Sight' Corporate Plan Corporate Plan 2016 – 2020				
Department of Provincial and Local Government Affairs Corporate Plan 2018-2022				
Mineral Resources Authority Corporate Plan 2008 – 2013				
Department of Education National Education Plan 2015 – 2019				
Papua New Guinea Development Strategic Plan 2010 – 2030: Our guide for success				
Treasury Corporate Plan 2012 – 2015				
Geothermal Energy Policy (2012)				
Protected Areas Policy Implementation Plan 2018-2028 (2017)				
National Parks Act Chapter 157 (1982)				
Forestry (Amendment) Bill 2005				
Forestry Act 1991				
Papua New Guinea National Food Security Policy 2018 – 2027: Growing agriculture for food security, good nutrition, and health				
National Transport Strategy 2014.- 2018 (2013) Volume 2 and volume 3				
Oil and Gas Act 1998				
Mining Act 1992 and Regulation				
National Agriculture Development Plan 2007 – 2016 Policies and Strategies Volume 1				
National Agriculture Development Plan 2007 – 2016 Policies and Strategies Volume 2				
Conservation and Environment Protection Authority Act 2014				
Civil Aviation Act 2000				
Environment Act 2000				
National Agriculture Development Plan 2007 – 2016 – Implementation Plan Volume 1				
Organic Law on Provincial Governments and Local-Level Governments				

Analysis of National Circumstances in the Context of REDD++ Abatement Levers in Papua New Guinea				
Climate Change (Management) Act 2015				
National Climate Compatible Development Management Policy (2014)				
Papua New Guinea National REDD+ Strategy 2017-2027				
The Platform for Action: PNG 2012 and beyond				
National Strategy for Responsible Development for Papua New Guinea (StaRS)				
Papua New Guinea Vision 2050 National Strategic Plan Taskforce				
Medium Term Development Plan III 2018-2022 Volume 2 – Implementation Framework & Investment Plan				
Medium Term Development Plan III 2018-2022 Volume 1 – Development Planning Framework & Strategic Priorities				
National Public Service Gender Equity & Social Inclusion (GESI) Policy				

4.3 Policy opportunities

4.3.1 Policy Lag Between National and Sectoral Climate Policies

This issue as raised in section 2 is best illustrated via the fact that the Papua New Guinea Development Strategic Plan 2010 – 2030 states that “strategies under the extractive sectors as well as energy sectors are designed to be pursued with clear consideration for environment sustainability as well as addressing the issues of climate change in ways that best suit PNG’s developmental needs.” Further, the Papua New Guinea Vision 2050 National Strategic Plan Taskforce aims to “establish a Sustainable Development Policy in all sectors, especially forestry, agriculture, mining, energy and oceans by 2015.” These broad policy provisions require sector-specific policies, strategies, plans and targets. However, the Mineral Resources Authority Corporate Plan 2008 – 2013, Treasury’s Corporate Plan 2012 – 2015, the Forestry (Amendment) Bill 2005 and the Conservation and Environment Protection Authority Act 2014, all have no mention of climate change.

4.3.2 Organisational Capacity and Policy Alignment

This lack of alignment may be more of a capacity and resourcing issue causing a policy adoption/rollout lag, rather than a commitment issue. For example, the Department of Treasury is a member of the NACCF, showing an active presence and support for climate finance. In addition, they have explicitly stated that their plans are aligned with the national development plans such as Vision 2050, which clearly outline national climate strategies. Even when agencies do discuss climate strategies, there is often a lack of specific initiatives and measurable targets attached to measure progress.

It is also important to note that some of the plans that fail to address climate change are often the same plans that are out of date. So, the support is often there, but a lack of capacity may be a large barrier to climate policy alignment, adoption, and implementation. There is therefore a considerable opportunity to engage with the committed but lagging agencies and help them develop concrete strategies and measurable goals that are aligned with national development and climate plans. In other industries (e.g. extractives), the commitment may not be apparent at all, and some stakeholder engagement may be necessary to cultivate buy in.

Special focus should be given to establishing concrete sustainable development policies in the Forestry, Agriculture, Energy and Transport industries. According to the Papua New Guinea Capacity Building on Climate Change Project Identification and Development Project. "In the context of PNG, "Forestry, Agriculture, Energy and Transport were the most featured area of 'mitigation in PNG in almost all climate change plans, strategies, policies and law." And they are the industries with the greatest capacity to mitigate climate change due to the magnitude of their impacts.

To align national climate policy and industry plans, examples/roadmaps can be taken from agencies who have done a good job aligning with policy and establishing measurable goals. For example, in the DAL's Papua New Guinea National Food Security Policy 2018-2027, climate change mitigation viewed as a key ecosystem service provided by the sector and climate-risks are treated as a key threat to food security. This is incorporated in their policy (e.g. "Strategy 2.3: Develop and extend 'climate smart' traditional and science-based agricultural technologies and practices"). In addition, they work closely with the Office of

Climate Change and Disaster Management Centre. The DoT's Corporate Plan 2016-2020 is strategically aligned with the Sustainable Development Goals and other PNG national plans such as Vision 2050. They have also outlined environmental objectives, outcomes, achievement indicators, and timelines in their Corporate Plan 2016-2020 (e.g. implementing a "regulatory framework that will support a move to low emission vehicles").

For agencies with outdated corporate plans or little mention of climate change, there is an opportunity to engage with them and advise them on how to develop updated plans and policies that are aligned with national development plans and create a regulatory environment that facilitates GCF projects. For example, the Department of Treasury has no mention of climate change in their last corporate plan, which is outdated (2012-2015). However, they have a high level of support. There is an opportunity for them to update and align their corporate plan, and as a member of the NACCF, there is an opportunity for them to create new policies that facilitate co-funding, faster financial transactions, and improved monitoring.

4.3.3 Sectoral-specific Climate Policy Opportunities

The following are the top policy priorities for each of the four major industries:

Forestry:

- Create a regulatory environment that better facilitates REDD+ projects.
- PNGFA and PNGFIA to work together for a unified vision/policy of sustainable forestry.
- Update the Forestry Act and publish a new corporate plan that is aligned with national climate objectives, National REDD+ Strategy 2017 – 2027, etc.
- PNGFA, PNGFIA, CCDA and CEPA coordinate and align climate mitigation opportunities, Protected Areas Policy, environmental permitting, and project MVR.

Agriculture:

- Work with the CCDA to identify specific projects, link project opportunities to climate strategy.
- Work with other complimentary agencies such as PPL on policy that will help scale low-carbon agricultural projects.
- Further develop and align specifics of climate strategy, implement measurable goals.

Transportation:

- Leverage DoT experience and connections to explore co-funding opportunities with the Australian Government, ADB and the World Bank.
- Leverage DoT project experience and development partners to identify GCF project opportunities.
- Provide advice and knowledge transfer on policy alignment and how to create, implement, and report on new climate strategies and measurable goals.
- Work with other agencies on policy that will help scale low-carbon transportation projects.

Energy:

- Enhance the organisational capacity and climate buy-in of the DPE.
- Create updated energy policy (with measurable goals) that is aligned with national development plans and facilitates GCF projects.

Leverage PPL project experience and development partners to identify GCF project opportunities.

5 RECOMMENDATIONS: SUPPORTING PNG'S ALIGNMENT AND ACCESS TO GCF

Building capacity to access GCF is a work in progress, several way forward opportunities are apparent in this analysis:

- *Rolling out GCF projects in PNG addresses capacity building needs:* GCF by its very nature encourages partnerships and action, provides funding support and builds capacity, ownership and leadership locally. The implication is simply that by focussing on getting at least one or two GCF projects funded, then more money and expertise becomes available to build capacity among stakeholders.
- *The proposed GCF sectoral workshops will improve the capacity of stakeholders to access the GCF:* if properly developed and implemented, these will: provide a specific strategic opportunity to address coordination challenges across agencies and levels of government; declutter information; encourage not only GCF knowledge but possible uptake by agencies of climate change in their organisational plans, and; specifically link agencies and partnerships towards accessing real project funding opportunities under the GCF. Now that the first of these workshops has been successfully funded, there is an opportunity to update workshop materials and conduct this for more sectors. Feedback from the first workshop indicated high levels of appreciation for the information provided and moved agencies towards supporting actual project development opportunities.
- *The proposed GCF structures in PNG will improve institutional relationships:* the structure, as already highlighted in the CCDA corporate plan, will involve a number of Multi-Agency approaches and bring in experienced Accredited Entities and other partners; these initiatives encourage not agency capacity development and institutional strengthening across and between agencies. This report also recommends as described below the expansion of engagement to utilise “connector” agencies such as peak bodies who have great influence over the planning of a range of other agencies.
- *GCF funding opportunities can be pitched not just as climate change but as sustainable development opportunities that lead to sector plans being more effective:* – can not only help climate change but agencies can hit their own sectoral targets simultaneously. There are clear examples of this, for example, some provinces have acute power shortages, if they successfully secured a renewable energy project under GCF, this would support their development plan as well as climate change in general.
- *Much more of engagement of Civil Society will create positive pressure for effective climate change action.* Civil society organisations and the citizens at large have had limited engagement with the GCF establishment process to date. Specific consultations and a strategy for the wider engagement will create positive pressure for capacity improvements and extend the reach and ownership of climate change programs. One idea here is to engage a communications for change expert who can develop communications programming through schools and media that captures the hearts of minds of individuals to support climate change into the future and thereby grow the number of people demanding for agency support to addressing climate change issue.
- As a sum of all GCF readiness work, it may be possible to eventually *recommend that PNG accredit a National Implementing Entity* beyond the International ones that already exist.

The specific engagement opportunities that arise from these reflections include:

- a strategy is needed to get more leaders to champion climate change: this might target, for example, a ministerial level group and agency heads through dedicated information and strategy building sessions.
- an engagement plan with agencies to help them update corporate and operational plans to take on climate change: this might target officers with planning responsibilities in agencies and demonstrate the types of things they might do to support climate change and how they could reflect these in their plans.
- leveraging donors that already operate within the core agencies that CCDA needs to target. For example, donor projects in DPLGA and NDAL could be briefed and brought in to support climate change uptake at agency level. The majority of donors already actively support climate change so a specific communication to them asking for them to identify briefing opportunities with their partners.
- utilising peak bodies and industry agencies more effectively, such as the Business Council of PNG, the Chamber of Mines and Petroleum and the PNG Forest Industries Association. These agencies can help connect to private sector and promote partnerships and participation.
- an engagement plan with DPLGA (and other “connector” agencies) to obtain authority and gain support for building provincial government coordination and support for stakeholders at sub-national levels
- An engagement plan for Churches and CSOs as a strategy to mobilise not only projects but wide scale community support for climate change. Consultative Implementation and Monitoring Council (CIMC) and DFCDR whose mandate includes women and support community level programming are appropriate connector agencies to help coordinate and support efforts in this space.

The upshot of the findings of this report is that the GCF country program design process can prioritise engagement activities in line with this report. Similarly, the triggering of GCF funding in PNG can in a real way build significant momentum and support for realigning government and stakeholders in support of climate change. Beyond the planned cycle of current workshops, effective engagement strategies must be finalised, including face to face and public media measures. Communication for development approaches could be a significant opportunity, where the focus is not just about building knowledge but capturing an emotional connection to climate change that drives action and commitment going forward. The details in this report provide the information needed to establish such strategies.

6 ANNEXES

6.1 ANNEX A: Survey Form and Stakeholders Consulted

PNG GCF Readiness and Preparatory Support Project - Stakeholder Questionnaire

Tanorama Limited are working with Global Green Growth Initiative (GGGI), the Climate Change and Development Authority (CCDA) and their stakeholders to support the uptake of the Green Climate Fund (GCF) in Papua New Guinea (PNG).

This brief questionnaire is for PNG government departments and stakeholders to provide guidance on any existing policies and plans that have implications for climate change. This information will assist Tanorama to map the implications for climate change across government policies and plans and to identify gaps and opportunities for accessing the GCF.

1. Which department or agency are you from?

2. Name of person filling out this survey

3. Contact email

4. What is your department / organisation's key role when it comes to climate change?

5. Please list the name of your key policies or plans that have implications for climate change

6. Can you provide guidance on which part of the policies or plans have implications for climate change?

7. Do you have any initiatives or projects that have implications for climate change? If so, please describe.

8. Are there any opportunities that your department or organisation has identified that relate to climate change? If so, please provide details.

9. Are there any risks that your department or organisation has identified that relate to climate change? If so, please provide details.

10. Is there any other information that you think is relevant for how your department or organisation impacts climate change?

Organisations consulted and surveyed for the Stakeholder and Policy report

The table below provides a list of organisations, other than CCDA, who were targeted to complete a survey form for the preparation of the stakeholder and policy report. Not all responded although some gave time to discuss their organisation and climate change, especially around the sectoral workshop. The table that follows shows the groups that actually completed the survey.

ID	Title	Name	Role	Dept/Org
1	Mr	Ken Meyakamapa		Dept of Health
2	Mr	James Teio		Dept of Health
3	Ms	Judith Eddy		Milne Bay - Health
4	Ms	Nicole Masta		DNPM
5	Mr	Brian Kunai		DNPM
6	Ms	Eileen Saiyomina		DNPM
7	Mr	Wakai Digine	Snr PO-Renewable	DNPM
8	Ms	Marie Pias	AS/Econ. Sector	DNPM
9	Ms	Getrude Kilapak	Soc. Policy officer	DNPM
			Principal Policy	
10	Ms	Daisy Lepon	Adviosr	Dept Agric & L/stock
11	Mr	Kwaipo Vali		Dept of PM & NEC
12	Ms	Diana Gora		Dept of PM & NEC
13	Ms	Lucy Amena		Dept of Labour
14	Mr	Philip Semar		MRA
15	Mr	Nathan Mosusu	Exec. Mgr Geol survey	MRA
16	Ms	Maxine Lahan	Mgr. Geo-Mapping	MRA
			Mgr. Geotech &	
17	Mr	Gabriel Kuna	Hydrol	MRA
18	Mr	Gunther Joku		CEPA
19	Mr	Maino Virobo		CEPA
20	Ms	Rose Alphonse		CEPA
21	Ms	Rose Singadan		CEPA
			Director -	
22	Ms	Kay Kalim	Environment	CEPA
23	Ms	Yvonne Tio	Manager - Marine	CEPA
24	Mr	Bernard Suruman		CEPA
25	Mr	James Sabi	Manager - Terrestrial	CEPA
			Director -	
26	Mr	Michael Wau	Environment	CEPA
27	Dr	Ruth Turia	Managing Director	PNGFA
28	Mr	Goodwil Amos	a/Managing Director	PNGFA
29	Mr	Gewa Gamoga	a/Manager REDD/CC	PNGFA
30	Ms	Elizabeth Kaidong		PNGFA
		Augustine		
31	Dr	Mungkaje		UPNG
32	Dr	Gae Gowae		UPNG
33	Mr	Job Opu		UPNG - Kokopo
34	Mr	Martin Mose	Director	National Disaster Office

35	Mr	Robert Thomson	Senior Hydrologist	National Disaster Office
36	Mr	Kasis Inape		National Weather Office
37	Dr	Peter Gendua		NARI - Southern
38	Ms	Mary Boni	Senior Technical Officer	CIMC
39	Mr	Kafuri Yaro	Programme Devt Mgr	WWF
40	Ms	Maxine Anjiga		PNGCLMA
41	Mr	Kenn Mondiai		PwM
42	Mr	Lindsay Sau		PwM
43	Mr	Herbert Poria		PwM
44	Mr	Rufus Mahuru		PwM
45	Ms	Barbara Masike		TNC
		Isimel Aquila		
46	Mr	Tuembe		Oxfam
47	Ms	Majorie Warisaiho		CELCOR
48	Mr	Peter Bosip		CELCOR
49	Ms	Grace Leiseta		ChildFund
50	Mr	David Mitchell		ESA/Milne Bay Province
51	Ms	Gracia Moliola		Int Org for Migration
52	Mr	Wayne Baloiloi		PNG Power Ltd
53	Ms	Nola Ndrewei		World Health Org
				Climate Change & Devt Dept
54	Mr	Daniel Waldi		UPNG Kokopo

Organisations that completed the survey and gave time to consultations:

- Climate Change and Development Authority
- National Department of Agriculture and Livestock
- Oxfam
- World Wildlife Fund
- University of Papua New Guinea
- University of Natural Resources and Environment
- PNG Forest Authority
- Celcor
- Department of National Planning and Monitoring
- Partners with Melanesia
- The Nature Conservancy
- Conservation and Environment Protection Agency

6.2 ANNEX B: Stakeholder Analysis

6.2.1 Department of National Planning and Monitoring

Mandate	It is the responsibility of the DNPM “to monitor and report on the implementation and outcomes of the government’s development agendas.” ¹⁴
Influence (5)	The DNPM is the lead agency responsible for the development of, and reviewing the PNGDSP 2030, which has a strong focus on sustainable development. Further, they manage StaRS, which builds on the DSP 2030 and Vision 2050, and “calls for a paradigm shift towards a sustainable clean energy and resource using low or zero carbon-generating ‘green’ or ‘clean’ inclusive economic growth.” ¹⁵ Under these policies, funds have been allocated for “Green Development Fund and Bio-fuel Development.” This indicates they have strong influence over the development of key policies and the related allocation of funds. For these reasons, DNPM is considered to have the highest-level of influence.
Support (5)	Because their policies have a strong emphasis on sustainable development, the DNPM has the highest-level of support for climate change initiatives. In addition, they serve as a member of the National Advisory Committee on Climate Finance (NACCF).
Capacity (4)	The DNPM has high levels of capacity to allocate financial, political, and human resources to address climate change. However, it has been noted however, that effectively enforcing regulations and monitoring compliance has been an ongoing issue for PNG agencies.
Risks	There may be some risk that the DNPM will have trouble effectively monitoring and verifying the outcomes of GCF-funded projects.

¹⁴ <http://www.planning.gov.pg/>

¹⁵ <http://www.planning.gov.pg/images/dnpm/pdf/StaRS.pdf>

Opportunity	<p>In consultation with the NDA and other Central Agencies, the DNPM can help manage the NOL process.</p> <p>As a member of the NACCF and a developer of key national policies, the DNPM can help set up the institutional framework to support co-financing and help establish a Climate Change Resilience & GCF Fund (CRGCF) to overcome the challenges of slow financial flows.</p> <p>DNPM could be an asset to support and facilitate GCF project MVR.</p> <p>The DNPM will also be a strong asset to promote inter-agency coordination and national ownership.</p>
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6.2.2 Department of Provincial and Local Level Government Affairs

Mandate	<p>“From our mandate, the department has come up with it’s core business to support it’s clients. These include:¹⁶</p> <ul style="list-style-type: none"> • Provide policy and legislative support to provincial governments and local-level governments in line with the Minister’s statutory responsibilities. • Coordinate, monitor and report on the governance performance of Provincial Governments and Local-level Governments. • Help build the capacity of Provincial Governments and Local-level Governments. • Undertake special projects related to Provincial Governments and Local-level Governments as required by the National Government.”
Influence (5)	<p>“DPLGA is a National Department of the Government of Papua New Guinea and is a member of the Central Agency Coordinating Committee (CACC) which coordinates the implementation of National Government Policies.¹⁷” For these reasons, the DPLGA is considered to have the highest-level of influence.</p>
Support (4)	<p>The DPLGA agenda is aligned with the PNG strategic plans such as Vision 2050 and StaRS. Therefore, by default, they have a high-level of support for climate change initiatives. In addition, they serve as a member of the National Advisory Committee on Climate Finance (NACCF). That being said, their 2018-2022 corporate plan¹⁸ only has a few mentions of climate change.</p>
Capacity (4)	<p>As a PNG National department, CACC member, and the key liaison agency between national and provincial/local governments, the DPLGA has a strong capacity to influence national policy and disseminate it at the subnational-level. However, it has been noted however, that effectively enforcing regulations and monitoring compliance has been an ongoing issue for PNG agencies.</p>

¹⁶ <https://dplga.gov.pg/home-page/abouts-us/#mandateaboutus>

¹⁷ <https://dplga.gov.pg/home-page/abouts-us/#mandateaboutus>

¹⁸ https://dplga.gov.pg/wp-content/uploads/2018/03/DPLGA_CP2018-2022.pdf

Risks	Because their focus on climate change seems to be limited to alignment with national policies, there may be some risk that the issue is not front and center on their normal agenda.
	There may be some risk that the DPLGA may have trouble effectively monitoring and verifying the outcomes of GCF-funded projects.
Opportunity	As the key liaison agency between national and provincial/local governments, the DPLGA is in a unique position to raise awareness of GCF opportunities at the local and provincial levels. In return, they can convey the perspectives of sub-national stakeholders to national policy and decision makers.
	The DPLGA has a unique opportunity to coordinate national and sub-national climate change efforts (policy alignment), identify subnational GCF project opportunities, and implement national efforts at the local level.
	As a member of the NACCF, the DPLGA can convey possible implementation issues at the subnational level and represent the best interests of sub-national stakeholders.

6.2.3 Department of Treasury

Mandate	<p>The major functions of the Department of Treasury are:</p> <ul style="list-style-type: none"> • "Undertake research and provide advice to the Government on economic issues. • Provide advice to Government on financial issues that arise from the National Budget. • Prepare and monitor the National Budget. • Provide policy advice to the Government on the finance and resource management of National Government Departments, Provincial and Local Level Government and state owned enterprises.¹⁹"
Influence (5)	The Department of Treasury has the authority to allocate funds for the National Budget and provides advice to the Government on resource management. Therefore, they have the highest-level of influence.
Support (4)	<p>Although their agenda is aligned with national plans such as Vision 2050, which address climate change, their last Corporate Plan (2012-2015)²⁰ has no mention of climate change or energy. It should be noted that this document is outdated.</p> <p>They are a member of the NACCF, showing an active presence and support for climate finance.</p>

¹⁹ https://www.treasury.gov.pg/about_us.html

²⁰ https://www.treasury.gov.pg/html/misc/Treasury%20Corporate%20Plan_2008-2011.pdf

Capacity (3)	The department manages the national budget of over 8 billion Kina, showing a high capacity to affect change. However, their reporting is outdated, showing poor external communication. In addition, their Corporate Plan (2008-2011) ²¹ highlighted several internal challenges (e.g. weak governance, limited data availability, etc.) that negatively impact their effectiveness.
Risks	<p>The risks associated with the Department of Treasury relate to their internal challenges impacting effectiveness. In addition, they appear to have very weak external communications.</p> <p>The Department of Treasury has been known to have challenges related to slow financial flows.</p>
Opportunity	<p>The Department of Treasury presents opportunities to allocate funds for climate projects and facilitate co-funding opportunities.</p> <p>As a member of the NACCF, they can help establish a CRGCF to help overcome the challenges of slow financial flows.</p>

6.2.4 Department of Finance

Mandate	<p>The Department of Finance is "mandated to support the Government achieve its fiscal policy initiatives by:</p> <ul style="list-style-type: none"> • Developing, formulating and providing financial policy advice; • Establishing and maintaining financial systems; • Developing financial accounting and information processing; • Managing accounting procedures; • Monitoring financial performance against budget; and • Ensuring compliance with legislated financial reporting of Government expenditures.²²"
Influence (5)	The Department of Finance has the ability influence and enforce financial policy, and therefore has the highest level of influence.

²¹ https://www.treasury.gov.pg/html/misc/Treasury%20Corporate%20Plan_2008-2011.pdf

²² <http://www.finance.gov.pg/wp-content/uploads/2018/10/2018-2022%20Strategic%20Plan.pdf>

Support (4)	<p>Although their agenda is aligned with national plans such as Vision 2050, which address climate change, their Corporate Plan (20018-2022)²³ has no mention of climate change or energy.</p> <p>They are a member of the NACCF, showing an active presence and support for climate finance.</p>
Capacity (4)	<p>Their primary functions include monitoring financial performance and enforcing financial policy, therefore, it is assumed that they have a reasonable capacity to enforce and monitor climate finance policy. However, other national agencies have been known to have challenges with enforcement and monitoring.</p>
Risks	<p>There may be risk in terms of capacity to effectively enforce and monitor climate finance policy.</p>
Opportunity	<p>There is an opportunity in integrate climate policy further into their agenda and leverage their mandate to help enforce new policies and monitor the performance of climate policies and projects.</p> <p>As a member of the NACCF, they can help establish and facilitate co-funding mechanisms and a CRGCF to help overcome the challenges of slow financial flows.</p>

6.2.5 Department of Agriculture and Livestock

Mandate	<p>The Department of Agriculture and Livestock (DAL) mandate is to "provide policy advice and technical and administrative support for optimal performance of the sector. These include;</p> <ul style="list-style-type: none"> • contributing strategic leadership and direction to the sector, • coordinating and monitoring national agricultural development programs, • providing advice that leads to an environment that facilitates investment and supports new initiatives, • facilitating and supporting effective partnerships between stakeholders, and • enhancing systems and delivery mechanisms for capacity building (extension, training, information).²⁴
Influence (4)	<p>The DAL has significant influence over their sector. They have the authority to design and implement new climate-related initiatives, convene stakeholders, and provide support for agricultural climate projects. However, naturally, this influence is limited to one sector.</p>

²³ <http://www.finance.gov.pg/wp-content/uploads/2018/10/2018-2022%20Strategic%20Plan.pdf>

²⁴ <https://www.agriculture.gov.pg/about/>

Support (5)	In their Papua New Guinea National Food Security Policy 2018-2027 ²⁵ , climate change mitigation is viewed as a key ecosystem service provided by the sector and climate-risks are treated as a key threat to food security. This is incorporated in their policy (e.g. "Strategy 2.3: Develop and extend 'climate smart' traditional and science-based agricultural technologies and practices"). In addition, they work closely with the CCDA and the Disaster Management Centre. This indicates that climate change is a significant factor in their policy agenda.
Capacity (5)	In 2019, the DAL had a budget of K1,652,500 dedicated for a safeguards budget and capacity building for their Environmental and Social Management Framework (ESMF). ²⁶ Based on their ESMF ²⁷ and their food security policy, it seems that the DAL has the highest-level capacity to fund, design, implement, and monitor large-scale agricultural projects throughout the country.
Risks	There seems to be low levels of risk of engaging the DAL.
Opportunity	<p>The DAL and the commodity boards and agencies it has great influence over, can be key players to convening public and private agricultural stakeholders; identify and facilitate potential agricultural GCF projects; and implement/monitor supporting programs.</p> <p>There is good alignment between the GCF objectives and DAL policy objectives such as <i>Strategy 2.3: Develop and extend 'climate smart' traditional and science-based agricultural technologies and practices</i>.</p>

6.2.6 Department of Mineral Policy and Geohazard Management (DMPGM)

Mandate	"To promote, facilitate and regulate socially, environmentally, technically, and financially responsible mineral exploration, development and mining in Papua New Guinea. ²⁸ "
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²⁵ <http://www.agriculture.gov.pg/wp-content/uploads/2018/12/National-Food-Security-Policy-2017-2027.pdf>

²⁶ <http://www.agriculture.gov.pg/wp-content/uploads/2019/05/PACD-ESMF-vol1-final-April19.pdf>

²⁷ <http://www.agriculture.gov.pg/wp-content/uploads/2019/05/PACD-ESMF-Vol-2-Baseline-Report-final.pdf>

²⁸ http://www.treasury.gov.pg/html/national_budget/files/2008/budget_documents/Volume%202%20Part%20III/Section%20A/devbud.secta.natdepts.detail.254.pdf

Influence (3)	The DMPGM has very little web presence, inhibiting meaningful assessment of their level of influence. It is known that that they collaborate closely with the Mineral Resource Authority, and they have the authority to develop new policies and monitor compliance.
Support (3)	The DMPGM has very little web presence, inhibiting any meaningful assessment of their level of climate support. The DMPGM announced their corporate plan in 2017. The plan included six new polices including sustainable mining development ²⁹ .
Capacity (3)	<p>The DMPGM has very little web presence, inhibiting any meaningful assessment of their level of capacity. However, their low web presence may indicate low levels of external communication capacity. An article³⁰ published by the Oxford Business Group stated, "Much of the sector's future success will depend on the administration's ability to implement and uphold any updated policies, while achieving a comprehensive legal playing field that meets the demands of investors and the needs of citizens." Such a statement seems to cast at least some doubt on the department's capacity and competence.</p> <p>The same article mentioned that the DMPGM's new five-year plans were announced in 2017, while still under Cabinet review. Two years later and the plans do not yet seem to be published. This could indicate a low capacity to efficiently develop and rollout new policies.</p>
Risks	<p>There may be a risk that the DMPGM may prioritize policies that increase investment into the sector over improving climate impacts. In other words, new climate policies may be seen as a barrier to potential investors.</p> <p>There may be a risk that the DMPGM may fail to properly incorporate climate considerations into new policies.</p> <p>Slow policy rollout is another potential risk.</p>
Opportunity	<p>There is an opportunity for the DMPGM to help convene stakeholders in the sector. In addition, they could potentially help develop, enforce, and monitor new climate policies to be implemented in the sector and aligned with GCF objectives. In contrast to the risk stated above, there is also a possibility that new climate policies and GCF-funded projects in this sector could actually attract new sustainability-minded investors.</p> <p>The DMPGM's latest corporate plan includes geothermal resource policy, which could potentially benefit from GCF funds.</p> <p>The DMPGM has new policies to promote mine supervision, which would also help monitor GCF-funded projects in the sector.</p>

²⁹ <https://oxfordbusinessgroup.com/analysis/planning-ahead-legal-amendments-can-help-sector-continue-grow>

³⁰ <https://oxfordbusinessgroup.com/analysis/planning-ahead-legal-amendments-can-help-sector-continue-grow>

6.2.7 Mineral Resource Authority

Mandate	"The Mineral Resources Authority (MRA) was established through the enactment of the Mineral Resources Authority Act 2005 by Parliament." ³¹ The Mission of the MRA is to "effectively promote a healthy and sustainable mineral industry; and provide a regulatory environment which maximizes mining opportunities to ensure optimum benefits for the people of PNG." ³²
Influence (5)	The MRA is the primary authority associated with the Mineral Resources Authority Act, making it the primary regulatory entity in the industry.
Support (3)	Although one of their objectives is to "monitor compliance with environmental framework[s]," there is no mention of climate change in their Corporate Plan 2008-2013 ³³ or in the Mineral Resources Authority Act 2005. However, this may not accurately reflect their 2019 perspective. Their Corporate Plan 2008-2013 does mention their objective of "implementation of relevant government and sustainable development policies related to mining."
Capacity (4)	The institution is capable of generating its own funding and seems to have a reasonable capacity to regulate the mining industry and implement new sweeping policies. However, mining compliance and monitoring has known to have had significant challenges in PNG.
Risks	<p>There may be a risk that the MRA may prioritize policies that increase investment into the sector over improving climate impacts. In other words, new climate policies may be seen as a barrier to potential investors.</p> <p>There may be a risk that the MRA may fail to properly incorporate climate considerations into new policies.</p>

³¹ <http://www.mra.gov.pg/AboutUs.aspx>

³² <http://www.mra.gov.pg/Portals/2/Publications/MRA%20Corporate%20Plan%20-%202008%20to%202013.pdf>

³³ <http://www.mra.gov.pg/Portals/2/Publications/MRA%20Corporate%20Plan%20-%202008%20to%202013.pdf>

Opportunity	<p>The MRA can help convene major stakeholders in the industry and help raise awareness and capacity for GCF participation.</p> <p>The MRA may be able to provide insight into potential GCF projects in the PNG mining industry.</p> <p>They can provide their perspectives on compliance and monitoring challenges in the industry, and together help develop solutions.</p> <p>If willing the MRA could help develop, deploy, and monitor new industry climate policies.</p> <p>In contrast to the risk stated above, there is also a possibility that new climate policies and GCF-funded projects in this sector could actually attract new sustainability-minded investors.</p> <p>There is good potential for objective alliance. The MRA aims to achieve its vision through the "implementation of relevant government and sustainable development policies related to mining³⁴." These policies can be aligned with the objectives of the GCF. The MRA wishes to "secure donor funds to improve the welfare of affected communities³⁵." Perhaps this could be in the form of GCF funds to help communities implement climate projects that improve livelihoods.</p>
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6.2.8 Department of Petroleum and Energy

Mandate	<p>"Royalties in oil and gas are paid to the Department of Petroleum and Energy (DPE)."³⁶ There does not seem to be a dedicated website for the DPE. Their official mandate is not communicated online.</p>
Influence (4)	<p>The DPE seems to be the major regulatory authority for the Petroleum and Energy Industry in PNG.</p>
Support (1)	<p>There does not seem to be any evidence online that the DPE actively supports a transition to a low-carbon economy.</p>

³⁴ <http://www.mra.gov.pg/Portals/2/Publications/MRA%20Corporate%20Plan%20-%202008%20to%202013.pdf>

³⁵ <http://www.mra.gov.pg/Portals/2/Publications/MRA%20Corporate%20Plan%20-%202008%20to%202013.pdf>

³⁶ https://eiti.org/fr/implementing_country/46

Capacity (2)	There are several articles indicating that high turnover ³⁷ and a lack of expertise ³⁸ have significantly weakened the effectiveness and capacity of the DPE.
Risks	<p>A lack of expertise and capacity seem like the major risks of engaging with the DPE.</p> <p>The DPE seems to have a low web presence and therefore, may have poor external communications.</p> <p>The DPE's level of commitment to climate issues is unknown.</p>
Opportunity	<p>There is not enough information on the DPE to effectively assess related opportunities.</p> <p>The DPE may be able to convene stakeholders in the industry and help raise awareness for the GCF.</p> <p>The DPE may be interested in developing and implementing climate policies and aligning their climate objectives with GCF opportunities.</p> <p>The DPE may be able to provide insight into potential GCF projects in the PNG Energy Industry.</p>

6.2.9 PNG Power Limited

Mandate	<p>"PNG Power Ltd (PPL) is a fully integrated power authority responsible for generation, transmission, distribution and retailing of electricity throughout Papua New Guinea and servicing individual electricity consumers."³⁹</p> <p>"PPL is also undertaking a regulatory role on behalf of the Independent Consumer and Competition Commission (ICCC)."⁴⁰</p>
Influence (5)	Due to the integrated structure of PPL, compounded with their regulatory role, they have near ultimate influence over the sector.

³⁷ <https://www.thenational.com.pg/too-many-actors-making-department-of-petroleum-and-energy-weak/>

³⁸ <https://ramumine.wordpress.com/tag/department-of-petroleum/>

³⁹ <https://www.pngpower.com.pg/about>

⁴⁰ <https://www.pngpower.com.pg/about>

Support (3)	<p>The PPL website does not make an explicit commitment to a low-carbon strategy or policy, which could be indicative of low-levels of commitment. However, they have been involved in several low-carbon projects and initiatives such as their Pilot Rooftop Solar Program and the Naoro-Brown Hydro Power Project⁴¹.</p> <p>The Papua New Guinea (PNG) Energy Utility Performance and Reliability Improvement Project (EUPRIP) promotes the use of renewable energy and reduces the demand for kerosene by bringing electricity to rural areas⁴².</p>
Capacity (5)	<p>The PPL has a tremendous capacity, as they are responsible for generating, transmitting, distributing, and retailing (and regulating) all of the electricity in PNG. In addition, they have already proven their ability to implement low-carbon projects. However, PNG has a history of frequent power outages.</p>
Risks	<p>Focusing on large-scale projects with the PPL could exclude lower-scale GCF candidates.</p> <p>Their commitment to climate issues and policy remains unclear.</p>
Opportunity	<p>The PPL already has a track record of successfully implementing low-carbon projects. With access to GCF financing, they could help deploy low-carbon projects all over PNG.</p> <p>They have the ability to significantly lower the carbon emissions of PNG by quickly scaling low-carbon initiatives.</p>

6.2.10 Department of Transport

Mandate	<p>"The Papua New Guinea Department of Transport & Infrastructure is responsible for transport infrastructure policy and planning. It is the lead agency in formulation of policies and planning of transport infrastructure projects, administers transport legislation's (Act, associated Regulations and numerous international conventions etc) and ensuring compliance to safety, security and related environmental standards."⁴³</p>
Influence (4)	<p>The Department of Transport is the main regulatory authority of the PNG transport sector, and therefore, are considered to have a high level of influence.</p>

⁴¹ <http://www.pngpower.com.pg/projects>

⁴² <https://www.pngpower.com.pg/index.php/projects/view/png-energy-utility-and-performance-reliability-improvement-project-p167820-environmental-and-social-management-framework-esmf-revision-2-png-power-limited-february-2019>

⁴³ <http://www.transport.gov.pg/>

Support (5)	Their Corporate Plan 2016-2020 ⁴⁴ is strategically aligned with the Sustainable Development Goals and other PNG national plans such as Vision 2050. Responsibility is one of their 6 key values. They have outlined environmental objectives, outcomes, achievement indicators, and timelines in their Corporate Plan 2016-2020. This included implementing a "regulatory framework that will support a move to low emission vehicles."
Capacity (5)	Judging by the details of their Corporate Plan 2016-2022, they have a strong capacity for planning and the ability to effectively create, implement, and report on new strategies and policies (e.g. mapping objectives, outcomes, indicators, etc. for their "key result areas") They also have high-levels of alignment with national policies and international standards. See the Opportunity section for more on their capacity.
Risks	Focusing on large-scale projects with the DoT could exclude lower-scale GCF candidates.
Opportunity	<p>The DoT can convene major industry stakeholders and raise awareness for the GCF.</p> <p>They have a strong willingness and track record of implementing carbon reducing frameworks and projects. They could help deploy and scale up low-carbon projects all over PNG.</p> <p>They have experience with projects that increase the compliance capacity of their constituents and can provide insight on how this can be done for the GCF. In addition, they have experience facilitating their Development Partner Grant & Loan Assistance program, helping their development partners access finance from the Australian Government, ADB and the World Bank⁴⁵. This experience could potentially be transferable for facilitating access to GCF finance (e.g. providing technical support and advice).</p>

6.2.11 Department of Education

Mandate	"We Strive For Quality Education And Training For All ⁴⁶ "
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⁴⁴ <http://www.transport.gov.pg/images/pdf/DoTCorporatePlan2016-2020.compressed.pdf>

⁴⁵ <http://www.transport.gov.pg/index.php/projects/67-development-partner-grant-loan-assistance>

⁴⁶ <https://www.education.gov.pg/index.html>

Influence (5)	Being responsible with providing the next generation with education gives the Department of Education (DoE) the highest level of influence.
Support (4)	The National Education Plan 2015-2019 ⁴⁷ states that climate change adaptation and disaster risk reduction will be part of the curriculum. In addition, the DoE has strategies to reduce climate risks to schools and education. The National Education Plan 2015-2019 is aligned with national policies like Vision 2050 and the Development Strategic Plan 2010–30.
Capacity (4)	Both enrolment and government funding for education have been increasing since 2004 ⁴⁸ .
Risks	The DoE may not have much ability to convene private sector stakeholders.
Opportunity	<p>Involve the youth in potential GCF projects (e.g. planting trees).</p> <p>Consider holding a climate science competition where children share ideas for GCF projects (raises awareness for parents as well).</p> <p>There is a potential opportunity to leverage education resources to spread climate change awareness and train candidates about the GCF financing process (hold workshops, night classes for adults, etc.).</p>

6.2.12 Department of Health

Mandate	The mission of the Department of Health is to "improve, transform, and provide quality health services through innovative approaches supporting primary health care and health system development, and good governance at all levels." ⁴⁹
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⁴⁷ https://www.education.gov.pg/documents/NEP_2015-2019_DoE.pdf

⁴⁸ https://www.education.gov.pg/documents/NEP_2015-2019_DoE.pdf

⁴⁹ <https://www.health.gov.pg/subindex.php?about=3>

Influence (3)	Being responsible for the health of a nation certainly qualifies as high-level influence. However, they have a very specific focus and limited influence over climate strategy in PNG. Therefore, they are considered to have medium level of influence.
Support (4)	<p>The National Health Plan 2011–2020⁵⁰ is directly aligned with the seven pillars of the Vision 2050. To address the pillar 'Environmental Sustainability and Climate Change', the Department of Health plans to promote healthy lifestyles and "improve preparedness for disease outbreaks and emerging population health issues" (which will likely be exacerbated by climate change). Objective 8.3 is to "improve capacity and preparedness of the health sector to address the impacts of climate change. To achieve this objective, they will implement the following strategies:</p> <ul style="list-style-type: none"> • 8.3.1: <i>Increase cross-sectoral collaboration to prepare for impacts of climate change on the health of Papua New Guineans.</i> • 8.3.2 <i>Ensure every health facility has a Disaster Preparedness Plan, including issues associated with climate change.</i>
Capacity (3)	The capacity of the Department of Health to coordinate with other agencies and align policies is high. However, their capacity to affect climate strategy is somewhat limited to addressing the health impacts of climate change.
Risks	The Department of Health has a very narrow scope with limited overlap with climate policy and strategy.
Opportunity	Explore new and innovative GCF project options that focus adapting to the health impacts of climate change; a much needed and perhaps overlooked and underfunded project topic.

⁵⁰ https://www.health.gov.pg/pdf/PNGNHP%20Vol1_2014.pdf

6.2.13 Climate Change and Development Authority

Mandate	The Climate Change and Development Authority (CCDA, formerly the OCCD) is a new government entity that "coordinates the Climate Change efforts of the Government of Papua New Guinea... It is the coordinating entity for all climate change related policies and actions in the country... Additionally, it is the designated National Authority (NDA) under the United Nations Framework Convention on Climate Change (UNFCCC)." ⁵¹ They are responsible for the Climate Change Management Act (CCMA) 2015.
Influence (5)	As the NDA and the primary agency responsible for climate policy and strategy, the CCDA has the highest level of influence.
Support (5)	As the NDA and the primary agency responsible for climate policy and strategy, the CCDA has the highest level of support.
Capacity (4)	The CCDA has a demonstrated ability to develop and implement unprecedented national climate policy. However, capacity for legal advice, inter-agency coordination, human resources, and a policy to support REDD+ projects could be improved. ⁵²
Risks	As mentioned above, there are several capacity areas that need improvement. "The office is currently undergoing a transitional phase which requires a major re-structure, in a coordinated and structured manner, complying with its own Climate Change Management Act (CCMA) 2015." ⁵³ This could be a temporary distraction for the agency.
Opportunity	The CCDA will serve as the NDA and its role is to "facilitate and coordinate project identification and development and manage the NOL procedure." ⁵⁴ As a member of the NACCF, they can help establish and facilitate co-funding mechanisms and a CRGCF to help overcome the challenges of slow financial flows. There may also an opportunity for CCDA to help improve policy that better facilitates REDD+ projects.

⁵¹ <http://www.ccda.gov.pg/about.html>

⁵² CCDA Capacity Need Assessment Towards GCF Requirements and Private Sector Assessment

⁵³ <http://www.ccda.gov.pg/about.html>

⁵⁴ CCDA Capacity Need Assessment Towards GCF Requirements and Private Sector Assessment

6.2.14 PNG Conservation and Environment Protection Authority

Mandate	<p>"Listed here are a few roles and responsibilities of Papua New Guinea Conservation and Environment Protection Authority (CEPA):</p> <ul style="list-style-type: none"> - Environment management policy development - Biodiversity protection policy development - Pollution control and the regulation of hazardous substances - Management of Water Resources - Environmental Impact Assessments of major projects including infrastructure, forestry, agriculture, mining and petroleum proposals; - Biodiversity assessment and data management - Hydrological investigation, data collection and analysis - Coordination of donor funded programs - Education & Awareness"⁵⁵
Influence (5)	As the primary authority on PNG environmental policy, CEPA has the highest level of influence.
Support (5)	Climate change issues are highly relevant to the central mission of CEPA, however, such policies are more of the responsibility of the CCDA. CEPA would be likely to support progressive climate change policy and programs, while it would the actual policy is developed and implemented by the CCDA.
Capacity (3)	"CEPA is set to undergo a major capacity restructure. CEPA managing director Gunther Joku said with his reappointment for a second term, he was now focused on getting the office in order and realigning it with the Government's agenda." ⁵⁶ This may indicate that CEPA has had less than ideal capacity in the past.
Risks	CEPA's transitional restructure and less than ideal human resource capacity may be potential risks with depending on the organisation.

⁵⁵ <http://www.pngcepa.com/about-us/>

⁵⁶ <http://www.pngcepa.com/2019/07/29/cepa-set-to-undergo-major-restructure-says-joku/>

Opportunity	<p>If the CEPA restructure is successful, their Policy Coordination and Evaluation division could be an asset for GCF policy coordination and alignment. In addition, this division has recently developed an "Environment Information Management System with Geographic Information System (GIS) capability for use in reporting for Sustainable Development Goals (SDG) and Medium Term Development Plan, and to support demonstration projects, environment regulation, biodiversity protection and general administration."⁵⁷ If successful, perhaps this system can also be used to help monitor GCF projects.</p> <p>The Environment Information Management System's goal is "strengthening capacities to measure, report and verify indicators of global environment benefits."⁵⁸ This could be an asset for measuring and verifying GCF project performance. The program also trained users to use the system. The program was funded by (K1,500,000) between 2012-2016.</p> <p>CEPA could potentially help with the coordination of donor funded programs, as this is one of their main objectives.</p>
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6.2.15 Papua New Guinea Forest Authority

Mandate	<p>"The Papua New Guinea Forest Authority (PNGFA) is the government body responsible for monitoring and controlling the wood and forest-based industries and the management of PNG's forest resources."⁵⁹</p> <p>"PNGFA was established in 1993 under the 1991 Forestry Act replacing the former Department of Forest, and unifying all Provincial Forest Divisions and the Forest Industries Council. The PNGFA has 19 provincial offices which include five regional offices."⁶⁰</p>
Influence (4)	<p>As the primary authority for forestry regulation, the PNGFA has a high-level of influence. However, they have a very specific scope.</p>
Support (5)	<p>Because both the GCF and the PNGFA have a strong objective to preserve and restore forests, it is assumed that the PNGFA would be eager to support any policy of program aimed at achieving this mission.</p>

⁵⁷ <http://www.pngcepa.com/about-us/divisions/>

⁵⁸ <http://www.pngcepa.com/2018/07/11/environmental-management-information-system/>

⁵⁹ <https://www.ipa.gov.pg/agriculture/forestry/>

⁶⁰ <https://theredddesk.org/countries/actors/papua-new-guinea-forestry-authority>

Capacity (3)	<p>Their website seems to be down at the moment, potentially indicating poor capacity for external communication.</p> <p>The numerous (19) PNGFA provincial offices may indicate a solid capacity for implementing national policies and programs at the provincial level.</p> <p>Such a low web presence makes a meaningful assessment of capacity difficult.</p>
Risks	<p>"The Papua New Guinea Forest Industry Association (PNGFIA) promotes and protects the interest of the forest industry."⁶¹ It is possible that these two organisations have conflicting interests (and perhaps a power struggle) that could stunt progress in the sector.</p>
Opportunity	<p>The mandate of the PNGFA to monitor forest resources could be an asset for the MVR requirements of GCF projects.</p> <p>The PNGFA (and perhaps also the PNGFIA) could help convene public and private industry stakeholders, raise industry awareness of the GCF, and help identify potential GCF forestry projects.</p> <p>The PNGFA could potentially help facilitate GCF forestry projects through policy and project support.</p> <p>The numerous (19) PNGFA provincial offices may be an asset to promoting the GCF at the provincial-level, as well as identifying, monitoring and providing on-the-ground technical support for GCF projects.</p>

6.2.16 Department of Prime Minister and NEC

Mandate	<p>"As the premier Department, headed by the Chief Secretary to Government, the Department of Prime Minister & NEC in the past has housed the last four Inquiries (PBF, Finance, SABL and MV Rabaul Queen)."⁶²</p> <p>"Under the Department of the Prime Minister and National Executive Council fall several functions of government including the PNG Fire Services, National Security Organisation, National Intelligence Organisation, National Planning Office, the Office of the Legislative Council and the Office of Information and Communication. The Prime Minister is assisted in this by department Secretary, John Painap."⁶³</p>
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⁶¹ <https://www.ipa.gov.pg/agriculture/forestry/>

⁶² <http://www.coi.gov.pg/contact.html>

⁶³ <https://www.destinationpng.com/political-legal-structure/departments-of-prime-minister-and-nec/>

Influence (5)	Department of Prime Minister and NEC is the premier Department with a large influence over national policy both directly and through its mandates and sub-departments.
Support (4)	Because new agencies and policies specially focusing on climate change have recently been developed and implemented in PNG, it is assumed that this department has will have high level of support for GCF. However, as a nation that is rich in fossil fuel resources, this department will likely balance their priorities.
Capacity (5)	Being the premier Department, and having numerous sub-departments, it is assumed that Department of Prime Minister and NEC has the highest level of capacity.
Risks	This department will have many priorities to balance and it is unclear where climate change will rank. In addition, it is unclear how much of their time and resources they will be willing to spend on engagements.
Opportunity	<p>With high-influence authority over numerous national agencies (e.g. Department of Commerce & Industry), the Department of Prime Minister and NEC could be a large help with policy alignment and coordination. They could help create a regulatory environment that facilitates GCF projects.</p> <p>Due to their high-level and broad authority, their support could cultivate buy-in and help convene other public stakeholders.</p> <p>This department could assist with identifying co-financing opportunities.</p>

6.2.17 Department of Personnel Management

Mandate	"DPM's mission is to lead and support reform efforts in terms of enhancing the performance of PNG public servants and the right sizing or streamlining of agencies so as to improve service delivery to the provinces and districts in meeting Medium Term Development Plan priorities." ⁶⁴
Influence (4)	The DPM plays a "vital role in the Government's macro-economic, social, political, and development management goals." Therefore, they are assumed to have a high-level of influence. ⁶⁵

⁶⁴ <http://www.dpm.gov.pg/about/>

⁶⁵ <http://www.dpm.gov.pg/about/>

Support (3)	The DPM aligns its functions and policies with national plans such as the Medium Term Development Plan. Therefore, they are assumed to have at least a medium level of support for climate initiatives.
Capacity (4)	The DPM plays a "vital role in the Government's macro-economic, social, political, and development management goals." Therefore, they are assumed to have a high-level of capacity.
Risks	The DPM is focused mainly on human resource issues, they may feel like climate change issues are somewhat out of scope.
Opportunity	Functions of the DPM include "regulation of training & staff development in the Public Service." ⁶⁶ Therefore, they may be an opportunity for them to facilitate the training of individuals working on GCF projects (e.g. MVR capacity) and to train potential GCF candidates about the GCF process.

6.2.18 Civil Society Organisations

Mandate	"The development of civil society in Papua New Guinea (PNG) has been influenced by the roles of the churches and traditional social structure. Civil society in PNG is relatively small and heterogeneous. In recent years, some civil society organisations (CSOs), both local and international, have cooperated on environmental and political issues." ⁶⁷
Influence (3)	CSO may help influence policy, but they do not have much regulatory authority themselves. However, they have strong ties to churches and clans, which can have considerable influence over various stakeholders.
Support (5)	It is assumed that any environmental-minded CSO would have the highest-level of support for climate initiatives and new sources of project funding.

⁶⁶ <http://www.dpm.gov.pg/about/>

⁶⁷ <https://www.adb.org/sites/default/files/publication/173264/csb-papua-new-guinea.pdf>

Capacity (3)	"Civil society capacity in PNG is strong on service delivery at the local level, but weak on research and advocacy at the national level. The proliferation of service-delivery organisations, particularly faith-based ones, compared with the small number of individual or collective rights advocacy groups, demonstrates this pattern. PNG's civil society is also characterized by weak governance, limited management capability, and minimal collaboration and networking with other sectors. Poor communications, transportation difficulties, and limited financial resources also inhibit civil society capacity in PNG." ⁶⁸
Risks	There may be risks associated with weak governance, coordination, and capacity.
Opportunity	CSOs may be a potential asset for: <ul style="list-style-type: none"> - Identifying or implementing potential projects. - Raising awareness and building capacity at the local level. - Helping national efforts proliferate at the local level.

6.2.19 Private Sector and Institutions

Mandate	N/A
Influence (5)	As the gears that power the national economy, the Private Sector has the highest level of influence. In addition, they produce a large portion of national carbon emissions.
Support (3)	Support for climate initiatives will vary greatly. However, some will be very enthusiastic about new sources of funding for carbon reducing projects.
Capacity (4)	As generators of both profit and carbon emissions, private sector stakeholders have a high level of capacity to implement carbon reducing projects. However, this capacity will vary with internal resources.

⁶⁸ <https://www.adb.org/sites/default/files/publication/173264/csb-papua-new-guinea.pdf>

Risks	<p>Some companies may be reluctant to spend time and resources applying for funding, with no guarantee of being approved.</p> <p>The GCF may have to go through other organisations (e.g. the BCPNG) to reach private industry stakeholders.</p>
Opportunity	<p>Private sector stakeholders will be a major source of identifying and implementing GCF projects.</p>

Mandate	<p>"As the Voice of the Private Sector to the National Government of Papua New Guinea the Business Council has been mandated to express all concerns affecting the day to day activities of businesses within the private sector. These concerns range from infrastructure to marketing. Providing an avenue for dialogue between affected parties and most importantly coming up with a solution has always been our number one priority."⁶⁹</p>
Influence (3)	<p>Most PNG businesses are members and all private sectors are represented by the BCPNG, giving them considerable influence through the ability to consult with major private sector stakeholders. However, they have limited authority and resources.</p>
Support (4)	<p>The first of the seven working groups of the BCPNG is PNG BusinessCoalition4SDGs, with the purpose to "encourage business to support the achievement of the UN Sustainable Development Goals (SDGs)", which include climate change.⁷⁰ This indicates that the BCPNG is likely to support the objectives of the GCF.</p>
Capacity (3)	<p>The BCPNG has a large capacity to convene private sector stakeholders and raise awareness of the GCF. However, they are not supported by a large full-time staff. The BCPNG has a full-time staff of only two individuals.⁷¹</p>

⁶⁹ <http://www.bcpng.org.pg/about>

⁷⁰

<http://www.bcpng.org.pg/sites/default/files/BCPNG%20Development%20Priorities%202017-2022%20Year%201%20Report%20Card%20Exhibition%20Tent.pdf>

⁷¹ <http://www.bcpng.org.pg/secretariat>

Risks	There may be some risk associated with the cross-sectoral nature of the organisation and the diverse spectrum of interests and perspectives. It's may be hard to effectively appeal to everyone at once.
Opportunity	<p>The following opportunities have been identified by the <i>CCDA Capacity Need Assessment Towards GCF Requirements and Private Sector Assessment</i>:</p> <ul style="list-style-type: none"> • The BCPNG as an ideal point of entry into the private sector: the BCPNG could help bridge the "regulatory gap to bridge the private sector and the NDA... and introduce the GCF investment opportunity to the private sector." • Through the BCPNG, "identify and list all private sectors specialized in different areas of business and what they are capable of doing; identify private sectors who have already undertaken climate related investments or those who have plans to undertake such projects. This will assist in promoting the GCF private sector facility and investment opportunities under the climate change mitigation and adaptation portfolio." • "In consultation with the BCPNG, create a support facility for the private sector to actively engage in the GCF or CCDA/NDA climate change mitigation and adaptation investment plans."

6.2.20 International agencies

Mandate	N/A
Influence (4)	International agencies have the ability to affect change at a global scale. Levels of influence and authority may vary.
Support (5)	Climate change is a global issue, and it is assumed that any environmentally-minded international agency would have the highest levels of support for climate initiatives.

Capacity (4)	Many agencies operating at an international scale will have significant human resource and financial capacity. However, this may vary.
Risks	Agencies with international jurisdictions may prioritize larger countries.
Opportunity	<p>International agencies can act as development partners and support [the CCDA] with the planning implementation of GCF at the national level. This can be in the form of lessons learned and knowledge transfer from other national efforts.</p> <p>International agencies may be potential sources of co-funding.</p>

6.3 ANNEX C: Review of policy and plans

(Policy documents were searched on-line against key climate change terminology)

Policy	Notes	Page Number	Paragraph # / Section #
Climate Change & Development Authority Corporate Plan 2018-2022	<p>Climate change discussed throughout including:</p> <ul style="list-style-type: none"> • Ministerial foreword • Managing Director's Overview • National Responsibility • Mandate <p>Vision: To be the leader in promoting climate resilience, low carbon growth and sustainable development.</p> <p>Mission:</p> <ol style="list-style-type: none"> 1. To deliver climate compatible and climate smart actions for PNG. 2. To mitigate greenhouse gas emissions through REDD+ and low carbon emission initiatives. 3. To empower people to be more resilient and reduce vulnerability to impacts of climate change. 4. To promote feasible and sustainable economic activities through appropriate and applicable technology in PNG. <p>Strategic focus:</p> <ol style="list-style-type: none"> 1.0 Improving Climate Change & Development Governance, Policies and Regulations 2.0 Supporting Stakeholder Coordination and Engagement 3.0 Promoting Carbon Neutral & Climate Compatible Development 4.0 Building Climate Change Resilience 	Entirety	

	5.0 Integrating Climate Change Information and Knowledge Management.		
Department of Transport 'Line of Sight' Corporate Plan Corporate Plan 2016 – 2020	No search terms found.		
Department of Provincial and Local Government Affairs Corporate Plan 2018-2022	<p>Committees & Boards:</p> <ul style="list-style-type: none"> • Climate Change and Environment Sustainability Environmental Planning Act Taskforce • National Climate Change Coordination Committee <p>Vision 2050: The Papua New Guinea Vision 2050 is a guide of where the country should be as a nation in 2050. The seven Pillars of Vision 2050 are;</p> <ol style="list-style-type: none"> 1. Human capital Development, gender, youth and people empowerment. 2. Wealth creation 3. Institutional development and service delivery 4. Security and International Relations. 5. Environmental sustainability and climate change. 6. Spiritual, cultural and community development; and 7. Strategic planning, integration and control 	<p>Pg. 4</p> <p>Pg. 5</p>	
Mineral Resources Authority Corporate Plan 2008 – 2013	No search terms found.		
Department of Education National Education Plan 2015 - 2019	<p>13. Conduct disaster risk reduction and climate change adaption</p> <ul style="list-style-type: none"> • Enhance governance mechanism for emergencies • Strengthen preparedness and response of teachers and children, including mock earthquake drills • Provide effective and timely response, recovery and reconstruction 	39	13

	<ul style="list-style-type: none"> • Incorporate in the curriculum (See Emergency) <p>Disasters have detrimental effects on the fulfilment of children's right to education. Climate change adaptation and disaster risk reduction, including mock earthquake drills, will be part of the curriculum.</p> <p>As a major component of learning, the curriculum will provide coherent pathways for learners to acquire skills and knowledge seen by policymakers as essential for life in Papua New Guinea. To overcome past curriculum problems, all stakeholders have embraced a new Standards-Based Curriculum (SBC) for elementary, primary and secondary learners. SBC will continue to be developed, with associated resources and learning materials distributed to all schools. TVET will continue to develop a competency-based curriculum aligned with the National Qualifications Framework.</p>	42	
Papua New Guinea Development Strategic Plan 2010 – 2030: Our guide for success	<p>Discussed in depth throughout but particularly in Part 6 Cross Cutting policies.</p> <p>Environment and climate change</p> <p>The <i>PNGDSP</i> will be pursued with consideration to environmental issues such that the health of the environment will not be compromised. Strategies under the extractive sectors as well as energy sectors are designed to be pursued with clear consideration</p> <p>6</p> <p>for environment sustainability as well as addressing the issues of climate change in ways that best suit PNG's developmental needs.</p> <p>Goal: Adapt to the domestic impacts of climate change and contribute to global efforts to abate greenhouse gas emissions</p> <p>PNG can further its interests and those of other Pacific island states by engaging effectively in global climate change negotiations. This</p>		

	would also give PNG the opportunity to highlight the value of natural and plantation forests for the storage of carbon and the value of investing in clean energy reserves. A national greenhouse gas emissions tax and permits incentive can serve as a catalyst to promote the development of a low carbon society. However this would require considerable expertise and capacity to administer effectively. Until PNG has that capacity, the more cost-effective approach would be to enforce minimum technology and maintenance standards for vehicles and other major sources of greenhouse gas emissions.		
Treasury Corporate Plan 2012 – 2015	No search terms found.		
Geothermal Energy Policy (2012)	<p>General discussion in the preface that the PNG government is committed to reducing greenhouse gas emissions due to global warming and that utilising geothermal energy for generating electricity is the way forward.</p> <p>General references that the policy is in line with the:</p> <ul style="list-style-type: none"> • Kyoto Protocol; and • United Nations Framework Convention on Climate Change <p>Detailed discussion that the State through its nominee, Petromin Limited or alternatively the PNG Power Limited may apply for and develop geothermal energy resource projects in promoting sustainable socioeconomic development for Papua New Guinea through the Clean Development Mechanism (CDM) arrangement consistent with the Kyoto Protocol and the United Nations Framework Convention on Climate Change.</p>	<p>8</p> <p>16</p>	<p>5</p> <p>21</p>
Protected Areas Policy Implementation Plan 2018-2028 (2017)	General linking of climate change, biodiversity, and the Protected Area Network throughout. For example, identifying a goal of 20% of PAN areas boosted against effects of climate change and population growth by 2020.	<p>75</p> <p>5</p>	

	Goal setting that the Protected Area Network (PAN) will The PAN will consist of a range of protected area types, which will form the cornerstone of an integrated approach to conserve nature and provide resilience to climate change on both land and sea. The Network will be established and managed to conserve the country's outstanding biodiversity and provide benefits for local communities, customary landowners and all PNG people. The Network is built and managed with free, prior and informed consent (FPIC) of customary landowners.		
National Parks Act Chapter 157 (1982)	No search terms found.		
Forestry (Amendment) Bill 2005	No search terms found.		
Inception Report for the Review of PNG's Forestry Act (with revised Terms of Reference)	<p>Points for consideration during the review of the Forestry Act</p> <ul style="list-style-type: none"> •The Subject Matter Experts will shed light on the importance of PNG's forests to local livelihoods, national economic development and global climate change mitigation and adaption. •The core team of subject matter experts and KPMG consultants shall ensure that the findings and recommendations of the assignments, provide guidance for the implementation of forestry related activities at the provincial levels. 		
Forestry Act 1991	No search terms found.		
Papua New Guinea National Food Security Policy 2018 – 2027: Growing agriculture for food security, good nutrition, and health	<p>General references to food production and supply being important for climate change mitigation.</p> <p>General references to studies predicting that the Papua New Guinea climate will become warmer and wetter and that the intensity of extreme rainfall events will increase. Discussion that climate change will have flow-on impacts to food security including crop and livestock</p>	11- 12, 53 - 54	Outcome 2

	diseases, vector born diseases, and transformation of poverty into chronic poverty. General discussion that climate change programs need to be linked with other areas of program delivery.	22, 25	
National Transport Strategy 2014.- 2018 (2013) Volume 2	Action to coordinate and develop standards for climate change adaptation for coastal marine works.	8	
National Transport Strategy 2014.- 2018 (2013) Volume 3	Nominated responsibility to incorporate environmental and climate change knowledge and responsibilities in Department of Transport and the transport agencies. This includes climate change adaptation in transport investments. General comment regarding the mitigation of greenhouse gas emissions attributable to the transport sector and adaptation of transport infrastructure to the effects of climate change; Detailed discussion identifying the impacts of a doubling of greenhouse gas emissions from the transport sector over the 20 year plan period.	12 28-29	3.7.2
Oil and Gas Act 1998	No search terms found.		
Mining Act 1992 and Regulation	No search terms found.		
National Agriculture Development Plan 2007 – 2016 Policies and Strategies Volume 1	No search terms found.		
National Agriculture Development Plan 2007 – 2016 Policies and Strategies Volume 2	General discussion of how mixed cropping supports local communities in commodity price crashes, climate change, natural disasters, or with pests and diseases. General discussion that the lack of coordinated information systems impacts the ability to assess the potential impacts of climate change on the sector	43 59 65	3.4.4.1. 4.3.6.

	General discussion that impacts (e.g. abnormal droughts, shifts in weather patterns, and extreme events) felt in the sector are likely to continue with climate change.		Program Area 2
National Agriculture Development Plan 2007 – 2016 – Implementation Plan Volume 2	General references that climate change makes PNG's borders increasingly more vulnerable to new pests and diseases.	50	10.1.1
Conservation and Environment Protection Authority Act 2014	No search terms found.		
Civil Aviation Act 2000	No search terms found.		
Environment Act 2000	No search terms found.		
National Agriculture Development Plan 2007 – 2016 – Implementation Plan Volume 1	No search terms found.		
Organic Law on Provincial Governments and Local-Level Governments	No search terms found.		
Analysis of National Circumstances in the Context of REDD++ Abatement Levers in Papua New Guinea	Detailed discussion of climate change throughout the analysis. Primarily discussed from the standpoint that the loss of forest areas poses key challenges for mitigating climate change through reducing greenhouse gas emissions in the land use and forestry sector.	Throughout	
Climate Change (Management) Act 2015	Detailed discussion of climate change throughout including the establishment of roles and responsibilities, measurement, and targets. Includes consideration from both a mitigation and adaptation perspective.	Throughout	
National Climate Compatible Development Management Policy (2014)	Detailed discussion of climate change throughout including the establishment of roles and responsibilities, measurement, and targets. Includes consideration from both a mitigation and adaptation perspective.		

Papua New Guinea National REDD+ Strategy 2017-2027	Detailed discussion of climate change through primarily from a mitigation perspective. Outlines that PNG's commitment to addressing and responding to climate change, through cross sector national action, directly supports and will be central to achieving the goals of responsible green growth as laid out in the StaRS. The Climate Compatible Development Action Plan (2010) and subsequent policy, the Climate Compatible Development Management Policy (CCDMP) (2014) identified the key areas for action on climate change including targets of a 50% reduction in GHG emissions by 2050 and to reach a point of carbon neutrality by 2050.	Throughout 7	1.1.1
The Platform for Action: PNG 2012 and beyond	No search terms found.		
National Strategy for Responsible Development for Papua New Guinea (StaRS)	Detailed discussion of climate change throughout primarily from the perspective of establishing a case for responsible sustainable development.	Through-out	
Papua New Guinea Vision 2050 National Strategic Plan Taskforce	Detailed discussion of climate change throughout and including establishment of targets including: <ul style="list-style-type: none"> • Reduce greenhouse emission by 90 percent to 1990 levels; • Assist the majority of Papua New Guineans to become resilient to natural and human disasters and environmental changes; • Establish a Sustainable Development Policy in all sectors, especially forestry, agriculture, mining, energy and oceans by 2015; • Develop mitigation, adaptation and resettlement measures in all impacted provinces by 2015; • Conserve biodiversity at the current five to seven percent of the world's biodiversity; • Establish a total of 20 national reserves, wilderness areas and national parks; • Establish at least one million hectares of marine protected areas; 	10	1.17.9

	<ul style="list-style-type: none"> • Conserve and preserve cultural diversity; • Provide 100 percent power generation from renewable energy sources; • Provide 100 percent of weather and natural disaster monitoring systems in all provinces; • Integrate environmental sustainability and climate change studies in primary, secondary and national high school curricula; and • Establish an Institute of Environmental Sustainability and Climate Change. 		
Medium Term Development Plan III 2018-2022 Volume 2 – Implementation Framework & Investment Plan	<p>Detailed considerations and discussion of climate change across all sectors.</p> <p>Specific discussion of the requirement to adapt to the domestic impacts of climate change and contribute to global efforts to mitigate greenhouse gas emissions. Inclusive of deliverables and key performance indicators.</p>	94	6.7
Medium Term Development Plan III 2018-2022 Volume 1 – Development Planning Framework & Strategic Priorities	<p>Detailed discussion about PNG's sustainable development growth strategy to adapt to the Domestic Impacts of Climate Change and Contribute to Global Efforts to Abate Greenhouse Gas Emissions Includes strategies to:</p> <ul style="list-style-type: none"> • Improve systems and inventories to monitor Green House Gas Emissions (GHG) and account for carbon emissions. • Improve climate change legislative frameworks, policies, regulations, and standards. • Negotiate to get improved funding, technical, institutional and technology support for climate change mitigation in the country. • Develop policy and regulatory framework for the development of Sustainable Environment and Infrastructure - development of standards and regulations for climate-proofed 	47-49	

National Public Service Gender Equity & Social Inclusion (GESI) Policy	No search terms found.		
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the 1990s, the number of people in the world who are under 15 years of age is expected to increase from 1.1 billion to 1.5 billion.

As the world's population grows, the demand for food and other resources will increase. This will put pressure on the environment and on the world's food supply.

One way to meet this demand is to increase the amount of food that is produced. This can be done by using more land for agriculture, by using more water, or by using more fertilizers.

Another way to meet this demand is to increase the efficiency of food production. This can be done by using better farming techniques, by using better seeds, or by using better fertilizers.

There are many ways to meet the world's growing demand for food and other resources. It is up to us to decide which way is best.

One of the most important things we can do is to make sure that we are using resources wisely. This means that we need to be careful about how we use land, water, and fertilizers.

Another important thing we can do is to make sure that we are using the best farming techniques. This means that we need to be careful about how we plant our crops and how we care for them.

There are many other things we can do to meet the world's growing demand for food and other resources. It is up to us to decide which way is best.

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