

**ExxonMobil**

ExxonMobil PNG Limited



Papua New Guinea LNG Project

**Community Development Support Management  
Plan - Production**

Papua New Guinea LNG Project

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## ACRONYMS

ACRONYM	DESCRIPTION
EMPNG	ExxonMobil PNG Limited
LNG	Liquefied Natural Gas
MOH	Medicine and Occupational Health
OIMS	Operations Integrity Management System
P&GA	Public and Government Affairs
PNG	Papua New Guinea
SHE	Safety, Health and Environment

### Corporate Separateness Notice

Nothing in this material is intended to override the corporate separateness of local entities. Working relationships discussed in this material do not necessarily represent a reporting connection, but may reflect a functional guidance, stewardship, or service relationship. Where shareholder consideration of a local entity matter is contemplated by this material, responsibility for action remains with the local entity. The terms corporation, company, affiliate, ExxonMobil, Exxon, Mobil, Esso, our, we and its, as used in this material may refer to Exxon Mobil Corporation, to one of its divisions, or to the companies affiliated with Exxon Mobil Corporation, or to any one or more of the foregoing. The shorter terms are used merely for convenience and simplicity.

PNG LNG is an integrated development that includes gas production and processing facilities, onshore and offshore pipelines and liquefaction facilities. Participating interests are affiliates of Exxon Mobil Corporation (including ExxonMobil PNG Limited as operator), Oil Search Limited, Kumul Petroleum Holdings Limited, Santos Limited, JX Nippon Oil and Gas Exploration, Mineral Resources Development Company and Petromin PNG Holdings Limited.

## 1.0 INTRODUCTION

This Plan describes how ExxonMobil PNG Limited (EMPNG) and its contractors will manage community development support activities during the production phase of the Papua New Guinea Liquefied Natural Gas (PNG LNG) Project. This Plan has been developed, and will be implemented, in accordance with Papua New Guinean legislation, EMPNG policy and International Finance Institution standards, including the International Finance Corporation's Performance Standards on Social and Environmental Sustainability (International Finance Corporation, 2006), referred to as the 'Performance Standards'; specifically Performance Standard 7: Indigenous Peoples.

This Plan is one component of, and should be read in conjunction with, a series of documents that together comprise the Environmental and Social Management Plan.

This Plan supersedes the Construction Community Support Strategy, Community Development Support Plan and the Community Support Strategy Action Plan.

For the purposes of the ESMP, and this Plan, the term PNG LNG area refers to the Project Impact Area as defined in the PNG LNG Project Environmental Impact Statement (EMPNG as Esso Highlands Limited, 2009).

### 1.1 Scope

This Plan addresses community development support activities undertaken to mitigate the impacts or potential risks generated by PNG LNG activities, and discretionary activities conducive to enhancing livelihoods in the PNG LNG area and across Papua New Guinea more broadly.

The Plan provides a framework for how community development support activities are identified, selected, prioritised, implemented, monitored and evaluated. Where contractors are undertaking community development support activities, they are expected to apply a framework, which is broadly consistent with that outlined in this Plan.

Given the broad range of community development support activities captured within the framework of this Plan, different geographic scopes will apply:

- Local area – Community development support activities are broadly defined to occur within the area impacted by PNG LNG. In the production phase, this is defined to include Upstream North (Hides area), Upstream South (pipeline alignment) and the LNG Plant site. The PNG LNG Project Environmental Impact Statement (Esso Highlands Limited, 2009) identified 117 communities within the nominal PNG LNG area, defined under the *Oil and Gas Act 1998* as an area within 5 kilometres of a project asset or facility. Communities that fall within and neighbouring this area are included in community development support projects as decided by EMPNG. MOH department community development support activities also target the PNG LNG area, although some may be delivered at the national level to build capacity of health service providers.
- Provinces – In addition to supporting the specific villages within the PNG LNG area, community development support activities also work to support initiatives at the provincial level. Initiatives include support activities aligned with provincial and local-level governments and development partners. The provinces of the PNG LNG area are the Hela, Southern Highlands, Western, Gulf and Central provinces and the National Capital District.
- National – Community development support activities targeting the national level can include capacity building projects, support for projects in Port Moresby, and projects of strategic importance for EMPNG. P&GA activities are typically focused at the national level.

There may be situations where some individuals within impacted communities are more vulnerable to impacts than others. Indigenous People may be one such group. They are particularly vulnerable if their lands and resources are transformed, encroached upon by outsiders, or significantly degraded. Indigenous People comprise almost the entire population in Papua New Guinea. As such, references to Papua New Guinean communities in this Plan equally refer to Indigenous Peoples.

## **1.2 Objectives**

The overall objective of EMPNG community development support is to promote the development of conditions conducive to enhancing economic self-reliance of individuals, while also mitigating potential harmful impacts. This objective will be achieved through:

- promoting the development of conditions to strengthen communities such that they can benefit from EMPNG's presence
- avoiding or reducing the risk of adverse social impacts on Papua New Guinean communities during production
- providing opportunities for sustainable development benefits in a culturally appropriate manner
- ensuring that the development process fosters full respect for the dignity, human rights, aspirations, cultures and natural resource-based livelihoods of Indigenous Peoples
- meeting local regulatory requirements and the expectations of Performance Standard 7: Indigenous Peoples.

## 2.0 LEGAL AND OTHER REQUIREMENTS

Community development support activities described in this Plan are distinct from entitlements and activities that apply to PNG LNG landowners, which are outlined in the Land Access, Resettlement and Livelihood Restoration Management Plan. These entitlements and benefits are established through the *Oil and Gas Act 1998* and associated agreements, and are managed by the Papua New Guinean Government.

With regard to community development support activities, EMPNG will comply with applicable Papua New Guinean laws and regulations, treaties and conventions, International Finance Institution requirements, and company policies.

The following requirements form the basis of this Plan, however, they should not be assumed to be an exhaustive list of all legal and regulatory requirements.

### 2.1 Papua New Guinean law and regulations

#### 2.1.1 Environment Act 2000

Section 5 of the *Environment Act 2000* addresses issues of national importance and with regard to PNG LNG, requires that EMPNG recognise and provide for the following:

- (a) the preservation of Papua New Guinea traditional social structures<sup>1</sup>; and
- (b) the maintenance of sources of clean water and subsistence food sources to enable those Papua New Guineans who depend upon them to maintain their traditional lifestyles; and
- (c) the protection of areas of significant biological diversity and the habitats of rare, unique or endangered species; and
- (d) the recognition of the role of land-owners in decision-making about the development of the resources on their land; and
- (e) responsible and sustainable economic development.

#### 2.1.2 Oil and Gas Act 1998

The *Oil and Gas Act 1998* defines the PNG LNG area as including landowners within a Petroleum Development License area and/or within up to a 5-kilometre buffer zone around dedicated facilities, such as pipelines, plant sites and support facilities.

#### 2.1.3 Fairness of Transaction Act 1993

Under Part III of the *Fairness of Transaction Act 1993*, re-opening and renegotiation of any transaction is possible where it is perceived one party was not fully informed, did not understand the nature of the agreement, or misunderstood the consequences, or where there was a significant asymmetry of power.

### 2.2 International treaties and conventions

#### 2.2.1 United Nations Declaration on the Rights of Indigenous Peoples

The *United Nations Declaration on the Rights of Indigenous Peoples* recognises the rights of Indigenous People. The main principles include non-discrimination and fundamental rights; self-determination; cultural integrity; land territories and resources (in the context of rights, ownership and control and perseverance and protection); and socioeconomic well-being. Specific articles of relevance for EMPNG include:

- Article 8:
  - Indigenous Peoples and individuals have the right not to be subjected to forced assimilation or destruction of their culture (p. 5).

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<sup>1</sup> This has been interpreted as relating to the protection of aspects of traditional social structure, which may be vulnerable to change, such as language, traditions, cultural heritage and the like.

- Article 10:
  - Indigenous Peoples shall not be forcibly removed from their lands or territories. No relocation shall take place without the free, prior and informed consent of the Indigenous Peoples concerned and after agreement on just and fair compensation and, where possible, with the option of return (p. 6).
- Article 11:
  - Indigenous Peoples have the right to practice and revitalise their cultural traditions and customs. This includes the right to maintain, protect and develop the past, present and future manifestations of their cultures, such as archaeological and historical sites, artefacts, designs, ceremonies, technologies and visual and performing arts and literature (p. 6).
- Article 18:
  - Indigenous Peoples have the right to participate in decision-making in matters which would affect their rights, through representatives chosen by themselves in accordance with their own procedures, as well as to maintain and develop their own indigenous decision making institutions (p. 8).
- Article 20:
  - Indigenous Peoples have the right to maintain and develop their political, economic and social systems or institutions, to be secure in the enjoyment of their own means of subsistence and development, and to engage freely in all their traditional and other economic activities (p. 8).
- Article 23:
  - Indigenous Peoples have the right to determine and develop priorities and strategies for exercising their right to development. In particular, Indigenous Peoples have the right to be actively involved in developing and determining health, housing and other economic and social programs affecting them and, as far as possible, to administer such programs through their own institutions (p. 9).

### **2.3 International Finance Institution requirements**

The objectives of the International Finance Corporation's Performance Standard 7: Indigenous Peoples are:

- to ensure that the development process fosters full respect for the dignity, human rights, aspiration, cultures and natural resources based livelihoods of Indigenous Peoples
- to avoid adverse impacts of projects on communities of Indigenous Peoples, or when avoidance is not feasible, to minimise, mitigate, or compensate for such impacts, and to provide opportunities for development benefits, in a culturally appropriate manner
- to establish and maintain an ongoing relationship with the Indigenous Peoples affected by a project throughout the life of the project
- to foster good faith negotiation with, and informed participation of, Indigenous Peoples when projects are to be located on traditional or customary lands under use by the Indigenous Peoples
- to respect and preserve the culture, knowledge and practices of Indigenous Peoples.

Where impacts to Indigenous Peoples cannot be avoided, Performance Standard 7: Indigenous Peoples requires that:

the client will minimise, mitigate or compensate for these impacts in a culturally appropriate manner. The client's proposed action will be developed with the informed participation of affected Indigenous Peoples and contained in a time-bound plan, such

as an Indigenous Peoples Development Plan, or a broader community development plan with separate components for Indigenous Peoples consistent with the requirements of this paragraph (p. 29).

During the construction period, it was determined that a Community Development Management Plan was the appropriate mechanism to address these issues. This approach is consistent with Performance Standard 7: Indigenous Peoples, which notes: a community development plan may be appropriate when Indigenous Peoples are integrated into larger affected communities (p. 29), as is the case for PNG LNG. This same approach is being taken in PNG LNG's production phase.

## 2.4 Company requirements

EMPNG is committed to conducting business in a manner that considers the needs of the communities in which it operates. Policies are put into practice through the Operations Integrity Management System (OIMS). OIMS, as well as the Upstream Standard on Socioeconomic Management, apply to community development support as follows:

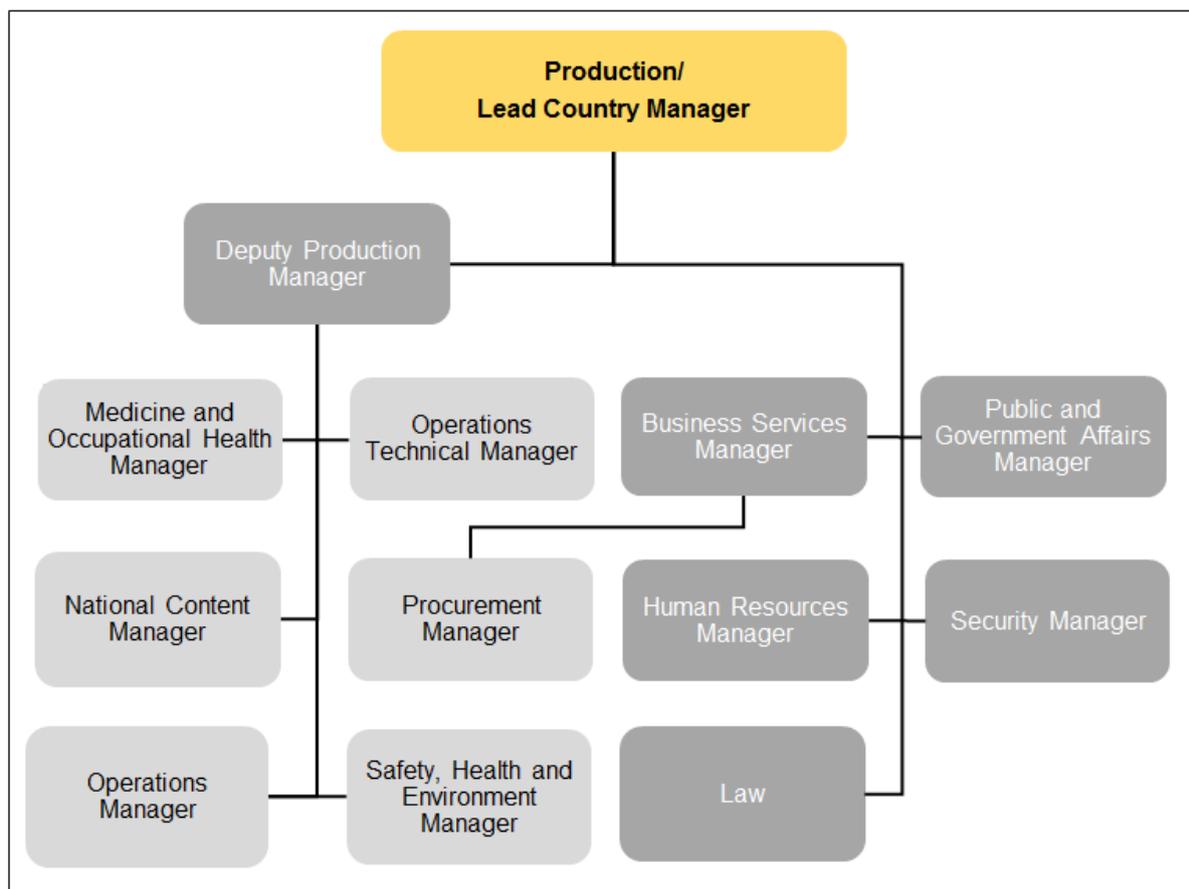
- OIMS System 10-1 Community Awareness – addresses all forms of communication and interaction with production employees, contractors, government and law enforcement officials, non-governmental organisations, the media, and local communities where PNG LNG could have an impact on the communities.
- Upstream Standard on Socioeconomic Management – This Standard covers a range of socioeconomic topics. Requirements relevant to this Plan include:
  - make appropriate strategic community investments to increase the probability of realising sustainable benefits that meet both the needs of the business and the expectations of local stakeholders
  - develop and implement culturally sensitive, focused engagement activities regarding the actual and potential effects of the project on subsistence lifestyles, cultural traditions, beliefs, and other unique sensitivities, including the consideration of traditional knowledge
  - take steps in a transparent and equitable manner to enable Indigenous Peoples to participate in meeting the company's employment and supply requirements
  - develop local content objectives specific to project-area Indigenous Peoples, and include appropriate contract language to establish contractor requirements for the hiring of indigenous employees, contractors, and suppliers
  - develop and support initiatives that address Indigenous Peoples' community needs, as appropriate.

EMPNG utilises ExxonMobil Local Content Guidance, Strategies and Best Practices to develop a national content strategy along with plans, models and tools for the successful development of national content. EMPNG remains committed to a national content strategy.

EMPNG will review the national content strategy from time to time to ensure compliance with Papua New Guinean competition law, as provided in the *Independent Consumer and Competition Commission Act 2002*, given the likely development of competitive local suppliers of goods and services in the vicinity of PNG LNG facilities.

### 3.0 ORGANISATION

The requirements of this Plan will be implemented by the P&GA department. The P&GA Manager will own this Plan from an OIMS functional perspective. Close interaction with the MOH and Safety, Health and Environment (SHE) departments will be required to ensure national content requirements of this Plan are implemented. The relationship between these different departments is highlighted in Figure 3-1.



**Figure 3-1: ExxonMobil PNG Limited organisation chart**

Some sample job descriptions are provided in Section 7.0 to demonstrate the type of roles that will apply within EMPNG during the production phase. As the needs of EMPNG change over time, some roles may be adjusted accordingly.

## 4.0 IMPACTS AND MITIGATION

Community development support activities are undertaken by EMPNG to promote the development of conditions conducive to enhancing economic self-reliance of communities and individuals while also mitigating potential harmful impacts. Selection criteria applicable to both mitigation measures and discretionary projects are explained in Section 4.1, with Section 4.2 providing further detail on mitigation measures, and Section 4.3 addressing discretionary projects.

### 4.1 Selection criteria

The community development support activities undertaken by EMPNG, regardless of which part of the organisation funds or manages the activity, will meet the following criteria<sup>2</sup>:

- contributions will not, under normal circumstances, be given to:
  - churches or religious projects (contributions to religious organisations providing community service needs on a non-denominational basis are acceptable)
  - individuals for personal benefit
  - political candidates or political parties (contributions to political candidates or political parties are managed by the P&GA department pursuant to guidelines approved by the Exxon Mobil Corporation Board of Directors)
  - intermediate fund-raising agencies, except for workplace giving campaigns through which control of individual donations can be appropriately managed.

EMPNG will seek to work on community development support activities that align with identified development priorities in Papua New Guinea. Development priorities may be identified by: the Government of Papua New Guinea; studies undertaken by development organisations/institutions, including donor and multi-lateral agencies; and locally identified priorities<sup>3</sup>. Community development priorities are identified through a variety of external avenues, including, but not limited to:

- The Papua New Guinea Vision 2050 (Independent State of Papua New Guinea, 2009) – A framework for a long term strategy that maps out the future direction of the country, reflecting the aspirations of its people
- Papua New Guinea Development Strategic Plan 2010-2030 (Department of National Planning and Monitoring, 2010) – A framework for improving quality of life that seeks to exploit available opportunities and enable Papua New Guinean citizens to become key players in the overall socio-economic development of their country
- Papua New Guinea Medium Term Development Plan 2 2016-2017 (Department of National Planning and Monitoring, 2015) – Demonstrates the Government's strategic direction for economic and social development. Identifies the wider policy framework and makes provision for recovery and development, improvement of fiscal responsibility and support for rural development, poverty reduction and human resource development
- Sustainable Development Goals as defined in *Transforming Our World - the 2030 Agenda for Sustainable Development* – Papua New Guinea's commitment to addressing the 17 Sustainable Development Goals that seek to build on the Millennium Development Goals of the *United Nations Millennium Declaration* and complete what these did not achieve. They seek to realise the human rights of all and to achieve gender equality and the empowerment of all women and girls. They are integrated and indivisible and balance the three dimensions of sustainable development: the economic, social and environmental

<sup>2</sup> These criteria are adapted from the ExxonMobil Community Investment Guidelines.

<sup>3</sup> Derived from existing local-level government, district or provincial development plans.

- Transforming our health system towards Health Vision 2050, National Health Plan 2011-2020 (Government of Papua New Guinea, 2010) – Identifies the policies and strategies which will be applied by the Government to meet the national health vision
- Various provincial and local-level government development plans.

These documents form the basis from which provincial, district and local-level development plans are generated by the Government. EMPNG will seek to align with these more geographically-based plans where they are available.

All discretionary community development support projects will be selected based on their capacity to become self-perpetuating and not dependent on long-term funding. Projects will have a defined exit strategy as part of the project plan.

#### **4.2 Mitigation measures for potential risks and impacts**

Table 4-1 summarises potential risks and impacts which rely upon community development support activities as mitigation measures. While there is flexibility in the manner in which these activities are implemented, they need to achieve the risk and impact minimisation and mitigation as described.

**Table 4-1: Risks and impact mitigation**

SUB-CATEGORY	RISK/IMPACT TO THE COMMUNITY	RISK/IMPACT TO EMPNG	MITIGATION MEASURES	REF#	MONITORING	MONITORING FREQUENCY	RESPONSIBILITY
Transformations leading to changes to identity, culture, and natural resource-based livelihoods	<ul style="list-style-type: none"> <li>Adverse changes to the social fabric that makes up the indigenous community and that preserves the identity and sense of being a self-identified group</li> <li>Significant changes to traditional lifestyle (activities, reliance on cash, authority structures, traditions etc.) due to presence of project and cash incomes</li> <li>Change in gender roles and responsibilities due to the introduction of formal employment</li> </ul>	Unmitigated or unrecognised transformation of indigenous cultures could be in contravention of the <i>United Nations Declaration on the Rights of Indigenous Peoples</i>	Protection of culture programs, including language protection and promotion, capturing of “stories” and other cultural aspects as identified by clan representatives	1	Verification	Annual	P&GA
			Support of, and, where appropriate, capacity building of civil institutions in communities	2	Verification	Annual	P&GA
			Periodic updating of aspects of the social baseline to identify changing trends in communities	3	Undertake targeted survey and updating of community profiles (using existing survey instruments)	Every 2 years	P&GA
Development benefits	Real or perceived deficiencies in project efforts to promote the development of conditions conducive to enhancing the livelihoods of communities impacted by PNG LNG	Unstable conditions, manifested in the form of disruptions to supply lines, work stoppages, damage to property, threats to workers, etc.	Review objectives and outcomes of community development support activities  Establish and implement an evaluation process, which will occur every three years	4	Verification	Annual	P&GA MOH
			Develop a community participatory monitoring system for relevant community development support activities	5	Verification Community feedback	Annual	P&GA

SUB-CATEGORY	RISK/IMPACT TO THE COMMUNITY	RISK/IMPACT TO EMPNG	MITIGATION MEASURES	REF#	MONITORING	MONITORING FREQUENCY	RESPONSIBILITY
			Review and record distribution of development benefits within affected communities (this is controlled by the Government so EMPNG can influence but not direct)	6	Grievances	Annual	P&GA
Community services - Education, health, cultural, institutional	<ul style="list-style-type: none"> <li>Reduction of support for community services from company (either directly or through contractors) leading to decreased health services</li> <li>Increased demand on community services (schools, clinics, churches) through prolonged effects of Project Induced In-Migration (including lack of out-migration at completion of construction) and expectations based upon experience with other companies (e.g. mining industry in Papua New Guinea)</li> </ul>	Increased demand on EMPNG to fulfil a government service	Advance partnership approach through community development support activities Develop strategy to provide ongoing support through involvement of other third party partnerships, in accordance with defined exit strategy	7	Social surveys Verification	Annual	MOH SHE
			Monitor population changes at completion of construction	8	Social surveys Verification	Annual	P&GA
Security personnel - Government: assess and document risks	<ul style="list-style-type: none"> <li>Demobilisation of mobile squad leads to increased crime and disorder in communities</li> <li>Disproportionate use of force by Government forces or absence of Government support when needed</li> </ul>	Increased operating costs	Maintain support for re-establishment of village justice systems, traditional leadership and authority structure – capacity building for civil institutions	9	Grievances Verification	Annual	P&GA

### 4.3 Discretionary community development support activities

In addition to the community development support activities already described in Table 4-1, which directly mitigate potential risks and impacts, EMPNG will undertake discretionary community development support activities conducive to enhancing livelihoods in the PNG LNG area and across Papua New Guinea more broadly.

#### 4.3.1 Community profiles

The appropriateness of a community development support activity will vary significantly, according to the community profile of where the activity takes place. Community profiling, including assessments of institutions as well as needs and priorities, was undertaken during PNG LNG’s construction phase. Building on this knowledge and the experience gained during the construction phase, the P&GA department has developed and maintains a community profile for Upstream North, Upstream South, the LNG Plant site and at the national level (as indicated in Figure 4-1). Community profiles include an informal assessment of institutions, needs and community assets within the geographic areas.

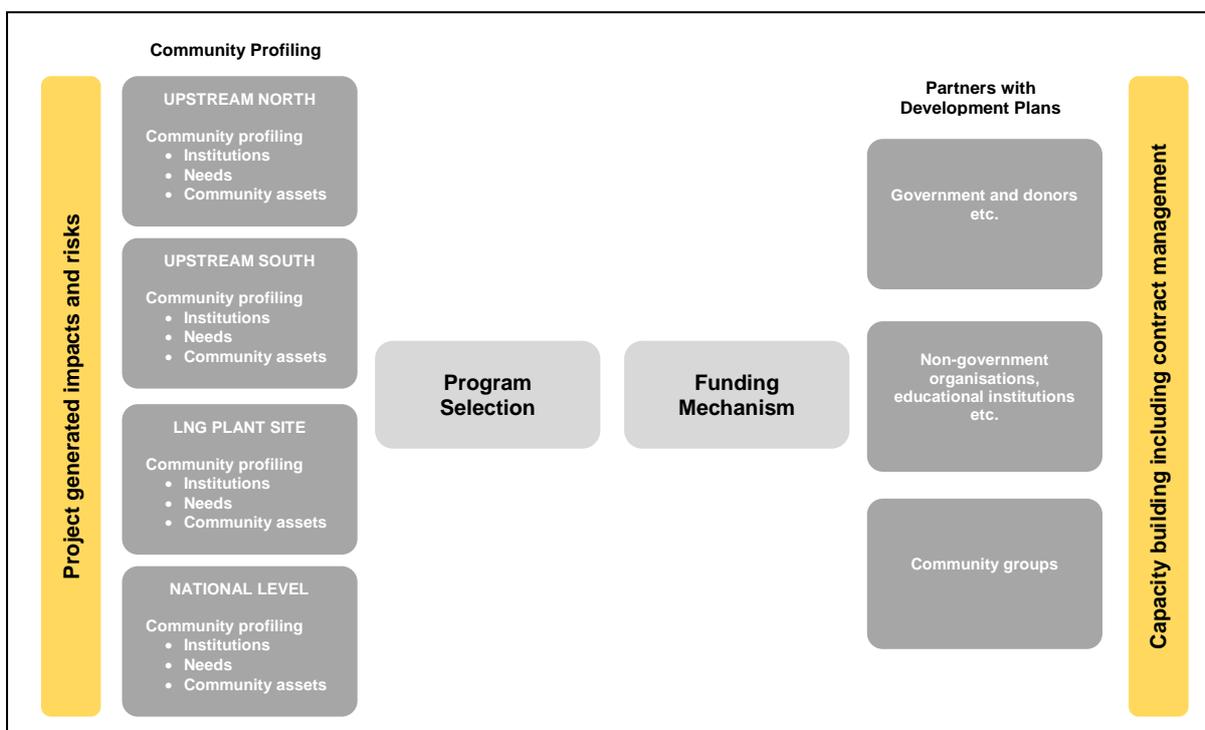


Figure 4-1: Community development support project selection process

#### 4.3.2 Strategic directions

Strategic directions for community development support activities at a theme level have purposely not been defined in this Plan. This is to ensure that strategic directions are identified through effective engagement with intended beneficiaries, and in response to the development challenges present at the time.

Where strategic directions are identified for a theme, a strategy document will be prepared and updated regularly. The strategy document will define how the strategic direction will contribute to the achievement of the objectives outlined in this Plan. All strategic themes will be reviewed on a two-yearly basis as a minimum.

#### 4.3.3 Significant projects

When a significant project opportunity is identified (where significant is considered to be any project valued at greater than 100,000 Papua New Guinean Kina), a project design document

(for social projects) and scope of works (for infrastructure projects) will be completed. The project design document and scope of works will describe, at a minimum:

- the objectives of the project
- timeline and budget for project implementation
- potential partner organisations and an assessment of other activity in this field in Papua New Guinea
- a monitoring and evaluation framework for the project
- reporting requirements and schedule.

In addition to the selection criteria defined in Section 4.1 and the community profiles, proposed 'recommended and discretionary' community development support activities need to be evaluated in a manner that allows for transparent comparison of value to the community and the company. Table 4-2 provides a framework for this comparison, but will be used as a guide only.

**Table 4-2: Evaluation matrix<sup>4</sup>**

POTENTIAL PROJECT	SUSTAINABILITY	PRODUCTIVITY	EQUITABILITY	TECHNICAL FEASIBILITY	SOCIAL/ CULTURAL	COST	COMMUNITY CONTRIBUTION	TIME	POINT AND RANK
Library book project									
Education and awareness on sanitation in communities									

In Table 4-2, the column headings can be interpreted in the following manner:

- Sustainability – Can the community keep the project running by itself, after outside assistance has gone?
- Productivity – Will the project substantially increase the availability of needed resources?
- Equitability – Will the project benefit a broad cross-section of the community?
- Cost – Will large amounts of financing be needed (amounts greater than 50,000 Papua New Guinean Kina)?
- Community contribution (beneficiary contribution) – Will the community/beneficiary be able and willing to contribute to the project (normally through an in-kind contribution)?
- Technical feasibility – Does the project require specialised technical expertise to both start and maintain?
- Social/cultural acceptability – Does the project fit within the community's norms and stated development priorities?
- Time needed – Will it take a long time (more than two years) for the community to reap the benefits of the project?

Once projects are selected they will primarily be implemented through third party contractors. EMPNG will review funding options within three years of commencement of production.

<sup>4</sup> Adapted from Community Development Toolkit (International Council on Mining and Metals, 2012).

EMPNG seeks to work with third party partners who have experience working in Papua New Guinea. As appropriate, opportunities to work with, and build capacity within, partner organisations to deliver higher quality and better managed projects will be pursued.

## 5.0 MONITORING

All community development support activities will have a defined monitoring and evaluation schedule as part of the activity proposal. The overall objective of community development support activities is to promote the development of conditions conducive to enhancing economic self-reliance of communities and individuals while also mitigating potential harmful impacts.

The overall objective of the monitoring and evaluation framework is to determine whether projects have succeeded in meeting the objectives of this Plan, which is whether they:

- promote the development of conditions to strengthen communities such that they benefit from EMPNG's presence
- avoid or reduce the risk of adverse social impacts on Papua New Guinean communities during production
- provide opportunities for sustainable development benefits in a culturally appropriate manner
- ensure that the development process fosters full respect for the dignity, human rights, aspirations, cultures and natural resource-based livelihoods of Indigenous Peoples
- meet local regulatory requirements and the expectations of Performance Standard 7: Indigenous Peoples.

At an individual project level, the monitoring and evaluation indicators will seek to assess the inputs, expected and actual outputs, actual outcomes, and to understand the reason for any difference from those anticipated in the project design. An example is included in Table 5-1.

**Table 5-1: Monitoring and evaluation template**

INPUTS	EXPECTED AND ACTUAL OUTPUTS	ACTUAL OUTCOMES (PERFORMANCE INDICATOR)	DIFFERENCE	REASON FOR THE DIFFERENCE	CORRECTIVE ACTIONS	CONTRIBUTION TO OBJECTIVES
Cooking courses for women	Expected: 20 women starting, completing the training and developing sustainable small businesses to sell home-made produce  Actual: 20 women started the training, and 15 completed it	Five women following completion of training have subsequently set up small businesses to sell homemade produce. Four of these businesses have been operating at a profit for more than 6 months	Five women did not complete the training  Ten women completed but did not set-up a business	Saturated market for home produce in the activity area  Training required too much time away from gardens for some participants	Change the timing and duration of the training to accommodate gardening requirements.  Assess the local market to determine demand for home-made produce items	Of the women who completed this training, 25% have developed businesses that are sustainable and culturally appropriate

In addition to the outcome indicators for each activity, the following indicators will be measured for each of the geographic areas:

- community grievances, and the nature of those grievances
- work stoppages attributed to community disgruntlement with EMPNG
- total spend on community development projects
- spend per geographic area
- spend per theme (where themes will include strengthening social resilience, community capacity building and partnership, and local economic development)
- value of co-contribution from other/external sources
- results of community feedback assessments from projects.

### **5.1 Assessment**

Internal assessments of community development support activities will be undertaken regularly as part of the EMPNG planning process. This will involve a desktop review of progress against activity outcome indicators, budget spend and schedule, as well as easily acquired field data, such as feedback from Village Liaison Officers who live in the communities where the development support is being provided, and contacting contractors who implement projects as necessary.

Additional reviews include:

- strategy documents reviewed at least once every two years
- significant projects reviewed against their objectives (as described in the project design documents) annually
- mitigation measures monitored per the schedule defined in Table 4-1.

## **6.0 REPORTING**

Both internal and external reporting requirements apply to community development support activities.

### **6.1 Internal**

EMPNG will receive project reports from third party contractors implementing projects on a monthly basis (unless otherwise stated in the contract). These project reports will include details on activities undertaken in the month, budget spend, schedule and community/stakeholder feedback as appropriate. Reports against the indicators identified in Section 5.0 will be regularly prepared by the P&GA department (drawing on other teams as necessary).

### **6.2 External**

In addition to the OIMS external reviews, the Lender Group's Independent Environmental and Social Consultant will conduct independent, external reviews on an annual basis as part of their defined monitoring role. An update on community development support activities will also be provided annually in the PNG LNG Environmental and Social Report series, which is made available on the PNG LNG website at [www.pnglng.com](http://www.pnglng.com).

Drawing on the community engagement approaches outlined in the Stakeholder Engagement Management Plan, P&GA will develop a culturally appropriate annual communications event updating communities on community-based support activities. The communications event will be developed and implemented by the P&GA across the PNG LNG area.

## **7.0 ROLES AND RESPONSIBILITIES**

The main departments responsible for implementing this Plan are P&GA and, to a lesser extent, the MOH and SHE. Following are examples of the types of roles that will apply during the production phase. Some of these departments and roles may change over time to reflect the changing needs of EMPNG.

### **7.1 P&GA Manager**

The P&GA Manager will be responsible for:

- coordinating implementation of this Plan
- verifying implementation of this Plan including reporting of non-conformances and developing and implementing corrective actions as appropriate
- reviewing performance trends on a regular basis and stewarding performance against objectives and targets
- assessing EMPNG and contractors' compliance with the requirements of this Plan and developing and implementing corrective actions as appropriate
- periodically reviewing the effectiveness of this Plan and providing recommendations for improvements
- ensuring adequate resources and budget are available to meet the objectives of this Plan
- confirming that training programs meet the minimum requirements established in this Plan
- providing final endorsement for all community development support activities
- actively managing and supporting internal relationship development
- implementing Best Practices in External Affairs to develop and maintain positive, effective working relationships with key government organisations, advisory bodies and relevant institutions and other stakeholders that impact EMPNG.

### **7.2 Community Development Support Manager**

The Community Development Support Manager reports to the P&GA Manager and will be responsible for:

- managing and monitoring the implementation and performance of all community development support projects against the objectives outlined in this Plan, using defined indicators
- communicating improvement objectives and targets in accordance with the guidance provided in this Plan
- conducting outcome evaluations of all community development support activities, even if implemented by a different team
- reporting against budgets allocated to community development support projects
- managing available resources to meet objectives of this Plan
- identification and selection of third party contractors to implement activities to support strategic themes
- reporting all community development support activity spending for work in the field, regardless of which budget they are sourced from.

### **7.3 MOH Manager**

Where the MOH department is involved in a community development support project, the MOH Manager will be responsible for:

- setting strategic direction and evaluating community development health-related activities
- coordinating MOH-led community development support activities with the P&GA department
- reviewing all health-related community development support activities to ensure consistency with approach and reporting progress in terms of health outcomes
- managing the monitoring of all health-related community development support activities, using defined indicators agreed with the P&GA department.

### **7.4 SHE Manager**

Where the SHE department is involved in a community development support project, the SHE Manager will be responsible for:

- developing strategies and evaluating community development environment-related activities
- coordinating SHE-led community development support activities with the P&GA department
- reviewing all environment-related community development support activities to ensure consistency in approach and progress in terms of environmental outcomes
- managing the monitoring of all environment-related community development support activities, using defined indicators agreed with the P&GA department.

### **7.5 Community Development Support Analyst**

Community Development Support Analysts report to the Community Development Support Manager and will be responsible for:

- implementing P&GA strategies and activities associated with this Plan
- developing and actively managing the landowner engagement strategy, particularly relating to ongoing awareness and information
- developing and maintaining supportive relationships with local-level regulatory bodies such as the Department of Petroleum and Energy and local-level and provincial government authorities
- managing the implementation of relevant projects
- developing and maintaining a mutually respectful, long-term, transparent relationship with community representatives in a culturally appropriate manner
- working closely with field Community Development Support Coordinators to implement and monitor community development support projects.

### **7.6 Operations Manager**

The P&GA department Operations Manager reports to the P&GA Manager and will be responsible for:

- ensuring all community development support projects comply with ExxonMobil policies and meet due diligence requirements
- monitoring and assessing the performance of all community development support activities against internal and external commitments

### **7.7 Community Affairs Manager**

The Community Affairs Manager reports to the P&GA Manager and will be responsible for:

- providing on-site supervision to field teams implementing community development support projects
- coordinating logistics and other field resources to support implementation of community development support projects.

## **8.0 TRAINING AND AWARENESS**

Before the development of a training and awareness program for employees implementing community development support projects, a needs analysis will be conducted. The needs analysis will be based on the requirements of this Plan and the people involved in its implementation.

Skills and knowledge will be developed for personnel responsible for implementation of this Plan in the following areas:

- project execution
- implementing community development support projects
- managing project budgets
- evaluation of project components
- occupational safety, risk management and controls
- Tok Pisin or other relevant Papua New Guinean languages
- working effectively in a virtual, multi-cultural team environment.

Depending on the type and nature of projects envisaged for community development support, consultants with specialised knowledge in areas such as rural health, hygiene, justice and other focus areas will be retained as required.

## 9.0 REFERENCE LIST

- Department of National Planning and Monitoring. (2010). *Papua New Guinea Development Strategic Plan 2010-2030*. Port Moresby: Department of National Planning and Monitoring
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