

UN-REDD
PROGRAMME



Support to the Implementation of Myanmar's REDD+ Readiness Roadmap

Myanmar UN-REDD National Programme

June 2015

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ABBREVIATIONS

AWP	Annual Work Plan
CSO	Civil Society Organization
FD	Forest Department
GoM	Government of Myanmar
HACT	Harmonized Approach to Cash Transfer
MOECAF	Ministry of Environmental Conservation and Forestry
MPTF-O	Multi-partner Trust Fund Office
NIM	National Implementation Modality
PEB	Programme Executive Board
PD	Programme Director
QWP	Quarterly Work Plan
RECOFTC	Regional Community Forestry Training Center
RO	REDD+ Office
TWG	Technical Working Group

INTRODUCTION

With support from the Government of Norway, the UN-REDD Programme, in partnership with the Regional Community Forestry Training Centre (RECOFTC), assisted the Government of Myanmar (GoM) and other stakeholders to develop a REDD+ Readiness Roadmap in the period July 2012-August 2013. Most of the information included in the Roadmap was derived from the work of three multi-stakeholder Technical Working Groups (TWG) during the period December 2012-April 2013. A draft document was then subject to six consultation events – two national workshops and 4 sub-national workshops (see Consultation Annex to the Roadmap). A revised document was produced reflecting inputs from the consultation events.

The Myanmar REDD+ Readiness Roadmap has six sections:

1. Management of REDD+ Readiness Arrangements
2. Stakeholder Consultation and Participation
3. Development and Selection of REDD+ strategies
4. Implementation Framework and Safeguards
5. Development of a National Forest Reference Emission Level and/or Forest Reference Level
6. Development of a National Forest Monitoring System

The total budget calculated for implementation of these six sections is US\$ 23,320,650 (including administrative costs). This funding will be accessed through the support of numerous donors and development partners, as well as from the government budget.

Some initial support to the implementation of the Roadmap was provided through the Targeted Support window during 2014-15. In early 2015, Myanmar was invited to submit an Expression of Interest for a full national programme, and subsequently to make a presentation on this Expression of Interest to the 14th meeting of the UN-REDD Policy Board. One of the decisions of the Policy Board at its 14th meeting was that Myanmar should be invited to submit a proposal for funding of a full national programme inter-sessionally. This document therefore outlines a proposal to the UN-REDD Policy Board for US\$5.55m to implement a Myanmar UN-REDD National Programme.

This proposal for a Myanmar UN-REDD National Programme is country-driven in that it reflects the needs of the GoM and the comparative advantages of the UN-REDD Programme. The situation analysis underlying UN-REDD Programmatic Support, including stakeholder analysis, is described in the Roadmap itself (Annex 1) and is not repeated here.

Partners in REDD+ Roadmap Implementation

Numerous projects are supporting, directly or indirectly, implementation of the Roadmap. UN-REDD support complements and does not duplicate or compete with these other initiatives, as shown below.

1. Management of REDD+ Readiness Arrangements

There are a number of REDD+ initiatives and complementary baselines projects/programmes underway. On-going projects will enable Myanmar to move forward swiftly and effectively with implementation of the REDD+ Readiness Roadmap. Many of the stakeholders involved in these projects or initiatives have

contributed to the development of the Roadmap, as member of the TWGs or during the National Consultation Process.

Donor/Development partner	Name of project	Funding level	Status	Objectives
International Tropical Timber Organization	Capacity building for developing REDD+ activities in the context of sustainable forest management	571,890	Active	To strengthen the capacity of key stakeholders in the country in the design and implementation of REDD+ activities

2. Stakeholder Consultation and Participation

Donor/Development partner	Name of project	Funding level	Status	Objectives
UNDP	Raising awareness on REDD+ among indigenous youth (DGTTF project)	300,000	Active	Increased youth participation in REDD+ and enhanced Narga ethnic minority youth rights and measure to reduce the risk of corruption
RECOFTC	Grassroots Capacity Building for REDD+	315,000	Active	Grassroots stakeholders in Asia are enabled to actively contribute to the REDD+ planning and policy process by effectively participating and communicating their perspective to policy makers and are well positioned to take advantage of potential benefits from REDD+ for local socio-economic development
Korea Forest Service (KFS)	Mitigation of climate change impacts through restoration of degraded forests and REDD+ activities in Bago Yoma Region, Myanmar	100,000 ¹	Active	To strengthen capacity and enhance awareness of FD staff and relevant stakeholders in REDD+ readiness and eco-systems conservation.
Asia Air Survey Co. Ltd. (Japan)	Study on the strengthening methodological and technological approaches for reducing deforestation and forest degradation within the REDD implementation framework: application in Myanmar		Active	To share and exchange knowledge and experiences regarding REDD+ readiness activities.
International Tropical Timber	Capacity Building for Strengthening	2,600,000 (for 6	Under revision	To conserve biodiversity in the Taninthayi Range

¹ This funding is spread across more than one component

Organization	Transboundary Biodiversity Conservation of the Taninthayi Range in Myanmar	years)		
UNEP and the United Nations Human Settlements Program (UN-Habitat) (with funding from the EU)	Myanmar Climate Change Alliance		Active	To assist the Government of the Union of Myanmar in developing the national strategy on climate change, multi-sectoral action plans, and capacity enhancement on climate change in the Government, private sector and civil society

3. Development and Selection of REDD+ strategies

Donor/Development partner	Name of project	Funding level	Status	Objectives
World Markets AG and Simplon Services GmbH	Voluntary market project	N.A.	Proposed	To undertake carbon conservation in 180,000 hectares of prime forest
Wildlife Conservation Society (with funding from Norway)	Strengthening of Myanmar's protected area system	c. 5M	Proposed	To support biodiversity and carbon conservation through strengthening of Myanmar's protected area system
International Tropical Timber Organization	Capacity building for developing REDD+ activities in the context of sustainable forest management	571,890 ²	Active	Facilitating the preparation of REDD+ national strategies
UNDP (with GEF funding)	Strengthening Sustainability of Protected Area Management	6,027,397 ³	Approved	Strengthen the terrestrial system of national protected areas for biodiversity conservation through enhanced representation, management effectiveness, monitoring, enforcement and financing
FAO (with GEF funding)	Sustainable cropland and forest management in priority ecosystems of Myanmar	6,183,031 ⁴	Approved	To build the capacity of farming and forestry stakeholders to mitigate climate change and improve land condition
UNEP (with GEF funding)	Development of the National Biodiversity Strategy and Action Plan	200,000	Approved	To enable Myanmar to better meet its immediate obligations under the Convention on Biological Diversity, especially in relation to Article 6: General measures for conservation and

² This funding is spread across more than one component

³ Not all funding will contribute to Roadmap implementation

⁴ Not all funding will contribute to Roadmap implementation

				sustainable use
Korea Forest Service (KFS)	Mitigation of climate change impacts through restoration of degraded forests and REDD+ activities in Bago Yoma Region, Myanmar	100,000 ⁵	Active	To initiate pilot activities for restoration of degraded forests and conservation of eco-systems for mitigating climate change impacts and supporting sustainable forest management;
UNEP and the United Nations Human Settlements Program (UN-Habitat) (with funding from the EU)	Myanmar Climate Change Alliance	6,000,000 ⁶	Active	To assist the Government of the Union of Myanmar in developing the national strategy on climate change, multi-sectoral action plans, and capacity enhancement on climate change in the Government, private sector and civil society
UNDP	Inle Lake projects	2,700,000	Active/complete	To build capacity of communities in the Inle Lake watershed to manage their resources sustainably

4. Implementation Framework and Safeguards

Donor/Development partner	Name of project	Funding level	Status	Objectives
Korea Forest Service (KFS)	Mitigation of climate change impacts through restoration of degraded forests and REDD+ activities in Bago Yoma Region, Myanmar	100,000 ³	Active	<ul style="list-style-type: none"> To initiate pilot activities for restoration of degraded forests and conservation of eco-systems for mitigating climate change impacts and supporting sustainable forest management;
International Tropical Timber Organization	Capacity building for developing REDD+ activities in the context of sustainable forest management	571,890 ⁷	Active	Assessment of drivers of deforestation

5. Development of a National Reference Level and Reference Emissions Level

Donor/Development partner	Name of project	Funding level	Status	Objectives
Korea Forest Service (KFS)	Mitigation of climate change impacts through restoration of degraded forests and REDD+ activities in Bago Yoma	100,000 ³	Active	To measure baseline carbon stocks and set reference scenario of carbon emissions through a reliable MRV system focusing on REDD+ readiness

⁵ This funding is spread across more than one component

⁶ Approximate level: funding is Euro 4,000,000

⁷ This funding is spread across more than one component

	Region, Myanmar			
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6. Development of a National Forest Monitoring System

Donor/Development partner	Name of project	Funding level	Status	Objectives
Asia Air Survey Co. Ltd. (Japan)	Study on the strengthening methodological and technological approaches for reducing deforestation and forest degradation within the REDD implementation framework: application in Myanmar		Active	<ul style="list-style-type: none"> • To strengthen RS/GIS capacity of FD staff in order to support the REDD+ readiness process; • To demonstrate the preparation of carbon mapping in selected areas;
IUCN-Smithsonian Institute-NORAD	Mapping Forest Cover Change in Myanmar 2000-2013: a National Baseline for Forest Management and REDD+ Development	250,000	Active	<ul style="list-style-type: none"> • To develop a countrywide forest cover change database for Myanmar from 2000-2013 using standardized remote sensing and change detection methods; • To build national capacity for using satellite-based forest monitoring to support REDD+ development and expand civil society participation in forest management.
United Nations Institute for Training and Research (UNITAR) Operational Satellite Applications Programme (UNOSAT) (funded by Gov of Norway)	Training and technical support in the use of Geographic Information Systems and Satellite Imagery	503,000	In dev.	To deliver training, hardware/software and technical support for remote sensing and GIS to MOECAF.
EU	National 2012-2015 Land Use Management Planning Project	TBD	In dev.	To develop national land use / land cover maps.
International Tropical Timber Organization	Capacity building for developing REDD+ activities in the context of sustainable forest management	571,890 ⁸	Active	Establishment of a robust Measurement, Reporting and Verification (MRV) system for teak-bearing forests in Myanmar's Bago Yoma Region

Taking account of these initiatives, and the required outputs identified in the REDD+ Readiness Roadmap, the GoM has requested the UN-REDD Programme to provide the support identified in the Results Framework and Resource Allocation Framework, below.

⁸ This funding is spread across more than one component

Engaging women and ethnic minorities

To ensure stakeholder engagement for effective implementation of REDD+ in Myanmar, systematic incorporation of gender and ethnic minority considerations is crucial. Gender inclusiveness in REDD+ implementation and decision-making processes is of great importance and there is a need to view women as a stakeholder group with specific interests that are often quite different to those of men. Moreover, as Myanmar is signatory to Convention on All Forms of Discrimination against Women (CEDAW) and an active member of the ASEAN Committee on Women and Children (ACWC), the inclusion of gender perspectives ensures that the REDD+ framework respects international law.

Ethnic groups mostly engage through local CSOs working on the promotion of the socio-economic development of ethnic groups. Except for the people in Rakhine State and Mon, most ethnic minority groups reside in upland areas and rely on shifting cultivation; this means their livelihoods are highly dependent on the state of the local environment.

The promotion and integration of gender and ethnic minority issues in REDD+ implementation also requires further strengthening through the knowledge of gender and ethnic minority rights and inclusion within the organizations engaged with environmental conservation programs. In turn, gender or ethnic minority focused groups' interest in forestry and environmental conservation programs needs to be promoted. Some religious or faith-based organizations have earned the trust of local ethnic groups. The government's proactive and effective coordination through engaging frequent consultation process with specialized NGOs, CBOs and local representatives of ethnic minority and women's groups is required.

Potential role of REDD+ in the peace process

There are active peace initiatives underway with all groups in Myanmar, and there has been significant progress in recent months. While the environment in general, and REDD+ specifically, is not directly dealt with in the overall peace process to date, promoting improved environmental governance throughout Myanmar can contribute actively and positively to resolving conflicts.

This is part of the rationale for the [National Environmental Policy, Strategic Framework and Action Plan for Environmental Conservation](#) being developed by the government to identify gaps, and adjust strategies for implementation and mainstreaming. This can help to provide a framework for environmental cooperation for peacebuilding work in Myanmar. The fundamental principle of REDD+, namely to provide incentives to conserve and sustainably manage forests can form a major part of engagement of the environment sector in the peace process.

UN-REDD partners are active in the peace process, and this can further strengthen the links between REDD+ and peace. For example, UNDP is one of the implementing partners of a project "Contributing to Myanmar Peace Dividend" in Mon and Kayin states, funded by the [Peacebuilding Fund](#). The UN is also active in Rakhine State where, funding permitting, the UN intends to:

- Promote dialogue between the two communities.
- Build confidence between the two communities at grassroots level; and
- Build the capacity of all actors to integrate conflict sensitivity and human rights into their interventions.

These interventions are very consistent with the approach taken and the principles established during the preparation of the REDD+ Readiness Roadmap. Substantial efforts were made to promote dialogue and build grassroots confidence through an inclusive consultation process that was perhaps the most comprehensive and forward-looking seen in Myanmar.

The **Myanmar Peace Support Initiative** is a Norwegian-led international initiative to support the ceasefires in Myanmar through humanitarian and development assistance. It provides communities in the ceasefire areas with the needed assistance in order to recover from conflict and build momentum for peace on the ground. Norway has already funded work on building communities' awareness of their rights in Kayin state, and this is precisely the type of activity which we anticipate will be undertaken in Outcome 1 of the UN-REDD funding proposal.

RESULTS FRAMEWORK

Results	Participating UN organization	Implementing Partner	Indicator	Baseline	Target	MoV	Risks and Assumptions
<p>Objective: National capacity for the implementation of REDD+ under the UNFCCC enhanced and relevant (technical, legal, social) systems developed</p>	All	FD and others	Systemic and institutional capacities, key systems and frameworks for REDD+ implementation (in particular, SIS, BDS, NFMS, RELs/RLs)	No systems exist; some planned (e.g., NFMS)	By the end of the programmatic support, all key systems are in place	Technical reports	<p>UNFCCC negotiations move slowly, and the guidelines for REDD+ programmes are not agreed</p> <p>Commitment of the Government of Myanmar towards implementing REDD+ weakens</p> <p>Programme inputs (funds, human resources, etc.) are not mobilized in a timely fashion</p>
<p>Outcome 1: Relevant stakeholders engaged and their capacities developed</p> <p>Myanmar REDD+ Roadmap Section 1: National Readiness Management Arrangements Myanmar REDD+ Roadmap Section 2: Stakeholder Consultation and Participation</p>	UNDP	FD and others	Overall level of satisfaction in the REDD+ readiness process	13% of stakeholders rate their satisfaction as “poor” and 65% as “fair”	Within 1 year of the start of the support, the total rating “poor” or “fair” falls to below 65%; after 2 years the total fall below 50%; by the end of the support, the level of “good” is at least 33%	Annual stakeholder surveys	<p>Influential stakeholders who could profit from REDD+ take over the national REDD+ Readiness process</p>
			Level of engagement in REDD+ readiness	Tbd	After one year, the level of engagement in REDD+ readiness has increased by 25% above the baseline	Annual stakeholder surveys	
Output 1.1 Strengthened stakeholder representation and consultation	UNDP	FD RECOFTC	Existence of representation and consultation systems	No formal systems exist	Within 1 year of the start of the support, stakeholder representation and consultation systems are in place	Programme reports	Potential environmental and social impacts that could affect indigenous people or other vulnerable

Results	Participating UN organization	Implementing Partner	Indicator	Baseline	Target	MoV	Risks and Assumptions
			Level of stakeholder satisfaction with systems	Zero (systems don't exist)	Within 18 months of the start of the support, the level of satisfaction for all systems is at least 67% and remains at this level or higher	Annual stakeholder surveys	groups Potential for variable impacts on women and men, different ethnic groups, social classes
1.2 REDD+ TF, RO, and TWGs supported	UNDP	FD	Functioning TF, RTO and TWGs	TF does not exist; RTO does not exist; 3 TWGs established during Roadmap development	Within 6 months of the start of the support, the TF and RTO established; throughout the rest of the support, TF; RTO and TWGs are active	Programme reports; government documents	Government agencies do not cooperate and coordinate activities effectively
			Level of stakeholder satisfaction	Zero for TF and RTO (don't exist); TWGs will be assessed	Within 1 year of the start of the support, the level of satisfaction for all entities is at least 67% and remains at this level or higher	Annual stakeholder surveys	
<p>Outcome 2: National institutions have capacity to implement effective and participatory governance arrangements for REDD+</p> <p>Myanmar REDD+ Roadmap Section 4: Implementation framework and safeguards</p>	UNDP	FD and others	Level of stakeholder satisfaction with law enforcement, governance and transparency	88% of stakeholders rate these issues "poor"; 12 % rate them "fair"	After 1 year, the percentage reporting "poor" falls below 67%; after 2 years, below 50%; by the end of the support, at least 50% rate them "fair" or "good"	Annual stakeholder surveys	Government agencies do not cooperate and coordinate activities effectively Sub-national authorities do not share central government's commitment to REDD+
2.1 Institutional measures for REDD+ awareness raising and information flow defined and operationalized	UNEP/UNDP	FD	Level of knowledge about REDD+	Tbd	After one year, the level of knowledge of REDD+ has increased by 25% above the baseline	Annual stakeholder surveys	Influential stakeholders who could profit from REDD+ take over the

Results	Participating UN organization	Implementing Partner	Indicator	Baseline	Target	MoV	Risks and Assumptions
			Level of stakeholder satisfaction with access to and availability of information	74% of stakeholders rate access to data either not accessible or partially accessible; 72% of stakeholders rate availability of data as either not available or partially available	After 1 year, the percentage reporting "poor" falls below 75%; after 2 years, below 60%; by the end of the support, at least 50% rate them "fair" or "good"	Annual stakeholder surveys	national REDD+ Readiness process
2.2 Legal and policy framework reviewed; and adapted and reinforced, as necessary	UNDP	FD	Proposals for legal and policy reform developed	No proposals	Within 9 months of the start of the support, a legal and policy review identifies required modifications	Programme reports	Government agencies do not cooperate and coordinate activities effectively Donor coordination is ineffective
			Modifications enacted	No modifications	By the end of the support at least 75% of the proposed modifications have been enacted; the process for the remaining modifications is underway	Programme reports Government documents	
Outcome 3: REDD+ safeguards defined in the national context and national safeguards information system developed Myanmar REDD+ Roadmap Section 4: Development of the REDD+ Implementation Framework	FAO, UNEP, UNDP	FD	National REDD+ safeguards defined in a national context and functional safeguards information system available to provide information on how REDD+ safeguards are being addressed and respected	Existing policies laws and regulations have not been assessed for the applicability to REDD+, suitable safeguards have not been amended or designed, and a safeguards information system is not in place.	At the end of the last year a fully functional safeguards information system is in place (including a grievance mechanism) and can provide information on respecting and addressing safeguards. A first summary of information on safeguards has been provided to the UNFCCC.	Central database and archiving system covering of information on REDD+ safeguards	Upstream planning processes potentially pose environmental or social impacts or are vulnerable to environmental and social change Downstream activities that potentially pose environmental and social impacts or are vulnerable to environmental and social change

Results	Participating UN organization	Implementing Partner	Indicator	Baseline	Target	MoV	Risks and Assumptions
3.1 Define REDD+ safeguards and safeguard information system for Myanmar's context	UNDP/UNEP	FD	National approach to safeguards (including a grievance mechanism) has been developed through an inclusive road map process and approved.	No definition of and national approach to safeguards consistent with the Cancun Agreements of COP 16 exists.	By the end of Year 1, PLRs have been reviewed and safeguards roadmap is developed and approved; By the end of year 2, existing information and sources have been reviewed, and new ones developed as needed, to report on how the REDD+ safeguards are being addressed and respected; and national approach to safeguards exists; By the end of year 3, grievance mechanism has been developed, tested and approved.	PLR report (including gap analysis), Safeguard road map, Report on definitions and national approach to safeguards approved Grievance mechanism approved	Potential human rights implications for vulnerable groups Potential impact on gender equality and women's empowerment
3.2 Develop and implement Myanmar's Safeguards Information System (SIS)	FAO, UNEP	FD	SIS developed and integrated with an NFMS	No reporting framework and SIS exists	At the end of year 2, options for a reporting framework and a SIS structure have been analyzed and the preferred option has been selected and approved; At the end of year 3, a SIS is finalized and is integrated with an NFMS By the end of year 4 a summary of information has been submitted to the UNFCCC	Functional SIS is collecting information	Potential to have impacts that could affect women's and men's ability to use, develop and protect natural resources and other natural capital assets Potential to significantly affect land tenure arrangements and/or traditional cultural ownership patterns

Results	Participating UN organization	Implementing Partner	Indicator	Baseline	Target	MoV	Risks and Assumptions
<p>Outcome 4: Development of Myanmar's national forest monitoring system (NFMS) and preliminary forest RELs/RLs supported</p> <p>Myanmar REDD+ Roadmap Section 5: Development of a national forest reference emission level and/or forest reference level</p> <p>Myanmar REDD+ Roadmap Section 6: Development of a national forest monitoring system</p>	FAO	FD	Systems for monitoring forests and measuring and reporting on the mitigation performance of REDD+ activities in place	No national system for forest monitoring or carbon measurement and reporting in place	By the end of year 2, institutional arrangements for Myanmar's NFMS are agreed and endorsed; By the end of year 3, Myanmar has a near-real-time forest monitoring system in place; By the end of the support, Myanmar is assessing its activity data and emission factors for its national GHG inventory.	Action plan document GHG inventory populated with national data Web-GIS portal of satellite land monitoring system	<p>Sub-national authorities do not share central government's commitment to REDD+</p> <p>Donor coordination is ineffective</p> <p>Government agencies do not cooperate and coordinate activities effectively</p>
			Methodologies for REL/RL development agreed	No methodology for REL/RL development	By the end of year 2, a REL/RL Action Plan document is endorsed by the government; By the end of the support, various methodologies for REL/RL development have been piloted at demonstration site(s).	Action plan document Methodological proposal documents	
Output 4.1 Build capacity and develop national action plans on NFMS and RELs/RLs	FAO	FD	Levels of stakeholder awareness	TBD	Within 12 months of the start of the support, 75% of national forestry officials and key stakeholders correctly identify the purpose, functions and tools of an NFMS	Annual stakeholder surveys	<p>Programme inputs (funds, human resources, etc.) are not mobilized in a timely fashion</p> <p>Commitment of the GoM towards implementing REDD+ does not remain firm</p>
			Validated NFMS and Forest REL/RL Action Plan documents	No NFMS or REL/RL Action Plans	Within 18 months of the start of the support, action plan documents are validated by the government	Action plan documents	
Output 4.2 Develop Myanmar's Satellite Land Monitoring System and web-GIS portal	FAO	FD (RS/GIS Session)	Satellite land monitoring system (SLMS) and web-GIS portal in place	No SLMS in place	By the end of the programme, Myanmar has an SLMS and forest monitoring web-portal in place	Programme reports; government documents; web-GIS portal	<p>Donor coordination is ineffective</p> <p>Programme inputs (funds, human</p>

Results	Participating UN organization	Implementing Partner	Indicator	Baseline	Target	MoV	Risks and Assumptions
			National land use assessment completed	No national LU/LUC assessment completed	Within 24 months of the start of the support, a national land use assessment has been completed; by the end of the programme national assessments are completed annually	Land use assessment results/data	resources, etc.) are not mobilized in a timely fashion
Output 4.3 Design and pilot a multipurpose National Forest Inventory	FAO	FD	Multipurpose NFI methodology designed	Existing NFI methodology not suitable for REDD+ reporting	Within 24 months of the start of the support, a new multipurpose NFI methodology has been designed and field manuals produced	Programme reports; NFI methodology documentation	Government agencies do not cooperate and coordinate activities effectively
			New NFI methodology piloted	No NFI methodology for REDD+ in place	By the end of the programme, the new NFI methodology has been piloted at a demonstration site, with data collected and input into the specialised NFI database	Programme reports; government documents; NFI database	Programme inputs (funds, human resources, etc.) are not mobilized in a timely fashion
Outcome 5: National REDD+ Strategy developed Myanmar REDD+ Roadmap Section 3: Development and selection of REDD+ strategies	FAO, UNDP, UNEP	FD	A comprehensive National REDD+ Strategy together with implementation plans developed and validated with stakeholders	National REDD+ strategy not available.	Within 36 months, a National REDD+ strategy and implementation plans are fully supported by all relevant stakeholders	Final reports, report of the stakeholders validation workshop, National REDD+ Strategy and Implementation Framework endorsed	Potential impact of currently approved land-use plans (e.g. roads, agro-industrial production, settlements) which could affect the environmental and social sustainability of the project

Results	Participating UN organization	Implementing Partner	Indicator	Baseline	Target	MoV	Risks and Assumptions
5.1 REDD+ Strategy analysis	FAO, UNDP, UNEP	FD	Drivers of deforestation and forest degradation assessed. Priority list of candidate strategies has been agreed upon in an inclusive consultation process	Drivers' analysis only in general terms. The REDD+ readiness road map indicates only broad strategies for REDD+ implementation and there is a lack of information on emissions and carbon stock removals. Information on existing support programs is also weak.	At the end of 18 months, information for the development of the National REDD+ Strategy is enhanced and agreed upon.	Final list of priority candidate strategies signed off by TWG members and approved by the PEB	Government agencies do not cooperate and coordinate activities effectively Sub-national authorities do not share central government's commitment to REDD+
5.2 Formulation and approval of National REDD+ Strategy	FAO, UNDP, UNEP	FD	Approved National REDD+ Strategy	REDD+ readiness road map is available, but no National REDD+ Strategy	At the end of year 3, a National REDD+ Strategy is available and discussions on mainstreaming elements of the Strategy into socio-economic development plans have been initiated	Validation consultation reports. Approved National REDD+ Strategy	Potential impact of currently approved land-use plans (e.g. roads, agro-industrial production, settlements) which could affect the environmental and social sustainability of the project Potential environmental and social impacts that could affect indigenous people or other vulnerable groups

RESOURCE ALLOCATION AND INDICATIVE TIME FRAME

Results	Participating UN organization	Implementing Partner	Indicative activities for each Output	Resource allocation and indicative time frame				
				Y1	Y2	Y3	Y4	Total
Outcome 1: Relevant stakeholders engaged and their awareness on REDD+ raised								
Myanmar REDD+ Roadmap Section 1: National Readiness Management Arrangements								
Myanmar REDD+ Roadmap Section 2: Stakeholder Consultation and Participation								
Output 1.1 Stakeholder representation and consultation strengthened	UNDP		<ul style="list-style-type: none"> - Undertake annual stakeholder review to update and strengthen the membership of the National REDD+ Network - Develop National REDD+ Readiness Stakeholder Consultation Guidelines and Consultation Plan - Develop concept notes for each consultation workshop 	127,600	116,000	116,000	104,400	464,000
1.2 REDD+ TF and TWGs supported	UNDP		<ul style="list-style-type: none"> - REDD+ TF meetings and logistical support including travel - TWG meetings and logistical support including travel 	34,800	34,800	29,000	29,000	127,600
Outcome 2: Effective and participatory governance arrangements for REDD+ implementation in place								
Myanmar REDD+ Roadmap Section 4: Implementation framework and safeguards								
2.1 Institutional structure for REDD+ implementation defined and operationalized	UNEP/UNDP	FD	<ul style="list-style-type: none"> - Develop a Competency Framework for REDD+ - Conduct Initial Capacity Building Needs Assessment (CBNA) - Development of a National REDD+ Communication Strategy - Conduct training, and awareness raising for all stakeholders - Adapt Institutional Structure and conduct necessary training and awareness raising - Conduct final review of Institutional Structure, CBNA and National REDD+ Communication Strategy - Produce communications for different audiences and utilizing different media 	203,000	174,000	174,000	116,000	667,000
2.2 Legal and policy framework reviewed; and adapted and reinforced, as necessary	UNDP	FD	<ul style="list-style-type: none"> - Draft list of proposed amendments to existing legal framework and draft new REDD+ specific legal framework - Initial National Consultation Process to review and validate the list of proposed amendments and additions to legal framework (focus on urgent and easily enacted changes) - Draft amendments, circulate amount REDD+ Network members for validation and submit for adoption by government - Second National Consultation Process to review and validate list of proposed amendments and additions to legal framework - Draft amendments, circulate amount REDD+ Network members for validation and submit for adoption by government 	69,600	81,200	46,400	34,800	232,000
Outcome 3: REDD+ safeguards addressed in respected in national context and national safeguards information system developed								
Myanmar REDD+ Roadmap Section 4: Development of the REDD+ Implementation Framework								

Results	Participating UN organization	Implementing Partner	Indicative activities for each Output	Resource allocation and indicative time frame				
				Y1	Y2	Y3	Y4	Total
3.1 Define REDD+ safeguards and safeguards information for Myanmar's context	UNDP/UNEP	FD	<ul style="list-style-type: none"> - Develop safeguards roadmap - National and regional consultations on the definition of safeguards in the national context - Identify and review existing PLRs for their relevance to safeguards - Review existing information sources, and identify new ones as needed, to provide information on how each of the REDD+ safeguards are being addressed and respected - Establish a grievance mechanism for REDD+ implementation (which may form part of existing mechanisms) 	81,200	110,200	110,200	40,600	342,200
3.2 Develop and operationalize Myanmar's Safeguards Information System (SIS)	FAO/UNEP	FD	<ul style="list-style-type: none"> -Review existing information systems relevant to REDD+ safeguards, identifying gaps, -Develop proposal for SIS structure and function, including for the provision and sharing of information, utilizing synergies with NFMS - Pilot, refine and finalize SIS -Develop proposal for summary of information to be provided to the UNFCCC 	0	87,000	87,000	58,000	232,000
Outcome 4: National forest monitoring system and forest reference (emission) level (FRLs) developed Myanmar REDD+ Roadmap Section 5: Development of a national forest reference emission level and/or forest reference level Myanmar REDD+ Roadmap Section 6: Development of a national forest monitoring system								
Output 4.1 Build capacity and develop national action plans on NFMS and FRL	FAO		<ul style="list-style-type: none"> - Facilitate regular meetings of NFMS/FRL technical working group - Undertake detailed and regular capacity needs assessments on NFMS/FRL - Provide technical support, advice and training on NFMS and IPCC guidelines - Provide technical support, advice and training on GHG inventories and UNFCCC reporting, including relevant software tools - Provide technical support, advice and training on FRL development - Collate and review regional and international experiences on NFMS and FRLs - Provide recommendations on the role of local communities and subnational management units in the NFMS, including stakeholder consultations - Consult on national circumstances for FRL in Myanmar - Draft, consult on and validate Action Plan documents for 1) the NFMS and 2) FRL - Develop technical manuals to develop/assess and report on emission factors and activity data - Develop a central GHG database and archiving system - Develop and test FRL methodologies 	174,000	145,000	174,000	174,000	667,000

Results	Participating UN organization	Implementing Partner	Indicative activities for each Output	Resource allocation and indicative time frame				
				Y1	Y2	Y3	Y4	Total
Output 4.2 Develop Myanmar's Satellite Land Monitoring System and web-GIS portal	FAO		<ul style="list-style-type: none"> - Provide technical support, advice and training on open-source data and software options for forest monitoring - Procure equipment, hardware and software for RS/GIS lab - Develop and operationalize Myanmar's web-GIS portal - Support assessment of activity data at national scale - Develop and operationalize a real-time forest monitoring system, including environmental, socio-economic and governance indicators to monitor outcomes of REDD+ activity implementation 	174,000	116,000	116,000	87,000	493,000
Output 4.3 Design and pilot a multipurpose National Forest Inventory	FAO		<ul style="list-style-type: none"> - Provide training on national forest inventory methods - Harmonize all existing inventory data and develop robust tree species and NFI databases - Facilitate consultative process to decide parameters for NFI, including cost estimations and training requirements - Design multi-purpose National Forest Inventory including sampling strategy - Develop field manuals and an implementation master plan - Develop an NFI information system linked to the web-GIS portal - Develop, review and revise allometric equations - Develop methodology to assess emissions from forest degradation - Purchase necessary equipment for piloting and train field crews - Pilot NFI field methodology at a demonstration site 	116,000	203,000	203,000	174,000	696,000
Outcome 5: National REDD+ Strategy developed Myanmar REDD+ Roadmap Section 3: Development and selection of REDD+ strategies								

Results	Participating UN organization	Implementing Partner	Indicative activities for each Output	Resource allocation and indicative time frame				
				Y1	Y2	Y3	Y4	Total
5.1 REDD+ Strategy analysis	FAO/UNDP/ UNEP	FD	<ul style="list-style-type: none"> - Forestry Sector Institutional and Context Analysis; - Review of policies, laws and rules outside the forestry sector (see also output 3.1); - Consolidation of list of candidate strategies for forestry and non-forestry sectors; - National Consultation Workshop to review and validate the revised candidate strategies for both the forestry and non-forestry sectors; - Quantitative assessment of emissions and carbon stock removals from major drivers of forest degradation and deforestation; - Study on the funding of or support to existing forest management programmes and including estimates of the financial costs of REDD+ implementation in conjunction with these programmes; - Establish list of prioritized candidate strategies based on ranking by TWG; - National Consultation Process to review and validate the final list of candidate strategies. 	81,200	81,200	58,000	0	220,400
5.2 Formulation and approval of National REDD+ Strategy	FAO/UNDP/ UNEP	FD	<ul style="list-style-type: none"> - Develop national REDD+ strategy options and recommendations based on candidate strategies and consultation outcomes - Validate National REDD+ Strategy options and recommendations with stakeholders - Finalize and approve strategy 	0	0	34,800	87,000	121,800
Programme management								
Operations of PMU (in REDD+ Office)	UNDP	FD	<ul style="list-style-type: none"> - Recruitment of PMU staff - Purchase of equipment - Operations and maintenance 	174,000	174,000	174,000	174,000	696,000
Communications and KM	UNDP	FD	<ul style="list-style-type: none"> - Capture, analysis and dissemination of knowledge and information about REDD+ in Myanmar to national and international stakeholders 	58,000	58,000	58,000	58,000	232,000
Overall Total				1,293,400	1,380,400	1,380,400	1,136,800	5,191,000

Agency	Programme Cost	Indirect Support Costs (7%)	Total
FAO	2,085,200	145,964	2,231,164
UNDP	2,267,800	158,746	2,426,546
UNEP	841,000	58,870	899,870
TOTAL	5,194,000	363,580	5,557,580

MANAGEMENT AND COORDINATION ARRANGEMENTS

Overview of the overall UN-REDD Programme structure

Policy Board

The UN-REDD Policy Board provides overall leadership and sets the strategic direction of the UN-REDD Programme. It decides on Programme financial allocations, in line with the budget parameters set out in the UN-REDD Framework Document, and develops monitoring mechanisms, with a view to ensuring Fund-wide success. The UN-REDD Policy Board will ensure coordination with REDD actors at a global scale, such as the World Bank's FCPF participants' committee. The Terms of Reference and Rules of Procedure for the UN-REDD Policy Board will be made available on the UN-REDD Programme website www.un-redd.org. See also the UN-REDD Workspace for eligible users www.unredd.net

Secretariat

The UN-REDD Secretariat serves the Policy Board, using the capacities of the participating UN organizations, research institutions and recognized experts. It ensures policies and strategies decided by the Policy Board are implemented and adhered to. The Secretariat will manage the National Programme review process. It will also manage the UN-REDD's overall monitoring and evaluation function which includes *inter alia* monitoring allocations to and delivery by the country National Programmes, and tracking Programme-wide progress and ensuring that monitoring mechanisms are applied.

The Secretariat's main roles can be summarised as follows:

- Policy Board support
- Partner and external relations
- Quality assurance and oversight of National Programmes
- Quality assurance and oversight of the International Support Functions described in the Global Programme-Support to National REDD+ Action (hereafter referred to as the "Global National Programme")
- Monitoring and knowledge management

Participating UN Organizations' Coordination Group

The Participating UN Organizations' Coordination Group consists of representatives of the three UN agencies: FAO, UNDP, and UNEP. The Coordination Group will have the main function in ensuring active, participatory and well-coordinated engagement by the agencies to implement the goals and objectives of the overall UN-REDD Programme, as well as to provide oversight of the Secretariat consistent with the strategic directions and decisions provided by the Policy Board.

Administrative Agent

The UNDP Multi-Partner Trust Fund Office (MPTF-O) is the Administrative Agent of the UN-REDD Fund. The MPTF-O administers funds based on decisions of the Policy Board and serves as the administrative interface with donors. UNDP's accountability as the Administrative Agent is set out in the policy "UNDP's Accountability when acting as Administrative Agent in MDTFs and/or UN National Programmes using the pass-through fund management modality."

The MPTF-O as AA is responsible for:

- (a) Receiving contributions from donors that wish to provide financial support to the Fund;

- (b) Administering such funds received, in accordance with the Memorandum of Understanding between participating UN Organizations, including the provisions relating to winding up the Fund Account and related matters;
- (c) Subject to availability of funds, disbursing such funds to each of the Participating UN Organizations in accordance with instructions from the Policy Board, taking into account the budget set out in the approved programmatic document, as amended in writing from time to time by the Policy Board;
- (d) Consolidating statements and reports, based on submissions provided to the Administrative Agent by each Participating UN Organization, as set forth in the TOR, and providing these to each donor that has contributed to the Fund Account and to the Policy Board;
- (e) Providing final reporting, including notification that the Fund has been fully expended or has been wound up in accordance with the Fund TOR; and
- (f) Disbursing funds to any Participating UN Organization for any additional costs of the task that the Steering Committee may decide to allocate in accordance with TOR.

Overview of expected management arrangements at the national level

Adapting experience in implementing UN-REDD Targeted Support, and in line with the principles of national ownership and UN implementation guidelines, the Myanmar UN-REDD National Programme will directly support implementation through the Government bodies established by the GoM with responsibilities for REDD+ Readiness, specifically the Myanmar REDD+ Taskforce, the Technical Working Groups, and the REDD+ Office.

The Myanmar UN-REDD National Programme will also be implemented in accordance with the 2003 UNDG Guidance Note on Joint Programming⁹. The Lead National Implementing Partner of this Programme will be the Forestry Department (FD) of the Ministry of Environmental Conservation and Forestry (MOECAAF).

The management arrangements for the programme are shown in the organization chart on the next page. The operational entities involved are:

Programme Management Unit (PMU): The Programme Management Unit for the Myanmar UN-REDD National Programme will be responsible for overall operational management and financial reporting of the UN-REDD funds in accordance with the rules and regulations of the UN-REDD participating agencies, i.e. UNDP, FAO and UNEP. The PMU will be responsible for the day-to-day operational and financial activities, developing the relevant Standard Operating Procedures (SOPs), mechanisms, annual work plans (AWPs), progress reports, Monitoring and Evaluation framework, in close coordination with counterparts and key stakeholders.

The PMU will also be responsible for preparing quarterly work plans (QWP) using a unified work plan format and covering activities by all Government line agencies and inputs from the participating UN agencies. Quarterly progress reports will be prepared on activities and detailed expenditures, disaggregated by the responsible Government line agency and participating UN agency. QWPs will be accompanied by a quarterly budget table, disaggregated by the responsible participating UN agency. The

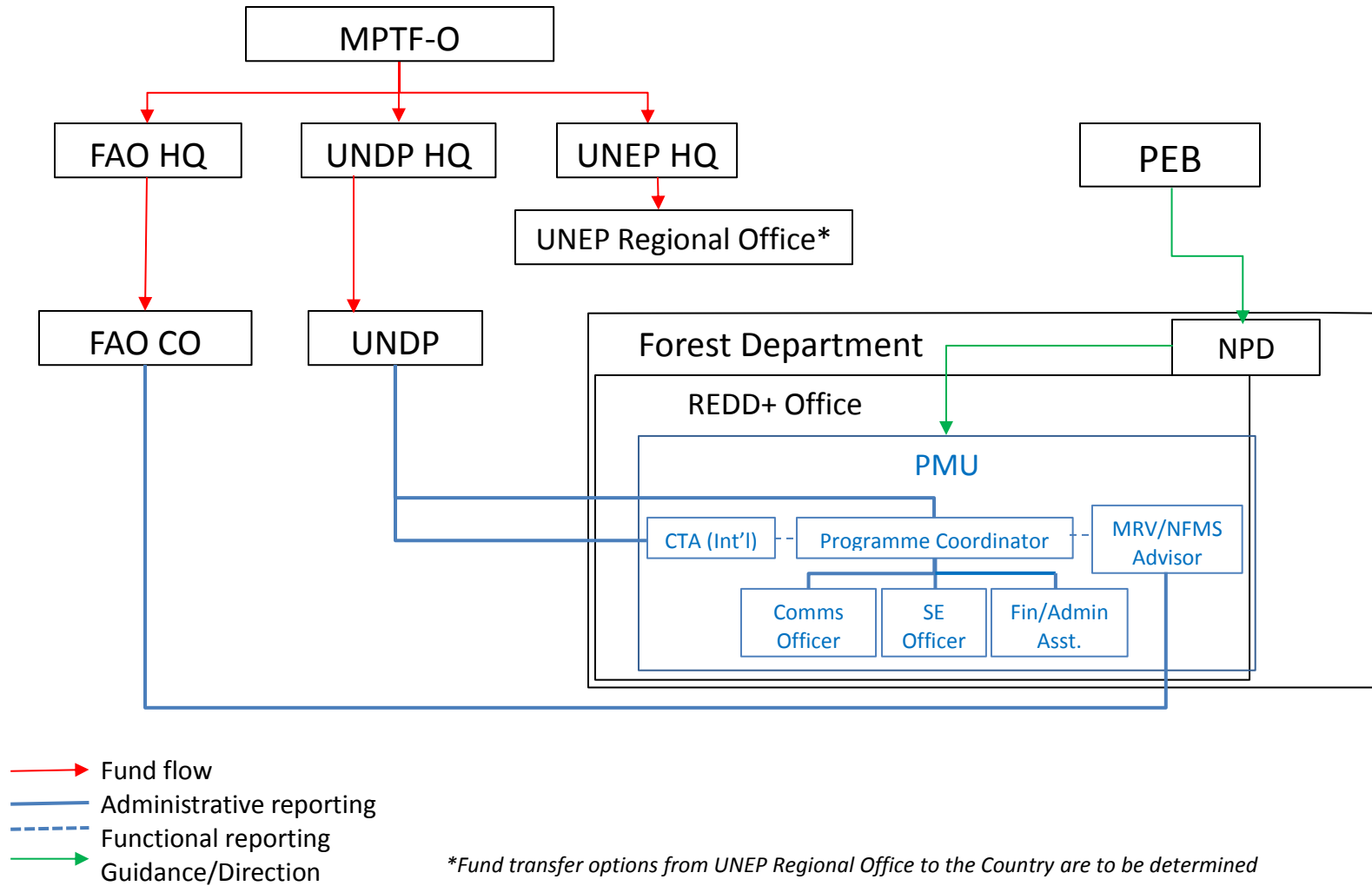
⁹ United Nations Development Group, 2003. http://www.undg.org/archive_docs/4554-Finalized_Guidance_Note_on_Joint_Programming__main_text_only_-_English_version.doc

PMU will be responsible for the overall operational and financial management in accordance with financial rules and regulations imposed by UN Agencies. For the result areas which are UNDP's responsibility as stated in the Results Framework, the operational and financial management shall be in accordance with financial rules and regulations of the UNDP standard tools for project management, as per direct implementation modality. The PMU will also produce annual progress reports. At the end of the Myanmar UN-REDD National Programme, the PMU will produce a terminal report, which will be submitted to the Programme Executive Board (PEB).

The PMU will be hosted in the REDD + Office, in the Forest Department of the Ministry of Environmental Conservation and Forestry.

Staff positions at the PMU are described below and ToR provided in Annex 2. Supplemental positions may be identified during implementation.

Management Arrangement



Programme Coordinator (PC): A Programme Coordinator will be recruited to facilitate implementation of the Myanmar UN-REDD National Programme on a daily basis. This position will require outstanding facilitation skills and experience, and thorough knowledge of both the UN and GoM rules and regulations. Furthermore, the position requires excellent language skills in both English and Burmese (verbally and written). The PC will be responsible for arranging meetings, preparing minutes, preparing reports, work plans, terms of reference, contracts and detailed activity plans for review, coordination with non-government stakeholder groups, management of sub-contractors and funds provided to non-government organizations, and ensuring compliance with rules and regulations of both the GoM and the participating UN agencies where applicable. The PC may be supported by further staff as required.

Chief Technical Advisor: A UN-REDD Chief Technical Advisor will be hired to advise on the implementation of all components of the Myanmar UN-REDD National Programme.

MRV/NFMS Advisor: A UN-REDD MRV/NFMS Advisor will be hired (by FAO) to advise on the development and implementation of measures to establish an NFMS capable of generating reliable MRV data and establishing a FRL.

Finance and Administrative Assistant: Responsible for administration of UN-REDD funds, procurement, and financial reporting.

Communications Officer (CO): The CO will be responsible for developing communications protocols between programme partners, and for developing communications strategies, materials and methods for publicity, information and consultation purposes. He/she will be responsible for the accuracy and appropriateness of information about the support provided through materials and media; targeting, adapting and translating messages and materials for particular audiences and for ensuring that all communications products conform to the required specifications of participating UN agencies, the Myanmar UN-REDD National Programme, the GoM and implementing partners. She/he is also responsible for ensuring that communication channels between all programme partners operate effectively, efficiently and promptly, including the delivery and presentation of reports, as required under the Myanmar UN-REDD National Programme.

Stakeholder Engagement Specialist: Responsible for ensuring effective two-way flow of information with all stakeholders, and that all stakeholders have opportunities to ensure that their views are accommodated in the emerging National REDD+ Strategy. Effective engagement with women, Indigenous Peoples, and other vulnerable groups will be a particular focus.

National Programme Director (NPD): The National Programme Director will be from the FD. The NPD will oversee the Myanmar UN-REDD National Programme and carry overall responsibility and accountability on behalf of the GoM for the Programme to the PEB. The NPD will establish and provide overall guidance to the PMU, which is responsible for day-to-day management of the Programme. The NPD is responsible for overseeing work undertaken by the PMU, which includes amongst other tasks the preparation of annual work plans (AWPs), quarterly work plans (QWPs), progress reports, and the Monitoring and Evaluation framework. The NPD will submit relevant documentation to the PEB for endorsement after work plans and budgets have been approved by the 3 UN Agencies, jointly with the NPD.

Programme Executive Board (PEB): The PEB will provide overall guidance and support for the effective implementation of the Myanmar UN-REDD National Programme, the approval of annual work plans (AWP), budgets and budget revisions, and overall monitoring and evaluation of progress made. The PEB will make decisions by consensus, and in accordance with standards that shall ensure management for results, cost-effectiveness, fairness, integrity, transparency and effective international competition.

The PEB will be chaired by the Vice-Minister of MOECF, and co-chaired by the UN Resident Coordinator in Myanmar, or his/her designate. As the Secretary of the PEB, the National Programme Director (NPD) will join PEB meetings, as will representatives from FAO, UNDP and UNEP. Representatives of other Ministries and Departments/Agencies and development partners may be invited to join the PEB as observers or members. At least one civil society representative and one representative of Indigenous Peoples will be asked to join the PEB.

The PEB will meet at least two times a year and more often if necessary, to approve annual work plans and budgets and to review progress.

The UN Resident Coordinator: The Myanmar UN-REDD National Programme will be supported by the UN Resident Coordinator in her/his strategic leadership of the UN Country Team and relationships with national authorities. The UN Resident Coordinator will provide on-going oversight to the Programme, ensuring the participating UN agencies are meeting their obligations. The Resident Coordinator is entrusted with supporting the overall Programme design under the leadership of the GoM, on-going programmatic oversight of the Programme's activities and UN coordination with the REDD+ Office. The Resident Coordinator also facilitates on-going monitoring and evaluation of the Programme's activities in conformity with UN standards and any guidance provided by the UN-REDD Secretariat or Policy Board. On receipt of consolidated country-level reports, the Resident Coordinator will provide an overall assessment of the Programme's progress and results. The Resident Coordinator is encouraged to keep Country Team members fully informed on support activities.

Supporting Myanmar institutions

Myanmar REDD+ Taskforce: The Myanmar REDD+ Taskforce is the national body responsible for overall decision-making on REDD+ Readiness and coordination of the process, following its Terms of Reference (see the Myanmar REDD+ Readiness Roadmap). Consequently, the PEB will ensure that information on implementation of the Myanmar UN-REDD National Programme will be regularly provided to the Taskforce. The Chair of the Taskforce will be invited as a member to the PEB.

REDD+ Office (RO): The existing RO in the FD will host the Programme Management Unit for the Myanmar UN-REDD National Programme.

Use of the UN-REDD Programme logo

When developing communications products to support Myanmar UN-REDD National Programme activities, the current logo available on the [workspace](#) and via the UN-REDD Secretariat, should always be used.

When resizing the logo, the relative proportions/dimensions and colours of the logo should not be altered. To accommodate certain layouts (i.e. cover designs), it is permitted to separate the UN-REDD Programme logo from the three agency logos on a given page. The UN-REDD Programme logo should

only appear on materials that have been produced with funding from the UN-REDD Programme. Prior to launching materials that bear the UN-REDD Programme logo, review should be solicited from UN-REDD Programme staff, ideally from each of the three Participating UN Organizations. UN-REDD Programme staff should, in turn, ensure that the appropriate people internally have a chance to approve the use of the logo on the material.

FUND MANAGEMENT ARRANGEMENTS

The Myanmar UN-REDD National Programme will use the “pass-through” modality for fund management at the global level and parallel at the country level. MPTF-O, as the Administrative Agent, will ensure consistency of the approved National Programme with the applicable provisions of the Standard Administrative Arrangements (SAA) entered between donors and the Administrative Agent, and the MOU between the Participating UN Organizations and the Administrative Agent. In line with the principles under the UN-REDD Programme, the three participating UN Organizations will make every effort to harmonized procedures for coordinated and consistent delivery of the National Programme. UNDP is the lead agency for the implementation of the programme.

The disbursed funds will be used by the Myanmar UN-REDD National Programme to carry out the activities for which each UN agency carries responsibility as outlined in the Results Framework.

In outline, the Participating UN Agency’s rules and procedures are as follows:

FAO

For those Outputs indicated in the results framework, FAO receives funds and delivers services to different National Implementing Partners (NIP), in line with FAO standard procedures that are applied for Myanmar. These procedures involve either: (i) international procurement, (ii) national procurement, or (iii) Letter of Agreement (LoA) with a national agency, with scheduled payments based on agreed work plans.

UNDP

The UNDP Country Programme (2013-2015) is directly executed (DEX) by the UNDP Country Office. The respective results areas which have been identified as the responsibility of UNDP in the UN-REDD National Programme Results Framework are part of the “Environmental Governance and Disaster Resilience” programme area of the UNDP Country Programme. The project will be implemented under the direct implementation modality (DIM). UNDP will implement the project as per the UNDP standard rules and regulations for project management. UNDP will contract responsible partners as necessary to the implementation of the various components of the project, based on competitive bidding processes, as per UNDP rules and procedures. To ensure national ownership and inclusive participation, the project components under UNDP implementation will be carried out in close partnership with national partner institutions identified in the UN-REDD National Programme Results Framework.

UNEP

For those Outputs indicated in the results framework, UNEP receives funds and delivers services to different agencies, in line with standard UNEP procedures for Myanmar. UNEP (i) procures internationally, (ii) procures nationally, (iii) implements through an agreement with a national agency (through a Small-Scale Funding Agreement or Project Cooperation Agreement), or channels funds through the UNDP CO.

ALL AGENCIES

Direct and Support Costs

The UN-REDD budget includes a 7% General Management Services Costs (indirect costs) for each participating UN agency, applicable only to the funds they administer. In addition, any direct technical assistance provided by a Participating UN Organization must be approved by the PEB on an annual basis and by the National Programme Director on a quarterly basis.

Directly implemented technical assistance shall be provided through the National Programme, while direct support costs of the Participating UN Organizations should be charged to the Support to National REDD+ Action - Global Programme, on the basis of the Local Price List. Where UN agency direct support costs are charged to a NP budget, they should be agreed (in writing) in advance with the national counterpart. For more information, please refer to [Annex 3 – Principles to be applied for National Programmes](#) and the UN-REDD Programme Handbook for National Programmes and other National-Level A mechanism to use and report on the allocation for backstopping support will be developed and agreed upon during the first PEB meeting.

UN-REDD funds will be released in accordance with the UN-REDD Programme Rules of Procedure. These procedures require the UN-REDD Secretariat to submit the following to the Administrative Agent:

- Copy of the signed National Programme Document with the approved budget
- Submission Form, signed by the Chair of the UN-REDD Executive Group

Upon receipt of the necessary documentation from the Secretariat, the Administrative Agent shall release funds to the participating UN agencies as set out in Section II of the Memorandum of Understanding for the Multi-Donor Trust Fund (available at www.undp.org/mdtf/UN-REDD/overview.shtml). The Administrative Agent shall notify the participating UN agencies and the UN Resident Coordinator when the funds have been transferred. Each participating UN agency shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent.

All Programme assets and services shall be procured in line with UN rules and regulations. All assets shall at all times be in the custody of the PMU throughout the life of the Myanmar UN-REDD National Programme and remain the property of UN; upon closure of the Programme, assets will be handed over to the Implementing Partner. The Programme policy on asset management and transfer of assets upon Programme closure will be decided by the PEB meeting at least two quarters before Programme closure.

Procurement

Annual and quarterly work plans will identify responsible partners for procurements. The Participating UN Organizations in line with their procurement policy may provide procurement and recruitment services to the Implementing Partner including:

- a) Identification and recruitment of programme personnel
- b) Identification and facilitation of training activities
- c) Procurement of goods and services

It will be the responsibility of the beneficiary line ministry or government institution to ensure the settlement of all duties/taxes/levies/VAT on imported goods and services at the point of clearing from Myanmar Customs as well as all VAT and other statutory levies applicable and payable on local procurement of goods and services. The Implementing Partner bears no responsibility whatsoever in the settlement of Government of Myanmar duties/taxes/levies/VAT on all imported and local procurement of goods and services.

MONITORING, EVALUATING AND REPORTING

Reporting and monitoring provide opportunities at regular predetermined points to validate the logic of the National Programme implementation, and to make adjustments as needed. Information from systematic monitoring needs to be used to encourage improvements or reinforce plans, as well as provide critical input to evaluation. It is difficult to evaluate a process that is not well designed and that does not systematically monitor its progress.

The relevant impact, outcomes, and outputs delivered will be reported on and monitored during the implementation of the National Programme. As necessary parameters for monitoring and evaluation such as baselines, indicators, targets and means of verifications are already provided in the National Programme Results Framework table, this section will only focus on how monitoring and evaluation activities will be carried out during the implementation of the National Programme.

Monitoring and Evaluation Schedule and Resources

In order to ensure adaptive management of the process, the implementation of the Myanmar UN-REDD National Programme will be monitored and evaluated periodically through internal reviews (i.e. semi-annual, annual progress reporting). There will be a mid-term participatory internal evaluation (US\$ 5,000 allocated under Outcome 2) and an independent final evaluation¹⁰ (US\$ 35,000 allocated under Outcome 2) carried out by an independent reviewer at the end of the implementation to assess achievements and lessons and to make recommendations for remedial action and future consideration. In general, the monitoring activities will be carried out by the PMU in coordination with MOECA, other partners and the Participating UN Organizations, while the indirect cost will ensure quality assurance and oversight by the Participating UN Organizations.

Evaluation

All programmes supported by the UN-REDD Programme will undertake (mid-term and) final evaluations, which will assess the relevance and effectiveness of the intervention, and measure the development impact of the results achieved, on the basis of the initial analysis and indicators described at the time of programme formulation. The mid-term evaluation will be an internal exercise to review the effectiveness of programme management and substantive progress, and to take stock of any lessons to ensure adaptive management of the National Programme. The UN-REDD Programme Secretariat is responsible for preparing Terms of Reference for the National Programme final evaluations, ensuring its compliance with the MoU and the policies and procedures of each of the implementing UN Agencies. The budget for

¹⁰ The provision for the evaluation of the UN Joint Programme (UNJP) may be budgeted under the components of any of the participating agencies. A joint evaluation, wherein the evaluation units of all concerned agencies participate in the Evaluation Management Group, is the preferred option.

final evaluations should be included in the National Programme budget. The overall UN-REDD Programme will be externally evaluated every two to three years.

Reporting

The PMU will provide quarterly narrative reports to the participating UN agencies.

Annual and semi-annual reports will be prepared and submitted to the UN-REDD Secretariat (un-redd@un-redd.org) by the deadline communicated by the Secretariat to the Participating UN Agencies. These reports serve all UN-REDD Programme reporting needs, including those of the UN-REDD Programme's Administrative Agent, the MPTF-O. The MPTF-O submits the consolidated reports to the UN-REDD Policy Board and the donors of the UN-REDD MPTF account.

In preparing the semi-annual and annual reports, the responsibilities are as follows:

- *Participating UN Organizations* prepare and sign-off the reports, determining their own internal processes as appropriate and nominate one or more reporting focal points per country. The focal points will report on activities managed at regional/headquarter level, request inputs from National Programme Manager, and sign-off the narrative reports before sending them to the UN-REDD Secretariat.
- *The National Programme Coordinator* should consolidate and complete the narrative reports, including the financial information of the National Programme and request comments and clearance of the report from the Government Counterpart; and return the report to the focal points.
- *The Government Counterpart shall* provide additional and complementary information, as well as sign the report.
- *The UN Resident Coordinator* shall support coordination of the participating UN organizations at the country level to ensure that the necessary information is provided.

The Participating UN Organizations are required to provide narrative reports on results achieved, lessons learned and the contributions made to the National Programme. The Programme Coordinator shall consolidate information into a narrative report every six months. The UN Resident Coordinator will then forward the reports to the UN-REDD Secretariat. The UN-REDD Secretariat shall provide the Policy Board updates on the implementation progress of the National Programme every six months, based on information received from the UN Resident Coordinator. The Programme Coordinator and designated coordinating officer from one of the Participating UN Organizations shall also follow-up with the relevant officers and representatives of the participating UN Organizations to ensure the delivery of the report.

In accordance with the UN-REDD Memorandum of Understanding (MoU), the participating UN Organizations in receipt of UN-REDD resources will be required to provide the Administrative Agent with the following statements and reports for each National Programme:

- National Programme Annual Narrative and Financial Report for each 12 months period ending 31 December each year (1 January - 31 December), as per the deadline agreed between the three Participating UN Organizations and the MPTF Office (See the National Programme annual reporting template);

- National Programme Semi-Annual Narrative and Financial Reports for the six months period ending 30 June each year (1 January - 30 June), as per the deadline agreed between the three Participating UN Organizations and the MPTF-O (See the National Programme semi-annual reporting template);
- A Final National Programme Narrative and Financial Report, after the completion of all National Programme activities financed from the UN-REDD Programme, as per the deadline agreed between the Participating UN Organizations and the MPTF-O. These financial statements are provided to the MPTF-O from the Headquarters of the Participating UN Organizations (See the National Programme final reporting template);
- A Final Certified National Programme Financial Statement, to be provided no later than 30 June of the year following the financial closing of Programme activities.

The Administrative Agent shall prepare consolidated narrative progress and financial reports consisting of the reports referred to above submitted by each Participating UN Organization, and shall provide those consolidated reports to the UN-REDD Policy Board through the Secretariat. Subsequently, in accordance with the MoU and the Standard Administrative Agreement, the Administrative Agent will submit consolidated narrative and financial reports to all UN-REDD Programme donors. Agreed standard UNDG financial and progress-reporting formats will be utilised. The Administrative Agent will also submit to donors a certified annual financial statement (Source and Use of Funds).

Upon closure, all National Programmes are required to undertake a final evaluation. The evaluation is undertaken to assess the programme performance, and determine outcomes and impacts stemming from the programme, including their sustainability. The evaluation has two primary objectives: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote learning, feedback and knowledge sharing through results and lessons learned among the participating UN Organizations and other partners. Information given to the press, to the beneficiaries of the UN-REDD Programme, all related publicity material, official notices, reports and publications, shall acknowledge the role of the UN-REDD donors, the UN Agencies, and any other relevant parties.

Whenever possible and to the extent that it does not jeopardize the privileges and immunities of UN Participating Organizations, and the safety and security of their staff, UN Participating Organizations will promote donor visibility on information, programme materials and at programme sites, in accordance with their respective regulations, rules, policies and procedures.

The PEB may determine additional reporting requirements.

Programme Assurance

The Programme Assurance Team from FAO, UNDP and UNEP will:

- Meet quarterly with the NPD and PMU to discuss progress made and issues to be resolved;
- Communicate and coordinate with the Regional Centres of FAO, UNDP and UNEP and their respective headquarters; and
- Support the NPD in working with the participating UN agencies.

The Programme Assurance Team will be assisted by technical experts from the Regional Centres of FAO, UNDP and UNEP in Bangkok and their respective headquarters. At the country level, all UN agencies involved (FAO and UNDP) carry equal responsibility. At the programme level, the agencies are members

of the PEB. Together with the GoM, each agency will be responsible for the sound implementation of the outputs and budget allocated to the respective outputs (see Results Framework table).

The Administrative Agent and Participating UN Organizations will be audited in accordance with their own Financial Regulations and Rules and, in case of Multi-Partner Trust Funds (MPTFs), in accordance with the Framework for auditing multi-donor trust funds which has been agreed to by the Internal Audit Services of participating UN organizations and endorsed by the UNDG in September 2007.

INDICATIVE WORK PLAN AND BUDGET

		Yr 1	Yr 2	Yr 3	Yr 4	Total	FAO	UNDP	UNEP	
Output 1.1 Stakeholder representation and consultation strengthened	UNDP	Staff and other personnel costs	49,000	49,000	49,000	51,000	198,000		198,000	0
		Supplies, Commodities, Materials	41,600	31,000	31,000	20,000	123,600		123,600	0
		Equipment, Vehicles, and Furniture including Depreciation	15,000	10,000	10,000	7,400	42,400		42,400	0
		Contractual Services	2,000	12,000	12,000	16,000	42,000		42,000	0
		Travel	18,000	12,000	12,000	8,000	50,000		50,000	0
		Transfers and Grants Counterparts					0		0	0
		General Operating and Other Direct Costs	2,000	2,000	2,000	2,000	8,000		8,000	0
		Total	127,600	116,000	116,000	104,400	464,000	0	464,000	0
Output 1.2 REDD+ TF and TWGs supported	UNDP	Staff and other personnel costs	6,000	6,000	6,000	6,000	24,000		24,000	0
		Supplies, Commodities, Materials	6,000	6,000	4,000	4,000	20,000		20,000	0
		Equipment, Vehicles, and Furniture including Depreciation	10,000	10,000	6,000	6,000	32,000		32,000	0
		Contractual Services					0		0	0
		Travel	12,000	12,000	12,000	12,000	48,000		48,000	0
		Transfers and Grants Counterparts					0		0	0
		General Operating and Other Direct Costs	800	800	1,000	1,000	3,600		3,600	0
		Total	34,800	34,800	29,000	29,000	127,600	0	127,600	0
Output 2.1 Institutional structure for REDD+ implementation defined and operationalized	UNEP /UND P	Staff and other personnel costs	67,000	59,000	60,500	55,500	242,000		105,000	137,000
		Supplies, Commodities, Materials	18,000	12,000	13,000	9,000	52,000		42,000	10,000
		Equipment, Vehicles, and Furniture including Depreciation	8,000	6,000	4,000	2,000	20,000		15,000	5,000
		Contractual Services	76,000	66,000	66,000	26,000	234,000		84,000	150,000
		Travel	26,000	23,000	23,000	16,000	88,000		38,000	50,000
		Transfers and Grants Counterparts	0	0	0	0	0			0
		General Operating and Other Direct Costs	8,000	8,000	7,500	7,500	31,000		6,000	25,000
		Total	203,000	174,000	174,000	116,000	667,000	0	290,000	377,000
Output 2.2 Legal and policy framework	UNDP	Staff and other personnel costs	12,000	15,000	8,000	6,000	41,000		41,000	0
		Supplies, Commodities, Materials	7,000	8,000	5,000	4,000	24,000		24,000	0

reviewed; and adapted and reinforced, as necessary		Equipment, Vehicles, and Furniture including Depreciation					0		0
		Contractual Services	34,000	40,000	22,000	16,000	112,000		0
		Travel	15,600	17,200	10,400	7,800	51,000		0
		Transfers and Grants Counterparts					0		0
		General Operating and Other Direct Costs	1,000	1,000	1,000	1,000	4,000		0
		Total	69,600	81,200	46,400	34,800	232,000	0	232,000
Output 3.1 Define REDD+ safeguards and indicators for Myanmar's context	UNDP / UNEP	Staff and other personnel costs	28,000	27,000	26,000	11,000	92,000		54,000
		Supplies, Commodities, Materials	6,500	9,500	8,500	2,500	27,000		2,000
		Equipment, Vehicles, and Furniture including Depreciation	2,000	4,000	4,000	2,000	12,000		0
		Contractual Services	25,000	48,000	58,000	13,000	144,000		120,000
		Travel	14,200	16,200	8,200	6,600	45,200		33,200
		Transfers and Grants Counterparts	0	0	0	0	0		0
		General Operating and Other Direct Costs	5,500	5,500	5,500	5,500	22,000		20,000
		Total	81,200	110,200	110,200	40,600	342,200	0	116,000
Output 3.2 Develop and implement Myanmar's Safeguards Information System (SIS)	FAO/ UNEP	Staff and other personnel costs	0	15,000	20,000	20,000	55,000	25,000	30,000
		Supplies, Commodities, Materials	0	0	0	0	0	0	0
		Equipment, Vehicles, and Furniture including Depreciation	0	0	0	0	0	0	0
		Contractual Services	0	35,000	60,000	30,000	125,000	25,000	100,000
		Travel	0	13,000	13,000	10,000	36,000	16,000	20,000
		Transfers and Grants Counterparts	0	0	0	0	0	0	0
		General Operating and Other Direct Costs	0	6,000	6,000	4,000	16,000	6,000	10,000
		Total	0	87,000	87,000	58,000	232,000	72,000	160,000
Output 4.1 Build capacity and develop national action plans on NFMS and RELs/RLs	FAO	Staff and other personnel costs	40,000	50,000	50,000	50,000	190,000	190,000	0
		Supplies, Commodities, Materials	12,000	12,000	12,000	12,000	48,000	48,000	0
		Equipment, Vehicles, and Furniture including Depreciation	30,000	12,000	20,000	24,000	86,000	86,000	0
		Contractual Services	34,000	30,000	44,000	50,000	158,000	158,000	0
		Travel	35,000	30,000	35,000	25,000	125,000	125,000	0
		Transfers and Grants Counterparts							0
		General Operating and Other Direct Costs	13,000	11,000	13,000	13,000	50,000	50,000	0

		Total	174,000	145,000	174,000	174,000	667,000	667,000	0	0
Output 4.2 Develop Myanmar's Satellite Land Monitoring System and web- GIS portal	FAO	Staff and other personnel costs	30,000	30,000	30,000	20,000	110,000	110,000		0
		Supplies, Commodities, Materials	8,000	7,000	7,000	7,000	29,000	29,000		0
		Equipment, Vehicles, and Furniture including Depreciation	65,000	15,000	15,000	10,000	105,000	105,000		0
		Contractual Services	30,000	30,000	30,000	20,000	110,000	110,000		0
		Travel	28,000	26,000	26,000	24,000	104,000	104,000		0
		Transfers and Grants Counterparts								0
		General Operating and Other Direct Costs	13,000	8,000	8,000	6,000	35,000	35,000		0
		Total	174,000	116,000	116,000	87,000	493,000	493,000	0	0
Output 4.3 Design and pilot a multipurpose National Forest Inventory	FAO	Staff and other personnel costs	60,000	70,000	70,000	80,000	280,000	280,000		0
		Supplies, Commodities, Materials	15,000	15,000	15,000	15,000	60,000	60,000		0
		Equipment, Vehicles, and Furniture including Depreciation	8,000	35,000	30,000	15,000	88,000	88,000		0
		Contractual Services	0	35,000	33,000	25,000	93,000	93,000		0
		Travel	25,000	33,000	40,000	26,000	124,000	124,000		0
		Transfers and Grants Counterparts								0
		General Operating and Other Direct Costs	8,000	15,000	15,000	13,000	51,000	51,000		0
		Total	116,000	203,000	203,000	174,000	696,000	696,000	0	0
Output 5.1 REDD+ Strategy analysis	FAO/ UNDP /UNE P	Staff and other personnel costs	26,000	26,000	20,000	0	72,000	44,000	23,000	5,000
		Supplies, Commodities, Materials	5,000	5,000	3,000	0	13,000	8,000	5,000	0
		Equipment, Vehicles, and Furniture including Depreciation	8,000	8,000	5,000	0	21,000	13,000	8,000	0
		Contractual Services	20,000	20,000	12,000	0	52,000	18,000	20,000	14,000
		Travel	15,000	15,000	10,000	0	40,000	20,000	12,000	8,000
		Transfers and Grants Counterparts	0	0	0	0	0			0
		General Operating and Other Direct Costs	7,200	7,200	7,000	0	21,400	5,800	1,600	15,000
		Total	81,200	81,200	58,000	0	220,400	108,800	69,600	42,000
Output 5.2 Formulation and approval of National REDD+ Strategy	FAO/ UNDP /UNE P	Staff and other personnel costs	0	0	10,000	20,000	30,000	14,000	10,000	6,000
		Supplies, Commodities, Materials	0	0	1,500	7,500	9,000	3,000	6,000	0
		Equipment, Vehicles, and Furniture including Depreciation	0	0	1,500	7,500	9,000	4,000	5,000	0
		Contractual Services	0	0	8,000	23,000	31,000	9,000	12,000	10,000

		Travel	0	0	8,500	17,500	26,000		15,000	6,000	5,000
		Transfers and Grants Counterparts	0	0	0	0	0		0		0
		General Operating and Other Direct Costs	0	0	5,300	11,500	16,800		3,400	1,600	11,800
		Total	0	0	34,800	87,000	121,800		48,400	40,600	32,800
Operations of PMU	UNDP	Staff and other personnel costs	109,000	109,000	109,000	109,000	436,000			436,000	0
		Supplies, Commodities, Materials	34,000	34,000	34,000	34,000	136,000			136,000	0
		Equipment, Vehicles, and Furniture including Depreciation	12,000	12,000	12,000	12,000	48,000			48,000	0
		Contractual Services					0			0	0
		Travel	18,000	18,000	18,000	18,000	72,000			72,000	0
		Transfers and Grants Counterparts					0			0	0
		General Operating and Other Direct Costs	1,000	1,000	1,000	1,000	4,000			4,000	0
		Total	174,000	174,000	174,000	174,000	696,000		0	696,000	0
Communications	UNDP	Staff and other personnel costs					0			0	0
		Supplies, Commodities, Materials	32,000	32,000	32,000	32,000	128,000			128,000	0
		Equipment, Vehicles, and Furniture including Depreciation	6,000	6,000	6,000	6,000	24,000			24,000	0
		Contractual Services					0			0	0
		Travel	18,000	18,000	18,000	18,000	72,000			72,000	0
		Transfers and Grants Counterparts					0			0	0
		General Operating and Other Direct Costs	2,000	2,000	2,000	2,000	8,000			8,000	0
		Total	58,000	58,000	58,000	58,000	232,000		0	232,000	0
TOTAL			1,254,800	1,341,800	1,338,100	1,099,100	5,033,800	Progr total	2,085,200	2,267,800	841,000
								7%	145,964	158,746	58,870
								Grand Total	2,231,164	2,426,546	899,870

RISK LOG

The matrix below assesses each risk and provides indicative mitigation measures to be taken during the implementation of the National Programme. These risks will be closely monitored and updated throughout the programme implementation.

#	Description	Date Identified	Type	Impact & Probability	Counter measures / management response	Owner	Submitted /updated by	Last Update	Status
1	Commitment of the GoM towards implementing REDD+ does not remain firm	Roadmap formulation	Political	High-level political support for REDD+ is required if Government agencies are to coordinate the development of a national programme. Probability = 2; Impact = 4; Risk = 8	Achieving high-level political support for REDD+ is contingent on successful progress of the international negotiations, and establishment of mechanisms to reward developing countries and/or people in developing countries for reductions in deforestation. High-level political support for REDD+ in Myanmar is dependent on substantive progress in various demonstration projects, including UN-REDD.	UN Teams will monitor	UN-REDD Regional Team	October 2013	Stable
2	Government agencies do not cooperate and coordinate activities effectively	Roadmap formulation	Organisational	Failure of Government agencies to work together effectively would slow but would not prevent progress towards REDD+ Readiness. A perception of institutional competition would reduce overall commitment to REDD+ Probability = 3; Impact = 3; Risk = 9	The Myanmar REDD+ Taskforce has been explicitly established to mitigate this risk. The Taskforce's decision-making process ensures adequate coordination and consensus between Government agencies. It will be critical that the Taskforce be seen as a multi-agency body, rather than dominated by the FD	Myanmar REDD+ Taskforce and UNDP will monitor	UN-REDD Regional Team	October 2013	Stable
3	Donor coordination is ineffective	Roadmap formulation	Organisational	Lack of donor coordination could restrict the effectiveness of achieving REDD+ Readiness through a partnership of development partners. Probability = 1; Impact = 2; Risk = 2	Donor governance structures include representatives from other key donors. GOM and development partners will develop an effective dialogue and information exchange process	UN Teams will monitor	UN-REDD Regional Team	October 2013	Improving

#	Description	Date Identified	Type	Impact & Probability	Counter measures / management response	Owner	Submitted /updated by	Last Update	Status
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#	Description	Date Identified	Type	Impact & Probability	Counter measures / management response	Owner	Submitted /updated by	Last Update	Status
4	Sub-national authorities do not share central government's commitment to REDD+	Roadmap formulation	Political	It is inevitable that there will be variation in the level of commitment among sub-national partners; where commitment is low, developing capacity to implement REDD+ will be slow. Ultimately, it is to be expected that national implementation of REDD+ will take account of poor progress in some states/divisions Probability = 2; Impact = 2; Risk = 4.	Focus on sub-national capacities is integrated into programme design; selection of pilot sites will take account of variation in provincial capacities, awareness and support. Linkage to existing pilot project activities needs to be taken into account.	Technical Advisors will be responsible for reporting to UN Teams on any early indications of lack of commitment at sub-national level	UN-REDD Regional Team	October 2013	Stable
5	Programme inputs (funds, human resources, etc.) are not mobilized in a timely fashion	Roadmap formulation	Operational	Most of the outputs in the programme log-frame are interconnected so slow mobilization of inputs to one component will slow down the whole programme. Probability = 2; Impact = 2; Risk = 4	Rapid recruitment of PMU staff and technical advisors should reduce the probability and impact of this risk	Technical advisors will be responsible for reporting to UN Teams on potential delays in mobilizing inputs	UN-REDD Regional Team	October 2013	Improving
6	Influential stakeholders who could profit from REDD+ take over the national REDD+ Readiness process	Roadmap formulation	Political	It is recognized that some stakeholders could profit significantly from REDD+ and could be tempted to take over the national REDD+ Readiness process. This would compromise the program. Probability = 1; Impact = 3; Risk = 3.	Empowering the Myanmar REDD+ Taskforce and quickly demonstrating progress should reduce the risk of other influential stakeholders hijacking the process.	Programme Coordinator will be responsible for monitoring	UN-REDD Regional Team	October 2013	Stable
7	Upstream planning processes potentially pose environmental or social impacts or	Social/environmental screening (Aug. 2013)	Political/social and environmental	Historically, not all policy decisions affecting the forest sector in Myanmar have adequately considered social or environmental impacts Probability = 2 Impact = 3	Empowering the Myanmar REDD+ Taskforce and quickly demonstrating progress will build and maintain confidence in and ownership of REDD+ processes at the highest level	UN Teams	UN-REDD Regional Team	N/A	Stable

#	Description	Date Identified	Type	Impact & Probability	Counter measures / management response	Owner	Submitted /updated by	Last Update	Status
	are vulnerable to environmental and social change			Risk = 6					
8	Downstream activities that potentially pose environmental and social impacts or are vulnerable to environmental and social change	Social/ environmental screening (Aug. 2013)	Political/ social and environmental	Past and current land management practices have not always been consistent with national policies, and have had adverse social or environmental impacts Probability = 3 Impact = 3 Risk = 9	Governance structures for REDD+ Readiness in Myanmar include measures to promote active engagement of non-governmental stakeholders, which will promote a high level of consideration of potential social and environmental impacts	UN Teams	UN-REDD Regional Team	N/A	Stable
9	Potential environmental and social impacts that could affect indigenous people or other vulnerable groups	Social/ environmental screening (Aug. 2013)	Political/ social and environmental	IPs have historically been marginalized, and consequently have been exposed to social or environmental impacts Probability = 2 Impact = 2 Risk = 4	Governance structures for REDD+ Readiness in Myanmar include measures to promote active engagement of non-governmental stakeholders, which will promote a high level of consideration of potential social and environmental impacts	UN Teams	UN-REDD Regional Team	N/A	Improving
10	Potential impact on gender equality and women's empowerment	Social/ environmental screening (Aug. 2013)	Political/ social and environmental	Inappropriate REDD+ implementation could impact gender equality and women's empowerment Probability = 2 Impact = 2 Risk = 4	A gender balance in REDD+ Readiness governance structures will be actively sought. A dedicated gender advisor will be recruited.	UN Teams	UN-REDD Regional Team	N/A	Stable
11	Potential for variable impacts on women and men, different ethnic groups, social	Social/ environmental screening (Aug. 2013)	Political/ social and environmental	Inappropriate REDD+ implementation could have variable impacts on different groups Probability = 2 Impact = 3 Risk = 6	Governance structures for REDD+ Readiness in Myanmar include measures to promote active engagement of various vulnerable groups, which will promote a high level of consideration of potential social and environmental impacts	UN Teams	UN-REDD Regional Team	N/A	Stable

#	Description	Date Identified	Type	Impact & Probability	Counter measures / management response	Owner	Submitted /updated by	Last Update	Status
	classes								
12	Potential human rights implications for vulnerable groups?	Social/ environmental screening (Aug. 2013)	Political/ social and environmental	Inappropriate REDD+ implementation could adversely affect human rights Probability = 2 Impact = 3 Risk = 6	Governance structures for REDD+ Readiness in Myanmar include measures which will help to reduce the potential for human rights impacts.	UN Teams	UN-REDD Regional Team	N/A	Stable
13	Potential to have impacts that could affect women's and men's ability to use, develop and protect natural resources and other natural capital assets	Social/ environmental screening (Aug. 2013)	Political/ social and environmental	Inappropriate REDD+ implementation could impact women's and men's ability to use, develop and protect natural resources and other natural capital assets Probability = 1 Impact = 2 Risk = 2	Governance structures for REDD+ Readiness in Myanmar include measures to promote active engagement of non-governmental stakeholders, which will help to reduce the risk of negative impacts in access to natural resources.	UN Teams	UN-REDD Regional Team	N/A	Stable
14	Potential to significantly affect land tenure arrangements and/or traditional cultural ownership patterns	Social/ environmental screening (Aug. 2013)	Political/ social and environmental	Inappropriate REDD+ implementation could impact land tenure or cultural ownership patterns Probability = 2 Impact = 3 Risk = 6	Governance structures for REDD+ Readiness in Myanmar include measures to ensure active engagement of vulnerable groups, which will reduce risks of impacts on land tenure or traditional/cultural ownership.	UN Teams	UN-REDD Regional Team	N/A	Stable
15	Potential impact of currently approved land-use plans (e.g. roads, agro-industrial production, settlements) which could	Social/ environmental screening (Aug. 2013)	Political/ social and environmental	Inconsistencies between REDD+ readiness processes and existing plans could undermine impact and sustainability of results Probability = 2 Impact = 2 Risk = 4	Governance structures for REDD+ Readiness in Myanmar will strengthen coordination between central and local (provincial) levels, thus reducing this risk.	UN Teams	UN-REDD Regional Team	N/A	Stable

#	Description	Date Identified	Type	Impact & Probability	Counter measures / management response	Owner	Submitted /updated by	Last Update	Status
	affect the environmental and social sustainability of the project								

* Probability (P) x Impact (I) = risk; P and I are ranked from 1 to 5 (1 = low; 5 = high); lowest possible risk is 1, highest possible risk is 25

LEGAL CONTEXT OR BASIS OF RELATIONSHIP

The Participating UN Organizations (FAO, UNDP and UNEP) have signed a Memorandum of Understanding (MOU) to implement the UN-REDD Collaborative Programme, which came into effect on 20th June 2008. The current Programme strategy runs between 2011 and 2015 and a new 5-year strategy is being finalised, which will come into effect on 1st January 2016.

This Myanmar UN-REDD National Programme document is consistent with the cooperation/assistance agreements signed by the lead UN agencies involved in this programme with the Government of Myanmar. For the UNDP, this document is pursuant to the Country Programme 2013-5 and the Country Programme Action Plan and the Standard Basic Assistance Agreement (SBAA) it signed with the Government of Myanmar. All provisions in the SBAA therefore apply to this document. Consistent with Article III of the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of the UN Agencies' property in the Implementing Partner's custody, rests with the implementing partner.

The implementing partner shall:

- Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the programme is being carried; and
- Assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

On the part of the **FAO**, this document is consistent with the UN Strategic Framework for Myanmar 2011-15, developed through a consultative process initiated in 2008 and involving the government, local and international NGOs, donors and member of the diplomatic community, and the Country Programming Framework document for 2012-16, jointly launched by the Government of Myanmar and the FAO representative to Myanmar in October 2012.

The FAO Representative to Myanmar shall represent the Organization in Myanmar, and shall be responsible within the limits of the authority delegated to him/her, for all aspects of the Organization's activities in the country. In the effective performance of his/her functions, the FAO Representative shall have access to appropriate policy and planning levels of Government in the agriculture, fishery and forestry sectors of the economy, as well as, to central planning authorities. He/she shall maintain close liaison with the Government's coordinating agency for external assistance and thereby serve to keep all the appropriate Government agencies fully informed on all aspects of the policies and procedures of FAO's programme in Myanmar. In addition, in order to facilitate the implementation of the Programme by FAO, the Government of Myanmar agrees to the supplementary arrangements contained in Annex 4 to this document in connection with FAO's activities under the Programme.

For **UNEP**, in line with its position as a non-resident agency with a global mandate for technical cooperation and capacity building, the signed Myanmar UN-REDD National Programme document shall be the legal basis of UNEP's relation with the Government of Myanmar within the context of this programme. UNEP will work in close coordination with the programme management team.

The Participating UN Organizations agree to undertake all reasonable efforts to ensure that none of the funds received pursuant to UN-REDD are used to provide support to individuals or entities associated with

terrorism and that the recipients of any amounts provided by Participating UN Organizations do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this programme document.

ANNEX 1: MYANMAR REDD+ READINESS ROADMAP

Programme Executive Board (PEB) - ToR

1. Objectives

To provide guidance to, and oversight of, the UN-REDD National Programme, in its effort to support effective and efficient development of measures to engage with a future mechanism on REDD+.

2. Membership

Membership to be confirmed. However, it will be co-chaired by the UNRC and H.E. Deputy Minister of MOECAF. Members will include the 3 participating UN Agencies, a representative of the Forest Department, representatives of other relevant government agencies, a self-selected representative of civil society, a self-selected representative of Indigenous Peoples, and other development partners/donors.

All members must designate alternates to attend if they are not available.

Additional representatives may be invited to meetings as temporary participants as required.

Additional members can be added to the PEB as appropriate and following invitation from both Co-chairs.

3. Operations

The PEB will provide overall guidance for effective implementation of the UN-REDD National Programme through approval or revision of annual work plans (AWP) and budgets, as well through overall monitoring and evaluation of progress made.

Meetings will be held at least three times a year. Meeting dates for subsequent meetings will be decided at each PEB meeting with confirmation of dates being provided at least three weeks in advance of meetings. All meeting documents will be circulated at least two weeks in advance of the meeting.

PEB meetings will be valid if a quorum (50%+1) is present.

Simultaneous translation will be provided for each meeting – all participants will be permitted to present in the language (Myanmar language, English) of their choosing.

PEB meetings will be minuted by the PMU. They will be circulated for comments to all PEB members and will be available in both English and Myanmar language within two weeks of the meeting. Meeting minutes will be signed by both Co-chairs.

4. Decision-making

The Programme Executive Board will make decision by consensus.

5. Responsibilities

The Programme Executive Board members are responsible for:

- Providing information to the REDD+ Taskforce on progress of the UN-REDD Programmatic Support.

- Reviewing and providing recommendation on and approving UN-REDD work plans and budgets presented to them by the PMU.
- Reviewing UN-REDD National Programme progress and assess the need for a no-cost extension and its duration.
- Sharing information on developments relating to REDD+ within their constituencies with the Taskforce, REDD+ Office and other members of the Programme Executive Board.
- Providing any written comment or request for clarification on issues of concern to the PMU on behalf of their representing members.
- Providing guidance on conflict resolution related to any conflict occurring within UN-REDD Programmatic Support implementation.
- Reporting progress to their respective constituencies.

6. Reporting

The Programme Executive Board will ensure that the REDD+ Taskforce is kept fully informed of progress under the UN-REDD programmatic support.

The PEB should also coordinate with the REDD+ Taskforce to ensure that the Technical Working groups operate effectively and exchange information openly.

7. Duration and timing

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

8. Funding

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

National Programme Director

Objectives

The overall objective of the assignment is to provide overall guidance for, and ensure efficient and effective implementation of the UN-REDD National Programme.

Scope of Work

To provide a leadership and coordination role on REDD+ within the government and to facilitate coordination with other stakeholders. The NPD will be responsible for overall oversight of the UN-REDD Programmatic Support, including operational and thematic issues. He/she will also play a critical role in coordinating actions between government bodies, development partners and other stakeholders.

Specific responsibilities of the National Programme Director are to:

- provide oversight of the REDD+ Office and to ensure that all partners contributing to UN-REDD Programmatic Support complete their assigned tasks and deliver their required outputs on time;
- facilitate close coordination between and within Government agencies and ministries;
- liaise with the international development partners to ensure coordination of activities;
- discuss progress on a weekly basis with the Director General of the FD in order to ensure that he is aware of activities and that they are coordinated with other actions within the FD;
- provide oversight to the identification of consultants and companies to provide specific inputs to the programme;
- deliver presentations or other products describing progress and results of the Programmatic Support at national and international workshops and other events;
- develop recommendations for improved programme interventions designed to address identified gaps and weaknesses; and
- review and approve quarterly and annual work plans, other programme documents and programme outputs prior to submission to the PEB.

Programme Coordinator

Functions

1. Coordinate activities between UN and Government Agencies

- Work closely with different UN and Government agencies to facilitate the development of quarterly and annual work plans, budgets, Terms of Reference and reports
- Coordinate scheduling and organise the national meetings

2. Support the operations of the REDD+ Taskforce Secretariat

- Participate in the development of programme documents including quarterly and annual reporting
- Develop communications and outreach material and implement the communications, consultation and participation plan
- Organise for or conduct translation of relevant documents
- Take minutes for key meetings including those of the Taskforce and translate these into both English and Myanmar for access by stakeholders
- Support the work of external consultants including operational arrangements, meetings, review and approval of reports and work plans, and translation when required.

3. Coordinate the work of Technical Teams as well as consultants

- Participate in the development of Terms of Reference of different technical teams
- Issues of invites for technical teams
- Support the day to day operations of the teams through circulation of documents, taking of minutes, coordinating meetings and feedback of information
- Facilitate the engagement of a broad stakeholder group with in technical teams
- Participate in the development of Terms of Reference for technical inputs

Impact of Results

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

- Strong engagement from different Government agencies in the REDD+ development process;
- Effective operational engagement between participating UN agencies and Government implementing agencies – through regular submission of reports, updates and balance transfers;
- Effective engagement of a range of stakeholders through the regular meeting of technical teams;
- Strong coordination between consultants, secretariat and technical teams to ensure shared learning and programme development;
- Increased understanding of National REDD+ Process amongst key stakeholders within government and outside; and
- There is enhanced capacity within Myanmar to further develop and implement a national approach to REDD+.

Competencies

Corporate Competencies:

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

Functional Competencies:

Knowledge Management and Learning

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

Development and Operational Effectiveness

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

Leadership and Self-Management

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

UN-REDD Chief Technical Advisor

Functions / Key Results Expected

- 1. Support the PMU, based at the REDD+ Taskforce REDD+ Office in the day-to-day management of UN-REDD Programmatic Support including:**
 - a) Development of annual and quarterly work plans and reports for participating UN agencies;
 - b) Provide close and regular technical backstopping to the REDD+ Office Chief, other members of the UN-REDD Team and other implementing entities for the implementation of various components of the UN-REDD Programmatic Support;
 - c) Review of relevant policies and development of policy frameworks as well as the institutional arrangements for REDD+ development;
 - d) Organisation of and substantive contributions to a high level policy dialogue on development of a National REDD+ Programme;
 - e) Support the REDD+ Office Chief and other members of the UN-REDD Team in coordinating and supervising activities of national and international experts /consultants to secure timely production of planned outputs and the review of these outputs;
 - f) Assist the REDD+ Office Chief, Deputy and National Programme Director to coordinate and liaise with stakeholders – including line ministries, development partners, civil society, indigenous peoples and the private sector;
 - g) Ensure coordination with other REDD+ initiatives;
 - h) Ensure communication between different government agencies, national and international initiatives and stakeholders.

- 2. Provide advice to Government counterparts and facilitate knowledge building focusing on achievement of the following results:**
 - a. Provide support and technical advice to the development of policy options and strategy for the design and implementation of Myanmar's National REDD+ Programme to the GoM and other development actors including support on the development of:
 1. Benefit distribution mechanisms
 2. Strategy development
 3. Conflict resolution mechanisms
 4. Other elements of National REDD+ development as required
 - b. Share knowledge on REDD+ by (i) documenting lessons learnt and best practices from the UN-REDD Programmatic Support and contributing to the development of knowledge based tools (including policies, strategies, guidelines, etc);
 - c. Provide timely quality information and technical advice to the RGC, UN Country Team, implementing partners, line ministries and other partners to ensure effective development and delivery of the UN-REDD Programmatic Support;
 - d. Coordinate institutional capacity assessments of relevant national, provincial and local entities along the REDD+ supply chain;
 - e. Assist in the identification of technical expertise and lead on the preparation of TORs, identification and evaluation of experts, and reviewing reports produced; and
 - f. Support to UNFCCC negotiations relating to REDD+.

Impact of Results

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

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

Competencies

Corporate Competencies:

- Promoting Ethics and Integrity / Creating Organizational Precedents
- Building support and political acumen
- Building staff competence, Creating an environment of creativity and innovation
- Building and promoting effective teams
- Creating and promoting enabling environment for open communication
- Creating an emotionally intelligent organization
- Leveraging conflict in the interests of UNDP & setting standards
- Sharing knowledge across the organization and building a culture of knowledge sharing and learning
- Fair and transparent decision making; calculated risk-taking

Functional Competency:

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

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

Building Strategic Partnerships: Identifying and building partnerships

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

Innovation and Marketing new Approaches: Developing new approaches

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

Promoting Organizational learning and Knowledge Sharing: Developing tools and mechanisms

- Makes the case for innovative ideas documenting successes and building them into the design of new approaches
- Identifies new approaches and strategies that promote the use of tools and mechanisms
- Develops and/or participates in the development of tools and mechanisms, including identifying new approaches to promote individual and organizational learning and knowledge sharing using formal and informal methodologies

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

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

Global Leadership and Advocacy for UN-REDD's Goals: Analysis and creation of messages and strategies

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

Client Orientation: Contributing to positive outcomes for the client

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

UN-REDD NFMS/FRL Technical Advisor

Tasks:

Under the overall supervision of FAO Representative in Myanmar and the technical supervision of the Regional Programme Officer based in the FAO Regional Office for Asia-Pacific, s/he is expected to facilitate the implementation of the NFMS and FRL components of the Myanmar REDD+ Readiness Roadmap, and the Myanmar UN-REDD National Programme, through the following activities, while coordinating and communicating with relevant stakeholders involved in these activities:

- Provide technical guidance and advice on the development and implementation of NFMS and FRL components of the Roadmap;
- Support the development of a detailed work plan for the development of Myanmar's NFMS and FRL, in close collaboration with relevant stakeholders;
- Provide inputs to the establishment of national definitions of forest and forest classifications, mapping of national forest and forest stratification;
- Support data collection on all REDD+ related land cover, land use maps, activity data and emission factors and prepare data sharing agreements and archiving system for REDD+;
- Provide technical support on the development of a functional satellite land monitoring system based on available satellite imagery and national technical, financial and human resources;
- Support national and subnational consultations with relevant stakeholders on NFMS and FRL development and implementation;
- Facilitate and support government officials in the organization and delivery of training of national staff involved in NFMS and FRL (MRV, IPCC methodologies, National Forest Inventory, GHG Inventory, Satellite Land Monitoring System);
- Design and deliver REDD+ stakeholder awareness raising and communications materials on NFMS and FRL development and implementation;
- Organize meetings and consultations with relevant stakeholders;
- Support the organization and provide technical input to office- and field-based training events;
- Perform other technical and operational FAO and UN-REDD duties, as necessary.

Requirements

- Post graduate degree in Forestry, Environmental Science or a closely related field;
- At least 5 years of work experience on forest inventory, forest monitoring and/or forest management in developing countries;
- Good knowledge of climate change negotiations, REDD+, MRV procedures and methodologies under the UNFCCC;
- Proven experience relating to forest inventory, remote sensing and GIS in developing countries;
- Proven track record of supporting, advising and collaborating with government institutions in developing countries;
- Proficiency in both spoken and written English (knowledge of Myanmar language an advantage);
- Strong inter-personal skills and excellent oral and written communication skills.

Expected Outputs

- Detailed work plan for the development of Myanmar's NFMS;
- Detailed work plan for the development of Myanmar's FRL;
- Training materials and reports of training events, procedures and outputs;
- Draft sections of the action plans for Myanmar's NFMS and FRL;
- Regular update reports;
- Terminal mission report.

Finance and Administrative Assistant

Functions / Key Results Expected

1. Provide support to Programme Planning and Coordination

- Work with the CTA and Programme Coordinator and finance staff in the preparation of project work plans, allocation of budgets and request for budgets from UN agencies;
- Prepare documentation to ensure the flow of funds for project implementation occurs on a timely basis – this will require development of specific financial documentation and provision of support to exiting government staff in developing similar documentation; and
- Participate in quarterly work planning and progress reporting meetings with the National Programme Director and PEB.

It is anticipated that the officer will ensure effective development of work plans in line with requirements of government and UN agencies and will support assigned government staff in learning this process so that after one year they are fully capable of completing forms without support.

2. Develop, implement and improve Accounting and Reporting Procedures

- Ensure the establishment of an effective inventory system for all equipment purchased;
- Ensure that petty cash transactions are effectively maintained. This includes writing of receipts, preparation of payment request form, receipt and disbursement of cash and clearance of advances;
- Prepare project financial reports and submit to the National Programme Director, and PEB for clearance;
- Enter financial transactions into the computerised accounting system; and
- Reconcile all balance sheet accounts and keep a file of all completed reconciliation.

It is anticipated that after the initial 6-month period a draft operations manual is available for the programme is available to support the implementation of activities by all staff in line with both UN guidelines and relevant Government procedures.

3. To ensure strong financial and operational control

- Check and ensure all expenditures of project are in accordance with UN procedures. This includes ensuring that receipts are obtained for all payments and that correct procurement procedures are followed – the consultant should also work with government staff to ensure they are capable of completing these;
- Check budget lines to ensure that all transactions are correctly booked to the correct budget lines;
- Ensure documentation relating to payments are duly approved by the National Programme Director and Deputy Director;
- Ensure Petty Cash is reviewed and updated and records are kept up-to-date; and
- To continuously improve system & procedures to enhance internal controls and satisfy audit requirements.

It is anticipated that a good assessment is received from the initial UNDP spot check

4. To ensure Procurement processes follow UN regulations

- Establish and maintain a proper inventory of project assets register, including numbering, recording, and reporting;

- Maintain the inventory file to support purchases of all equipment/assets; and
- Ensure programme staff are able to maintain inventory of equipment and are updating and managing information on a timely basis.

It is anticipated that staff within the REDD+ Office are able to provide a concise list of all equipment owned by the programme and its whereabouts at any point in time. All equipment it purchased in line with UN guidelines

5. To support programme administration and coordination

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

Impact of Results

The results will create the following impacts:

- Good audit reports though out the programme; and
- Capacity of programme staff to take over the role of head of finance at the end of the contract term.

Competencies

Corporate Competencies:

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

Functional Competencies:

Knowledge Management and Learning

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

Development and Operational Effectiveness

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

Leadership and Self-Management

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

Communications Officer

Functions / Key Results Expected

Summary of key functions:

Lead in ensuring that information on the UN-REDD Programmatic Support is communicated effectively to other stakeholders in Myanmar and internationally.

- Develop a communication, consultation and participation strategy for the National REDD+ Programme;
- Set up and develop communication tools and information for the UN-REDD Programme and national readiness process;
- Coordinate engagement with the media and act as a focal point for enquires; and
- Support the REDD+ Taskforce, and REDD+ Office in other relevant activities.

1. Develop a communication, consultation and participation strategy for the National REDD+ Programme

- Mapping of the different methods and outlets of communications;
- Mapping of different activities being undertaken by key stakeholder groups related to REDD+;
- Development of a calendar of relevant events;
- Identify different ways in which stakeholder groups can be engaged and the most appropriate approaches to sharing information, consulting and supporting participation on and in the programme; and
- Work with different stakeholder groups in the development of a comprehensive communication, consultation and participation strategy.

2. Set up and develop communication tools for the UN-REDD Programme and national readiness process more broadly.

- REDD+ Web site (oversight of development, responsible for maintenance, if necessary; otherwise advise on modifications to existing web-site[s]);
- Monthly programme updates; and
- Radio broadcasts or other communication outputs.

3. Manage the implementation of the communication, consultation and participation strategy, including:

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

4. Support the REDD+ Taskforce REDD+ Office

- Assist in preparation of work plans; and

- Support the preparation of minutes for wider circulation, and translate and interpretation for foreign project staff and consultants when required.

Impact of Results

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

- A broad range of stakeholders relevant to REDD+ are aware of the National REDD+ programme and the role of the UN-REDD programme within this;
- Information on the National REDD+ programme and the UN-REDD Programmatic Support are easily available to majority of stakeholders;
- Processes for stakeholder engagement are developed in line with the principles listed within the REDD+ Roadmap as well as guidance provided by the UN-REDD Programmatic Support; and
- Communication and consultation processes developed through the National REDD+ programme are effectively coordinated with other initiatives.

Competencies

Corporate Competencies:

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

Functional Competencies:

Knowledge Management and Learning

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

Development and Operational Effectiveness

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

Leadership and Self-Management

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

Stakeholder Engagement Officer

Functions / Key Results Expected

Summary of key functions:

- a) Support implementation of stakeholder engagement activities in the UN-REDD programmatic support in Myanmar.
 - Support development of strategies that are gender balanced and will enable the full and effective participation of key stakeholders such as government institutions, forest-dependent communities, indigenous peoples (IP), private sector;
 - Support, maintain and update information and tools that will facilitate effective stakeholder participation such as, but not limited to, stakeholder and network mapping and analysis;
 - Support the development and application of safeguard mechanisms, in particular social safeguards including, but not limited to, a national Free, Prior and Informed Consent guideline and application toolkit;
 - Support the development of an appropriate grievance mechanism for complaints and concerns arising from the NP; and
 - Support effective stakeholder engagement in other activities where necessary, such as, but not limited to, Community-Based REDD+, Monitoring, Reporting and Verification (MRV) and Measurement.
- b) Provide coordination support to national team, institutional partners and stakeholders.
 - Support representation and organisation of key stakeholders such as, but not limited to, Civil Society Organisations (CSO) Platform, IP Forum, private sector;
 - Ensure CSO and IP representatives in the UN-REDD Programme Executive Board are regularly updated on stakeholder engagement related issues by coordinating effectively with their constituencies; and
 - Liaise with key stakeholders to ensure the needs and concerns are appropriately addressed in the work of the NP.
- c) Support national knowledge generation and sharing in stakeholder engagement.
 - Coordinate with the Communications Officer to ensure the availability and accessibility of information to enhance awareness and capacity among key stakeholders; and
 - Coordinate with the Communications Officer to synthesize lessons and encourage uptake of best practices and knowledge on stakeholder engagement.

Impact of Results

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

- A broad range of stakeholders relevant to REDD+ are actively engaged in the National REDD+ programme and the role of the UN-REDD programmatic support within this;
- View of different stakeholder groups are clearly and transparently communicated to the National REDD+ Taskforce and other bodies involved in governance of REDD+ in Myanmar;
- Procedures are established to ensure respect for Free, Prior and Informed Consent in implementation of REDD+; and
- Stakeholder are empowered to ensure that their contributions to the National REDD+ programme are sustainable.

Competencies

a) Technical Competencies

- Good knowledge of social forestry in Sri Lanka;
- Specific understanding of the concept and practice of REDD+, and broad knowledge of climate change;
- Capacity to work with multiple stakeholders across a wide range of disciplines;
- Good communication and presentation skills; and
- Full computer literacy.

b) Functional Competencies

- Ability to seek and apply knowledge, information and best practices from multiple sectors;
- Ability to build strong relationships with governments and stakeholders;
- Demonstrated communication skills, especially with communities;
- Demonstrated facilitation and coordination skills; and
- Demonstrated networking, team-building and organizational skills.

Annex 3: Principles to be applied for National Programmes

The Participating UN Organizations have agreed to apply the following principles for developing and implementing National Programmes:

Preamble

- Respect the United National Development Group's (UNDG) Guidance Note on Joint Programming, which states:
 - “The decision to select one or a combination of fund management options for a joint programme should be based on how to achieve the most effective, efficient and timely implementation, and to reduce transaction costs for national partners, donors and the UN.”
- Commit to:
 - Minimizing national counterpart transaction costs;
 - Putting the interests of the national counterpart ahead of agency interests;
 - Taking advantage of agencies' comparative advantages in implementation support
- Recognize that National Programmes are country-driven and designed to serve countries' REDD+ readiness needs.

Principles

1. The UN-REDD Programme will identify a lead agency that will be accountable to the Management Group for programme delivery in that country.
2. The determination of which agency should play the lead role in any particular country should be made on the basis of which agency has the comparative advantage in providing effective, efficient and timely implementation. This includes:
 - UN Country Team roles set out in the UNDAF;
 - Relationship and past project implementation experience with the national counterpart;
 - In-country capacity to support the implementation modality;
 - Guidance from the UN Resident Coordinator.
3. In instances of national implementation, the national counterpart should expect to receive funds from one agency, based on the agreed National Programme. If there is more than one national counterpart, there may be more than one UN agency transferring funds.
4. Where it is not possible to have only one UN agency transferring funds to a national counterpart, multiple agency channels should use the same cash transfer modality, based on the Harmonized Approach to Cash Transfer (HACT) process, and coordinate the timing of cash transfers to the single national counterpart.
5. The Lead agency will support the PMU (or equivalent). The PMU will include a co-ordinator, recognized by each agency as supporting the overall National Programme.
6. An agency may agree with a national counterpart to provide direct technical assistance. The budgeted amount that is used for directly implemented technical assistance shall be agreed with the national counterpart before the NP allocations are submitted for approval.
7. Directly implemented technical assistance shall be provided through a National Programme workplan, managed by the PMU (or equivalent).
8. UN agency direct support costs should be charged to the Support to National REDD+ Action - Global Programme (SNA).
9. Where UN agency direct support costs are charged to a NP budget, they should be agreed (in writing) in advance with the national counterpart.

Annex 4: General Legal Provisions applicable to FAO

1. The achievement of the objectives set by the Programme shall be the joint responsibility of the Government, FAO and other UN-REDD agencies.
2. Equipment, materials and supplies provided out of the Programme funds shall normally become the property of the Government immediately upon their arrival in the country, unless otherwise specified in the agreement. The Government shall ensure that such equipment, materials and supplies are at all times available for use of the Programme and that adequate provision is made for their safe custody, maintenance and insurance. Vehicles and personal computers remain the property of FAO, unless otherwise specified in the agreement.
3. Subject to any security provisions in force, the Government shall furnish to FAO and to its personnel on the Programme, if any, such relevant reports, tapes, records and other data as may be required for the execution of the Programme.
4. The selection of FAO Programme personnel, of other persons performing services on behalf of FAO in connection with the Programme, and of trainees, shall be undertaken by FAO, after consultation with the Government. In the interest of rapid Programme implementation, the Government shall undertake to expedite to the maximum degree possible its procedures for the clearance of FAO personnel and other persons performing services on behalf of FAO and to dispense with, wherever possible, clearance for short-term FAO personnel.
5. The Government shall apply to FAO, its property, funds and assets, and to its staff, the provisions of the Convention on the Privileges and Immunities of the Specialized Agencies. Except as otherwise agreed by the Government and FAO in the National Programme Document, the Government shall grant the same privileges and immunities contained in the Convention to all other persons performing services on behalf of FAO in connection with the execution of the Programme.
6. With a view to the rapid and efficient execution of the Programme, the Government shall grant to FAO, its staff, and to all other persons performing services on behalf of FAO, the necessary facilities including:
 - i) the prompt issuance, free of charge, of any visas or permits required;
 - ii) any permits necessary for the importation and, where appropriate, the subsequent exportation, of equipment, materials and supplies required for use in connection with the Programme and exemption from the payment of all customs duties or other levies or charges relating to such importation or exportation;
 - iii) exemption from the payment of any sales or other tax on local purchases of equipment, materials and supplies for use in connection with the Programme;
 - iv) payment of transport costs within the country, including handling, storage, insurance and all other related costs, with respect to equipment, materials or supplies for use in connection with the Programme;
 - v) the most favourable legal rate of exchange;
 - vi) assistance to FAO staff, to the extent possible, in obtaining suitable accommodation;
 - vii) any permits necessary for the importation of property belonging to and intended for the personal use of FAO staff or of other persons performing services on behalf of FAO, and for the subsequent exportation of such property; and

viii) prompt customs clearance of the equipment, materials, supplies and property referred to in subparagraphs (ii) and (vii) above.

7. The Government shall deal with any claim which may be brought by third parties against FAO or its staff, or against any person performing services on behalf of FAO, and shall hold them harmless in respect of any claim or liability arising in connection with the Programme, unless the Government and FAO should agree that the claim or liability arises from gross negligence or wilful misconduct on the part of the individuals mentioned above.

8. The persons performing services on behalf of FAO, referred to in paragraphs 6 to 9, shall include any organization, firm or other entity, which FAO may designate to take part in the execution of the Programme.