

UN-REDD
PROGRAMME



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

UN-REDD PROGRAMMATIC SUPPORT

October 2013

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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 Training Center (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 and is currently in the process of being submitted for Cabinet approval.

The Myanmar REDD+ 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 a National Reference Level and Reference Emissions Level
6. Development 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. This document outlines a request to the Government of Norway for US\$4.7m to support Roadmap implementation through the UN-REDD Programme. Since this support will not address all aspects of REDD+ readiness, it does not constitute a UN-REDD Country Programme. Instead, it represents UN-REDD Programmatic Support to Myanmar, utilizing the UN-REDD Tier 2 modality.

UN-REDD Programmatic Support 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 (DGTF 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 Organization	Capacity Building for Strengthening Transboundary Biodiversity Conservation of the Taninthayi Range in Myanmar	2,600,000 (for 6 years)	Under revision	To conserve biodiversity in the Taninthayi Range
UNEP and the United	Myanmar Climate		Active	To assist the Government of the Union of

¹ This funding is spread across more than one component

Nations Human Settlements Program (UN-Habitat) (with funding from the EU)	Change Alliance			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
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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	17,896,300 ³	Approved	Strengthen the terrestrial system of national protected areas for biodiversity conservation through enhanced representation, management effectiveness, monitoring, enforcement and financing
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 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 ⁴	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	Myanmar Climate Change Alliance	6,000,000 ⁵	Active	To assist the Government of the Union of Myanmar in developing the national

² This funding is spread across more than one component

³ Not all funding will contribute to Roadmap implementation

⁴ This funding is spread across more than one component

⁵ Approximate level: funding is Euro 4,000,000

(UN-Habitat) (with funding from the EU)				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;
FAO-GEF	Sustainable cropland and forest management in priority agro-ecosystems of Myanmar	13,500,000 ⁶	Approved	To build the capacity of farming and forestry stakeholders to mitigate climate change and improve land condition by adopting climate smart agriculture and sustainable forest management policies and practices
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 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 Region, Myanmar	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

6. Development a National Forest Monitoring System

Donor/Development	Name of project	Funding	Status	Objectives
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⁶ Not all of these funds will contribute to implementation of the Roadmap

⁷ This funding is spread across more than one component

partner		level		
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 MOECAAF.
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.

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

⁸ This funding is spread across more than one component

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.

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	Influential stakeholders who could profit from REDD+ take over the national REDD+ Readiness process
			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 national REDD+ Readiness process
			Level of stakeholder satisfaction with access to and availability of information	100% of stakeholders rate access to and availability of data as "poor"	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	

Results	Participating UN organization	Implementing Partner	Indicator	Baseline	Target	MoV	Risks and Assumptions
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 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 and functional safeguards information system available to provide information on adherence to safeguards	Existing safeguards 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	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
3.1 Define REDD+ safeguards and indicators 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, definitions, indicators and/or monitoring parameters have been agreed upon, and national approach to safeguards exists; By the end of year 3, grievance mechanism has been developed, tested and approved.	PLR report, 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

Results	Participating UN organization	Implementing Partner	Indicator	Baseline	Target	MoV	Risks and Assumptions
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	Functional SIS is being populated with data	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
Outcome 4: Development of Myanmar's national forest monitoring system (NFMS) and preliminary forest RELs/RLs supported 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	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	Sub-national authorities do not share central government's commitment to REDD+ Donor coordination is ineffective
			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	Government agencies do not cooperate and coordinate activities effectively

Results	Participating UN organization	Implementing Partner	Indicator	Baseline	Target	MoV	Risks and Assumptions
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 stakeholders correctly identify the purpose, functions and tools of an NFMS	Annual stakeholder surveys	Programme inputs (funds, human resources, etc.) are not mobilized in a timely fashion
			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	Commitment of the GoM towards implementing REDD+ does not remain firm
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	Donor coordination is ineffective
			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	Programme inputs (funds, human 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

Results	Participating UN organization	Implementing Partner	Indicator	Baseline	Target	MoV	Risks and Assumptions
<p>Outcome 5: National REDD+ Strategy developed Myanmar REDD+ Roadmap Section 3: Development and selection of REDD+ strategies</p>	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
5.1 REDD+ Strategy analysis	FAO, UNDP, UNEP	FD	Priority list of candidate strategies has been agreed upon in an inclusive consultation process	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	<p>Government agencies do not cooperate and coordinate activities effectively</p> <p>Sub-national authorities do not share central government's commitment to REDD+</p>

Results	Participating UN organization	Implementing Partner	Indicator	Baseline	Target	MoV	Risks and Assumptions
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	<p>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</p> <p>Potential environmental and social impacts that could affect indigenous people or other vulnerable groups</p>

IMPLEMENTATION ARRANGEMENTS

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 	110,000	100,000	100,000	90,000	400,000
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 	30,000	30,000	25,000	25,000	110,000
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 	225,000	200,000	200,000	150,000	775,000
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 	60,000	70,000	40,000	30,000	200,000
Outcome 3: REDD+ safeguards defined 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 indicators for Myanmar's context	UNDP/UNEP	FD	<ul style="list-style-type: none"> - Identify and review existing PLRs for their relevance to safeguards - Develop safeguards roadmap - National and regional consultations on the definition of safeguards - Define indicators and/or monitoring parameters for each safeguard - Develop and implement REDD+ grievance mechanism 	70,000	95,000	95,000	35,000	295,000
3.2 Develop and implement Myanmar's Safeguards Information System (SIS)	FAO/UNEP	FD	<ul style="list-style-type: none"> - Develop, collate and consult on proposals for SIS structure and function - Pilot, refine and finalize SIS 	0	75,000	75,000	50,000	200,000
Outcome 4: National forest monitoring system and preliminary forest reference emission levels and/or forest reference levels (RELS/RLs) 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 RELS/RLs	FAO		<ul style="list-style-type: none"> - Provide technical support and advice - Provide training on NFMS and IPCC guidelines and undertake detailed capacity needs assessments - Provide training on GHG inventories and UNFCCC reporting, including relevant software tools - Collate and review regional and international experiences on NFMS and forest RELS/RLs - Consult on the role of local communities and subnational management units in the NFMS - Consult on national circumstances for RELS/RLs in Myanmar - Draft, consult on and validate Action Plan documents for 1) the NFMS and 2) forest RELS/RLs - 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 forest REL/RL methodologies at demonstration site(s) 	150,000	125,000	150,000	150,000	575,000
Output 4.2 Develop Myanmar's Satellite Land Monitoring System and web-GIS portal	FAO		<ul style="list-style-type: none"> - Provide training on open-source data and software options for forest monitoring - Develop and operationalize Myanmar's NFMS web-GIS portal - Assess of activity data at national scale - Develop and operationalize a real-time forest monitoring system - Develop environmental, socio-economic and governance indicators to monitor outcomes of REDD+ activity implementation 	150,000	100,000	100,000	75,000	425,000

Results	Participating UN organization	Implementing Partner	Indicative activities for each Output	Resource allocation and indicative time frame				
				Y1	Y2	Y3	Y4	Total
Output 4.3 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 - 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-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 	100,000	175,000	175,000	150,000	600,000
Outcome 5: National REDD+ Strategy developed								
Myanmar REDD+ Roadmap Section 3: Development and selection of REDD+ strategies								
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. 	70,000	70,000	50,000	0	190,000
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	30,000	75,000	105,000
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 	150,000	150,000	150,000	150,000	600,000

Results	Participating UN organization	Implementing Partner	Indicative activities for each Output	Resource allocation and indicative time frame				
				Y1	Y2	Y3	Y4	Total
			-					
Overall Total				1,115,000	1,190,000	1,190,000	980,000	4,475,000

Agency	Programme Cost	Indirect Support Costs (7%)	Total
FAO	1,795,000	125,650	1,920,650
UNDP	1,955,000	136,850	2,091,850
UNEP	725,000	50,750	775,750
TOTAL	4,475,000	313,250	4,788,250

MANAGEMENT AND IMPLEMENTATION ARRANGEMENTS

UN-REDD Programmatic Support to Myanmar has been designed to support the implementation of the Myanmar REDD+ Readiness Roadmap developed during December 2012 - August 2013. In line with the principles of national ownership and national management of implementation, the UN-REDD Programmatic Support to Myanmar 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, which is expected to be established soon.

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

Programme Executive Board (PEB): The PEB will provide overall guidance and be responsible for the effective implementation of the UN-REDD Programmatic Support, the approval of annual work plans, budgets (AWP) 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 MOECAF, and co-chaired by the UN Resident Coordinator in Myanmar, or his/her designate. The Programme Director (PD) 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 three times a year and more often if necessary, to approve annual work plans and budgets and to review progress.

Programme Director (PD): The Programme Director will be from the FD. The PD will oversee the programme and carry overall responsibility and accountability on behalf of the GoM for the programme to the PEB. The PD will establish and provide overall guidance to the RO, which is responsible for day-to-day management of the UN-REDD Programmatic Support. The PD is responsible for overseeing and approving the work undertaken by the RO, 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 PD will submit relevant documentation to the PEB for endorsement, and the PD and deputy PD will join PEB meetings.

The UN Resident Coordinator: The Programmatic Support 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 Programmatic Support, 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 Programmatic Support activities and UN coordination with the Myanmar

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

REDD+ Taskforce. The Resident Coordinator also facilitates on-going monitoring and evaluation of the Programmatic Support activities in conformity with UN standards and any guidance provided by the UN-REDD Secretariat. On receipt of consolidated country-level reports, the Resident Coordinator will provide an overall assessment of the Programmatic Support's progress and results. The Resident Coordinator is encouraged to keep Country Team members fully informed on support activities.

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 Readiness Plan Proposal on REDD+). Consequently, the PEB will report regularly to the Taskforce. The Chair of the Taskforce will be invited as a member to the PEB.

REDD+ Office (RO): The RO fills the function of the Programme Management Unit and is responsible for overall operational and financial management and reporting of the UN-REDD funds in accordance with the rules and regulations for nationally implemented projects. The RO will be led by the Forest Department. The RO 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 under supervision of the Taskforce, in close coordination with the implementing partners and key stakeholders.

The RO 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. QWPs and budgets will be reviewed and agreed by the Myanmar REDD+ Taskforce, signed by the PD, and approved by the PEB at its quarterly meeting. The RO will be responsible for the overall operational and financial management in accordance with financial rules and regulations imposed by UN for Nationally Implemented Programmes. It will also produce annual progress reports, which must be submitted to the PEB. At the end of the Programme, the RO produces the terminal report, which is submitted to the PEB.

The RO will include, as a minimum, the following staff (ToR provided in Annex 2):

Programme Coordinator (PC): A Programme Coordinator will be recruited to facilitate implementation of the UN-REDD Programmatic Support 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). Supervised by the RO, 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 support the Taskforce and the RO and to advise on the implementation of all components of the Programmatic Support. The Chief Technical Advisor will be based in the Forest Department.

Finance and Procurement Officer; and Finance and Procurement 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 Programmatic Support, 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 UN-REDD Programmatic Support.

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. The effective engagement with women, Indigenous Peoples, and other vulnerable groups will be a particular focus.

Secretary/Administrative Assistant: Responsible for all administrative support to activities implemented with UN-REDD funding.

Reporting

The RO will provide quarterly narrative reports to the participating UN agencies. In the event that NIM is applied, quarterly financial reports will also be submitted.

Annual and semi-annual reports will be prepared and submitted through the UN-REDD Secretariat to the MPTF-O. The participating UN agencies will be responsible for the reports, but will rely on assistance from the RO in preparation of the reports. The content of the reports will follow standard UN-REDD reporting guidelines.

The PEB may determine additional reporting requirements.

Programme Assurance

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

- i) Meet quarterly with the PD, and RO to discuss progress made and issues to be resolved;
- ii) Communicate and coordinate with the Regional Centre of FAO and UNDP and the respective headquarters; and
- iii) Support the PD in working with the participating UN agencies.

The Programme Assurance Team will be assisted by technical experts from the regional centre of FAO, UNDP and UNEP in Bangkok and the 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 table Results Framework).

Fund Management Arrangements

The UN-REDD Programmatic Support to Myanmar will use the ‘pooled’ modality for fund management. Funds will be passed from the Administrative Agent – UNDP’s Multi-donor Trust Fund Office (MDTF) – to the participating UN agencies. The disbursed funds will be used by the Programme to carry out the activities for which each UN agencies carries responsibility as stated in the UN-REDD Programmatic Support to Myanmar 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 applied also for Myanmar. FAO uses the Harmonised Approach to Cash Transfers (HACT) for non-commercial activities with quarterly payments based on agreed work plans; and does direct (i) international procurement, (ii) national procurement, or (iii) implements through an agreement with a national agency (through a Letter of Agreement).

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, or (iii) implements through an agreement with a national agency (through a Small-Scale Funding Agreement or Project Cooperation Agreement).

UNDP

The administration of UN-REDD funds will be determined on the basis of the Harmonized Approach to Cash Transfers (HACT). For individual Implementing Partners, if the risk ascertained through a HACT micro-assessment can be mitigated through appropriate means, the “National Implementation Modality” (NIM) may apply, meaning cash advances may be used. Otherwise, “Direct Payment” modality will apply.

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, costs for specialized backstopping support by UN-staff (“Specialized service delivery costs”) can be charged directly to the Programmatic Support, at the approval of the PD. This will be in accordance with the respective participating UN agency’s policies. Backstopping support costs will amount to no more than 6% of the participating UN agency’s budget allocation from UN-REDD. 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 Programmatic Support 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 RO throughout the life of the Programmatic Support and remain the property of UN; upon closure of the Programmatic Support, assets will be handed over to the Implementing Partner. The Programmatic Support 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.

RISK LOG

#	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

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 inter-connected 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 are vulnerable to environmental and social change	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 Risk = 6	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
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 classes	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

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 affect the environmental and social sustainability of the project	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

* 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

ANNEX 1: MYANMAR REDD+ READINESS ROADMAP

Programme Executive Board (PEB) - ToR

1. Objectives

To provide guidance to, and oversight of, the UN-REDD Programmatic Support to Myanmar, 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.

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 Programmatic Support 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 two 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 REDD+ Office. 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 comments 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 REDD+ Office.
- Reviewing UN-REDD Programmatic Support 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 Taskforce Secretariat 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 report to the REDD+ Taskforce and participating UN agencies.

The PEB should also coordinate with the REDD+ Taskforce to ensure that appropriate reporting occurs to relevant Technical Working groups.

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.

Programme Director

Objectives

The overall objective of the assignment is to ensure efficient and effective implementation of the UN-REDD Programmatic Support to Myanmar.

Scope of Work

To provide a leadership and coordination role on REDD+ within the government and to facilitate coordination with other stakeholders. The PD 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 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.

Supervision, Teamwork and Administrative Support

The Programme Director will be supervised by the Director General of the Forestry Department and UNDP. Administrative support will be supplied by the FD, and where needed by UNDP officers (e.g. regarding contractual issues). The individual will also work closely with stakeholders from other relevant ministries/agencies, provincial and district representatives, and bilateral and multilateral development partners.

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 Khmer 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 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.

UN-REDD Technical Specialist

Functions / Key Results Expected

- 1. Support 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+ 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

Finance and Procurement Officer

Functions / Key Results Expected

1. Provide support to Programme Planning and Coordination

- Work with the REDD+ Office Chief 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 existing government staff in developing similar documentation; and
- Participate in quarterly work planning and progress reporting meetings with the 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 with out support.

2. Develop, implement and improve Accounting and Reporting Procedures

- Review government finance and procurement processes to assess how these can be used in conjunction with the NIM guidelines to ensure compliance with the NIM guidelines
- Development of a guidance manual for procurement, inventory and financial management
- Ensure the establishment of an effective inventory system for all equipment purchased;
- Provide oversight of financial management and procurement process processes to ensure they are conducted in accordance with NIM guidelines;
- 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 REDD+ Office Chief, 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. Training should also be provided to all Government staff associated with the programme on the above processes to ensure they are able to complete these roles.

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 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 conduct Bank reconciliation

- Bank accounts should be reconciled and reported on a monthly basis in accordance with the timeline established for the programme; and
- Government staff are supported to be able to conduct reconciliations.

5. To develop Procurement processes and Inventory Register

- Establish a procurement system and ensure all procurement is conducted according to relevant UN guidelines;
- 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

6. 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.

7. To provide Oversight and Training to implementing agencies;

- Develop a training plan for key staff within the REDD+ Taskforce REDD+ Office and other key staff within line ministries and agencies;
- Implement a number of training and capacity building sessions with REDD+ Office staff and staff form other line ministries and agencies;
- Provide on going day-to-day training to staff within the REDD+ Office and within key line ministries and agencies; and
- Coordinate with UNDP and other contractors for the provision of external training to staff relevant to the programme.

Within the first six months of the programme it is anticipated that a significant focus should be on ensuring that the lead line agency has a clear plan in place to be able to improve their HACT assessment results.

Impact of Results

The results will create the following impacts:

- Improved capacity of key implementing agencies to manage funds;
- Improved HACT assessment results;
- A clear manual for procurement and financial management;
- Improved understanding of UN regulations and requirements;
- Good audit reports throughout 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);
 - 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

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- 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.