



**UN-REDD**  
PROGRAMME



**UN COLLABORATIVE PROGRAMME ON REDUCING EMISSIONS FROM DEFORESTATION AND  
FOREST DEGRADATION IN DEVELOPING COUNTRIES  
NATIONAL PROGRAMME DOCUMENT**

**Cover Page**

Country: **Bangladesh**

Programme Title: **UN-REDD Bangladesh National Programme**

National Programme Goal: **Support the Government of Bangladesh in initiating the implementation of its REDD+ Readiness Roadmap (i.e., R-PP) by establishing necessary REDD+ management processes, identifying strategic readiness options for completing its National REDD+ strategy, and developing the capacities required to begin implementation of REDD+.**

Programme Duration: **30 months**

Anticipated start/end dates: **May 2015 –  
December 2017**

Fund Management Option(s): **Pass-through**

Managing or Administrative Agent:  
**UNDP MPTF Office**

Total estimated budget\*: **US\$ 2,300,500**

Out of which:

1. Funded Budget: **US\$ 2,300,500**
2. Unfunded budget: **0**

*This is the UN-REDD Programme funding, supporting the implementation of the National REDD+ Readiness Roadmap. Estimated cost of National REDD+ Readiness Roadmap: **US\$ 14,882,000***

\* Total estimated budget includes both programme costs and indirect support costs.

Roadmap implementation)

UN-REDD MPTF: **US\$ 2,300,500**

Co-financing (GoB in kind) **US\$2,744,250**(for the  
Roadmap implementation)

Other: **US\$ 220,000** (UN-REDD TS)

Co-financing (Other): **US\$ 5,294,000** (USAID for  
supporting the Roadmap  
implementation)

**Names and signatures of national counterparts and participating UN organization:**

<p><i>Abdullah Al Mohsin Chowdhury</i></p> <p><i>Additional Secretary (Development) Secretary,</i></p> <p><i>Ministry of Environment and Forests</i></p> <p><i>Signature</i></p> <p><i>Date 27.5.2015</i></p>	<p><i>Md. Ashadul Islam</i></p> <p><i>Additional Secretary, Economic Relations Division,</i></p> <p><i>Ministry of Finance</i></p> <p><i>Signature</i></p> <p><i>Date : 27/5/2015</i></p>
---	---

**Abdullah Al Moshin Chowdhury**  
**Additional Secretary**  
**Ministry of Environment and Forests**  
**Govt. of the People's Republic of Bangladesh**

**Md. Ashadul Islam**  
**Additional Secretary**  
**Economic Relations Division**  
**Ministry of Finance**  
**Govt. of the People's Republic of Bangladesh**

## Names and signatures of national counterparts and participating UN organizations

UN organizations	National Coordinating Authorities
<p>Argentina Matavel Piccin</p> <p>UN Resident Coordinator a.i</p> <p>Signature</p> <p>Date 18 NOV 14</p>	<p>Secretary, Ministry of Environment and Forests</p> <p>Signature see page 2a</p> <p>Date</p>
<p>Pauline Tamesis</p> <p>Country Director, UNDP</p> <p>Signature</p> <p>Date 16.11.2014</p>	<p>Secretary, Economic Relations Division, Ministry of Finance</p> <p>Signature see page 2a</p> <p>Date</p>
<p>Mike Robson</p> <p>FAO Country Representative</p> <p>Signature</p> <p>Date 4/11/2014</p>	<p>Mir. Yunus Ali</p> <p>Chief Conservator of Forests, Forest Department</p> <p>Signature</p> <p>Date 01.11.2014</p>
<p>Kaveh Zahedi</p> <p>Regional Director and Representative, UNEP - ROAP</p> <p>Signature</p> <p>Date 26.11.2014</p>	<p>Haradhan Banik</p> <p>Deputy Chief Conservator of Forests and UN-REDD National Focal Point</p> <p>Signature</p> <p>Date 01.11.2014</p>

## 1. Executive Summary

Bangladesh is one of the most climate-vulnerable countries in the world. Climate change and variability have had an impact on the lives and livelihoods of people living in coastal areas and in arid and semi-arid regions of Bangladesh. Floods, tropical cyclones, storm surges and droughts are becoming more frequent and are set to become even more severe in the coming years and decades. These changes are threatening the significant achievements Bangladesh has made over the last 20 years in increasing incomes, reducing poverty and achieving self-sufficiency in rice production. For these reasons, by many accounts, Bangladesh is considered to be the country *the most vulnerable* to climate change.

As a signatory to both the UN Framework Convention on Climate Change (UNFCCC, ratified in 1994) and the Kyoto Protocol (2001), Bangladesh is also fully aware of the *causes* of climate change. According to the most recent national GHG inventory, the majority of Bangladesh's CO<sub>2</sub> emissions are derived from the energy sector, followed by the land-use, land-use change and forestry sector - with 32%. Hence, whilst devoting considerable resources to reducing vulnerability to climate change, and maintaining its path of economic development, Bangladesh is also striving to reduce its greenhouse gas (GHG) emissions.

The Conference of the Parties (COP) to the UNFCCC has adopted a forestry GHG emission mitigation mechanism known as "REDD+". This is defined as 'Policy approaches and positive incentives on issues relating to reducing emissions from deforestation and forest degradation in developing countries, and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries'. REDD+ will provide positive incentives to developing countries to voluntarily reduce their rates of deforestation and forest degradation, and to increase their forest carbon stocks, as part of a post-2020 global climate change agreement.

As part of its long-term strategy to reduce GHG emissions, the Government of Bangladesh has taken initial steps to prepare for the implementation of REDD+ activities. It established the National REDD+ Steering Committee (RSC) in July 2011. It has prepared the REDD+ Readiness Roadmap - endorsed by the RSC in December 2012. Subsequently, in June 2013, the UN-REDD Programme invited Bangladesh to submit a REDD+ Readiness Preparation Proposal (R-PP).

Bangladesh has 2.6 million hectares of forestland, equivalent to almost 18% of country's total area. There are five broad types of forest according to ecology and geographical location, these are: hill forest, plain land forest (dominated by *Shorea robusta*, or sal), mangrove, coastal plantations, and wetland forest. The Government's Forest Department manages 1.6 million hectares of the forest land. According to a national forest resource assessment reported in 2010, 11% of the country's land is under tree cover. However, another 20% - that is approximately 2.5 million hectares - is recorded as 'other wooded land' or 'other land with trees'. Hence, there is potentially an important scope for REDD+ activities in Bangladesh.

The history of forestry in Bangladesh is one of continuous depletion of forest resources both in terms of area and quality. Traditionally, plantations and forest reservations have been the tools to combat this depletion. However, increasingly since the early 1980s, forestry in Bangladesh has witnessed a rapid succession of social forestry programmes in an attempt to redress public alienation and to allow for wider participation of local people in forest use and management.

The R-PP is a revision of the REDD+ Readiness Roadmap endorsed by the RSC in December 2012. It sets out how Bangladesh will implement its REDD+ Readiness activities and develop a comprehensive National REDD+ Strategy under Phase 1 of REDD+.

This National Programme Document (NPD) describes how the Bangladesh UN-REDD National Programme will contribute to the objectives of the R-PP. The overall goal of the Bangladesh UN-REDD National Programme is to support the Government of Bangladesh in initiating the implementation of its REDD+ Readiness Roadmap (i.e., R-PP) by establishing necessary REDD+ management processes, identifying strategic readiness options for completing its National REDD+ strategy, and developing the capacities required to begin implementation of REDD+.

The Programme counts on key national counterpart institutions and development partners to play active roles and take on specific responsibilities in maintaining the momentum in the REDD+ management processes and prioritizing and implementing those strategic options identified through the Programme. Effective risk management and coordination with key national and development partners throughout the life of the Programme will therefore be critical (see 6. Risk Management).

The National Programme will contribute to the components of the R-PP as follows:

Under Component 1 of the R-PP, Bangladesh will establish the management structure to manage the REDD+ Readiness process and to develop the National REDD+ Strategy. Outcome 1 of the Bangladesh UN-REDD National Programme, described in this NPD, will contribute to this Component by improving stakeholder awareness of the REDD+ Readiness process and enhancing engagement of stakeholders in this process. This will be achieved through the development and implementation of a Consultation and Participation Plan and a strategy for raising public awareness through multiple media.

Under Component 2 of the R-PP, Bangladesh will prepare its National REDD+ Strategy. Outcome 2 of the NPD will contribute to this component through a series of studies and national assessments on the following topics:

- Strengthening the legal, policy and legislative framework for REDD+ in Bangladesh;
- Identifying and prioritising the key drivers of deforestation and forest degradation;
- Developing potential REDD+ strategies to address the priority drivers of deforestation and forest degradation;
- Establishing a transparent system for the national management of REDD+ finances;
- Developing a transparent system for the local distribution of REDD+ incentives.

Under Outcome 2 of the NPD, the Bangladesh UN-REDD National Programme will also provide support for the establishment and operation of a Programme Management Unit (PMU). Through the PMU, capacity development and management support will be provided to bodies and institutions involved in the national REDD+ Readiness process, including the REDD Cell, RSC, Technical Working Groups and civil society organisations. Outcome 2 will also cover mid-term and final evaluations of the Bangladesh UN-REDD National Programme.

Under Component 3 of the R-PP, Bangladesh will establish its national forest Reference Emission Level and/or forest Reference Level (RELs/RL), with sub-national forest RELs/RLs as potential interim measures. Outcome 3 of the NPD will support this component by building the capacities required within Bangladesh to develop RELs/RLs; by assessing the national circumstances, linking to the assessment of drivers of deforestation and forest degradation, and collecting the historical data required necessary for this work, and by developing and testing different potential sub-national and national RELs/RLs.

Under Component 4 of the R-PP, Bangladesh will develop a national forest monitoring system (NFMS) and safeguards information system (SIS). The NFMS will cover all MRV requirements and the monitoring of the implementation and impacts of REDD+ policies and measures. Outcome 4 of the NPD will contribute to the establishment of the NFMS through the development of national capacities necessary to implement the Greenhouse Gas Inventory (GHG-I) for the forest sector, and through the development of an integrated forest management information system.

Component 4 of the R-PP will also be supported through a USAID-financed project for development of a National Forest Inventory and a Satellite Forest Monitoring System, which will be designed to be compliant with international requirements for a future REDD+ mechanism under the UNFCCC. The activities under Outcome 4 of the NPD are therefore designed to complement the USAID project and will address activities of the R-PP which are different from those addressed by this project.

Other initiatives, which will contribute to implementation of the R-PP in Bangladesh, include:

- USAID-supported project for capacity development of the Ministry of Environment and Forests
- USAID-supported Climate-Resilient Ecosystems and Livelihoods (CREL) project
- UNDP's Chittagong Hill Tracts Development Facility (CHTDF) project
- EU's Sundarbans Environmental Livelihoods Security (SEALS) Project
- World Bank's Strengthening Regional Cooperation for Wildlife Protection Project
- Bangladesh Climate Change Resilience Fund (BCCRF)'s Climate Resilient Participatory Afforestation and Reforestation (CRPAR) Project
- Sustainable Development and Biodiversity Conservation in Coastal Protection Forest of Government of Germany / GIZ
- Management of Sundarbans for Biodiversity Conservation and Increased Adaptation to Climate Change of Government of Germany / GIZ

## 2. Results Framework

The NPD includes four Outcomes, with associated Outputs as follows:

- OUTCOME 1: IMPROVED STAKEHOLDER AWARENESS AND EFFECTIVE STAKEHOLDER ENGAGEMENT
  - Output 1.1: Public Awareness Raised
  - Output 1.2: Consultation and Participation Plan
- OUTCOME 2: NATIONAL REDD+ STRATEGY PREPARATION SUPPORTED
  - Output 2.1: Strengthen legal, policy and legislative framework for REDD+
  - Output 2.2: Drivers of deforestation and forest degradation identified
  - Output 2.3: Detailed understanding on the priority drivers of deforestation and forest degradation
  - Output 2.4: REDD+ strategies to address drivers of deforestation and forest degradation
  - Output 2.5: Operationalising REDD+ implementation
  - Output 2.6: Transparent system for national level management of REDD+ finances in place
  - Output 2.7: Transparent system for local distribution of REDD+ incentives
- OUTCOME 3: PREPARATION OF NATIONAL FOREST REFERENCE EMISSION LEVEL (REL) AND/OR FOREST REFERENCE LEVEL (RL) SUPPORTED
  - Output 3.1: Capacities for the development of Reference Emission Level strengthened
  - Output 3.2: National circumstances and historical data considered for RELs/RLs
  - Output 3.3: RELs/RLs tested
- OUTCOME 4: ESTABLISHMENT OF NATIONAL FOREST MONITORING SYSTEM SUPPORTED
  - Output 4.1: Capacities to implement the GHG inventory for the forest sector strengthened
  - Output 4.2: Integrated forest information system developed

The full suite of outputs and activities to achieve REDD+ readiness are further elaborated in Table 1 together with Indicators and participating UN organization contribution.

The activities of the UN-REDD National Programme for Bangladesh will directly contribute to the UNDAF Pillars:

- Pillar Five: **Environmental Sustainability, Climate Change and Disaster Risk Reduction,**
- Pillar Three: **Governance and Human Rights, and**
- Pillar Seven: **Gender Equality and Women's Advancement**

Therefore, the Programme will support establishing policies, programmes and capacities at national, sub-national and community levels to ensure environmental sustainability, address climate change and reduce disaster risks; empower communities and strengthen institutions to support local governance,

access to justice, social integration, gender equality; and to monitor, promote and protect human rights in alignment with international treaties and obligations.

### **Mainstreaming Gender into the UN-REDD Bangladesh National Programme**

The Constitution of Bangladesh suggests for removing inequality between 'man and woman' in accordance with Article 19(2). This provision intends to ensure 'equitable distribution of wealth among citizens' and to provide opportunities to attain a uniform level of economic development. According to Social Forestry Rules (2004), spouses have equal opportunity to be participants in social forestry programmes. There is a privilege under the Rule that destitute women will be prioritised as participants. Besides, management committees under the social forestry programme of the FD must consist of nine members, of which at least three must be women.

Most of the stakeholder groups that have an interest in the REDD+ Readiness Roadmap have the means to ensure representation during consultation processes. It is therefore important to raise awareness about the need to view women as a stakeholder group with specific interests which are often quite different to men. Gender inclusiveness in REDD+ strategies and decision-making processes is of great importance.

In the absence of effective representation through women's networks, the Bangladesh UN-REDD National Programme will develop a strategy for mainstreaming gender issues under the guidance of the Safeguards Working Group, established as a part of the Roadmap implementation arrangements. This is to ensure gender equality and women's empowerment through the implementation of its activities. The UN-REDD Bangladesh National Programme will also support the creation of mechanisms to ensure gender equality at all decision-making levels. The UN-REDD Programme Guidance Note on Gender Sensitive REDD+ will be used to guide these efforts.





Table 1. National Programme Results Framework

<b>UN-REDD National Programme Goal :</b>  <b>Support the Government of Bangladesh in initiating the implementation of its REDD+ Readiness Roadmap (i.e., R-PP) by establishing necessary REDD+ management processes, identifying strategic readiness options for completing its National REDD+ strategy, and developing the capacities required to begin implementation of REDD+.</b>					
<b>Baseline:</b> National REDD+ Readiness Roadmap/R-PP not under full implementation yet  <b>Means of verification:</b> mid-term and final evaluations					
<b>Indicator:</b> Full scale implementation of the National REDD+ Readiness Roadmap/R-PP with functioning REDD+ management processes and clear sets of strategic options for REDD+ readiness in terms of structural and technical aspects.  <b>Target:</b> By 36 months, evidence of national ownership in the REDD+ processes and increased support by development partners					
National Programme outcomes, outputs and activities	Indicators (for outcomes and outputs)	Baseline (for outcomes and outputs)	Target (for outcomes and outputs)	Means of Verification	Participating UN organization
<b>OUTCOME 1: Improved Stakeholder Awareness And Effective Stakeholder Engagement</b> (Corresponds to R-PP Component 1.)	<b>Indicators:</b> Especially non-government stakeholders are able to actively engage in REDD+ decision-making processes using CPP	<b>Baseline:</b> some preliminary efforts and interests	<b>Targets:</b> By 20 months, evidence of CCP implementation	<b>Means of verification:</b> surveys, reports, mid-term and final evaluations, etc.	
<b>Output 1.1: Public Awareness Raised</b>  <b>Indicative activities:</b> 1. Review available international materials on REDD+ and translate/adapt a selection, for distribution in country 2. Develop materials specific to the Bangladesh REDD+ Roadmap 3. Develop materials for use by local government extension workers and provide training 4. Explore opportunity for NGOs as extension agents and use them for extension work 5. Create and maintain website 6. Awareness raising of forest dependent communities on REDD+ 7. Assess opportunities for radio, TV, cell-phone, billboard broadcasts dealing with forest sector issues, and implement as appropriate.	Public awareness raised and REDD+ website operational	not known	by 12 months, website developed  by 12 months, REDD+ related material (leaflet, booklet, poster etc.) in circulation  by 36 months, stakeholder awareness raised (confirmed through survey)	Baseline and progress surveys  Feedback and Reports from the extension worker  REDD+ related Materials  REDD+ Website of Bangladesh	UNDP

Rel cor pai act wc ref	by 14 months, Consultation and Participation Plan prepared.  by 16 months, implementation of Plan has commenced.	Roadmap includes process for preparing Consultation and Participation Plan  No existing materials on REDD+	Consultation and participation plan formulated	<p><b>Output 1.2: Consultation and Participation Plan</b></p> <p>Indicative activities:</p> <ol style="list-style-type: none"> <li>1. Undertake detailed stakeholder analysis</li> <li>2. Awareness raising of Stakeholders on RPP and REDD+ Readiness process</li> <li>3. Validate stakeholder analysis through a national-level consultation process;</li> <li>4. Engage existing CSO networks to ensure that RSF information circulates among civil society;</li> <li>5. Commission studies into traditional decision-making systems, and design a system of communication focusing through the traditional decision-making systems</li> <li>6. Prepare draft Consultation and Participation Plan, including full details of audience, communication tools, responsible parties, targets, costs, etc.;</li> <li>7. Elaborate a strategy for mainstreaming gender issues;</li> <li>8. Based on feedback from communications, continuously review the REDD+ SC and TW/G membership to reflect changing stakeholder views and patterns;</li> </ol>
IV ve R m te g	Targets: By the end of NP	Baseline: None	Indicators: National REDD+ Strategy prepared with technical inputs from the UN-REDD National Programme	<p><b>OUTCOME 2: NATIONAL REDD+ STRATEGY PREPARATION SUPPORTED (Corresponds to R-PP Component 2 )</b></p>
G C S a	by 18 months, study completed on legal alignment of laws and policies.	preliminary drivers identified through stakeholder consultations	Legal and policy gaps identified, legal, policy and legislative framework strengthened through stakeholder consultation,	<p><b>Output 2.1: Strengthen legal, policy and legislative framework for REDD+</b></p> <p>Indicative activities:</p> <ol style="list-style-type: none"> <li>1. Assess sectoral policies and laws where related to REDD+ (e.g. energy, agriculture) and provide policy recommendations, in particular with regards to harmonization;</li> <li>2. Assess the institutional framework for forest management and governance (e.g. supply of forest resource, corruption risk-mapping of forest and public finance sectors, etc.). This will include an assessment of current forest management and current law enforcement;</li> </ol>

3. Consult and validate all recommendations with all concerned stakeholders;					
<b>Output 2.2: Drivers of deforestation and forest degradation identified</b> Indicative activities: 1. Study on drivers deforestation and forest degradation to identify new drivers and to understand priorities 2. Initial analysis of all drivers of deforestation and forest degradation through studies in different forest areas – including quantitative assessment; 3. Initial analysis of climate change induced drivers of deforestation and degradation; 4. Consultation on the results of these assessments and selection of priority drivers to be addressed;	Drivers and causes of deforestation and forest degradation identified	preliminary drivers identified through stakeholder consultations	by 18 months, national study conducted to identify and assess drivers for deforestation and forest degradation;	GO Studies, rep and minute:	
<b>Output 2.3: Detailed understanding on the priority drivers of deforestation and forest degradation</b> Indicative activities: 1. Analyse results of national/regional consultation and 2a workshops on drivers of deforestation and forest degradation; 2. Collect detailed information on priority drivers, including new ones, and undertake a detailed analysis of the drivers including detailed field level analysis; 3. Assess national forest governance systems for effectiveness against drivers of deforestation and forest degradation; 4. Identify conflicts within existing land use policies and determine needs for alignment;	Drivers of deforestation and forest degradation prioritised;	preliminary assessment on strategies through workshops and preliminary design activities	by 19 months, driver of deforestation and forest degradation prioritised;	GO Studies, mini reports, packages	
<b>Output 2.4 REDD+ strategies to address drivers of deforestation and forest degradation</b> Indicative activities: 1. Develop options for policy and law-based approaches to addressing drivers (policies); 2. Undertake analysis of governance at the district level.... 3. Develop locally-specific activity packages for addressing drivers in CHT (including conflicts	Different strategic options for addressing drivers of deforestation and forest degradation, stakeholder engagement, technical approaches at District level identified;	preliminary assessment on strategies through workshops and preliminary design activities	draft list of strategies prepared by 20 months;  by 2 years, national study completed to identify and assess strategies;	GO Studies, mini reports, packages	

	and land ownership issues) and other regions (measures);			
	<ol style="list-style-type: none"> <li>Develop strategic options for strengthening capacity (human, financial, and infrastructure) of local Forest Department offices and staff - do the capacity building (5000 per office);</li> <li>Undertake cost analysis and benefit analysis of: options for policies and laws; activity packages and strengthening Forest Department;</li> <li>Undertake capacity building of the local Forest Department Offices;</li> </ol>			
Ministry of Environment and Forests	<b>2.5: Operationalizing REDD+ Implementation</b> Indicative activities: <ol style="list-style-type: none"> <li>Build capacity and undertake training of REDD+ Cell, RSC, TWGs, etc.;</li> <li>International support programme management arrangements;</li> <li>Conduct Mid-term and Final Evaluations</li> </ol>	REDD+ Cell and All committees fully capacitated and operational	RSC, REDD+ Cell and TWGs working on a preliminary and temporary basis, not fully in line with guidance, and with limited operational capacity.	RSC, RSF, REDD+ Cell and TWGs all permanently established and functioning with full capacity and resources (after 18 months).
Ministry of Agriculture	<b>Output 2.6: Transparent system for national level management of REDD+ finances in place</b> Indicative activities: <ol style="list-style-type: none"> <li>Conduct study on the design of a body for management of international transactions in carbon credits;</li> <li>Prepare options paper and recommendations for transparent and accountable management of national REDD+ revenues;</li> <li>Analyse past 'best practice' in Bangladesh for implementing national-scale development projects;</li> <li>Propose a National Authority for managing the receipt of international REDD+ funds in a transparent and efficient way;</li> </ol>	Transparent system for REDD+ finances identified	Understanding is limited, no management system in place, although systems exist for other funds with other objectives	After two years, mechanisms for receiving international carbon credits are fully designed and being established - to international standards and in line with REDD+ guidance.
Ministry of Natural Resources and Environment	<b>Output 2.7: Transparent system for local distribution of REDD+ incentives</b> Indicative activities: <ol style="list-style-type: none"> <li>Determine the basic needs of the positive incentive system for REDD+ at the local level;</li> <li>Analyse existing benefit transfer systems in Bangladesh;</li> </ol>	Mechanism for REDD+ incentive distribution identified.	No management system in place for REDD+, although systems exist for other funds with other objectives.	After two years, mechanisms for allocating incentives or benefits designed and standardised in line with REDD+ guidance

3. Prepare options paper and recommendations for transparent and accountable allocation of incentives to forest users as compensation for changed forest management and GHG emissions reduction; 4. Investigate options for lowering transaction costs for local forest managers;					
<b>OUTCOME 3: Capacities to develop and test National Forest Reference Emission Level (REL) and/or Forest Reference Level (RL) are in place (Corresponds to R-PP Component 3 )</b>	Indicators: Number of national or sub-national REL/RLs drafted and endorsed	Baseline: None	Targets: Two	Means of verification: Programme reports, mid-term and final evaluations	
<b>Output 3.1. Capacities for the development of Reference Emission Level strengthened</b> Indicative activities: 1. Capacity need assessment; 2. Building capacities in developing RELs/RLs;	Number of institutions with capacities for developing REL/RLs Number of individuals with capacities for developing REL/RLs	None None	By 24 months, 3 institutions By 24 months, 15 individuals	Documents, reports and training materials	
<b>Output 3.2 National circumstances and historical data considered for RELs/RLs.</b> Indicative activities: 1. Assess Bangladesh's National Circumstances; 2. Historical assessment of drivers of deforestation and forest degradation; 3. Data collection to support reference levels;	Report on national circumstances Number of adjustment factors for national circumstances Number of years for which historical data are available	No report No factors Some existing data/information on climate change impacts	By 18 months, assessment report completed By 18 months, two adjustment factors calculated By 24 months, 3 years of data regarding historical forest trends and drivers identified	Assessment reports, minutes of meetings, records	
<b>Output 3.3 RELs/RLs tested</b> Indicative activities: 1. Combine and harmonize historical forest area changes; 2. Develop a methodology to assess past forest land area changes; 3. Testing different RELs/RLs and possibilities of sub-national RELs/RLs;	Number of different RELs/RLs for the forestry sector tested	None	By 36 months, two REL/RLs have been tested at pilot sites and data are available at a central database	Minutes, data and reports c RELs/RLs	
<b>OUTCOME 4: National Forest Information System can be used to Develop a National Greenhouse Gas Inventory for the Forest Sector (Corresponds to R-PP Component 4 )</b>	Indicator: GHG-I report for the forest sector	Baseline: None	Targets: One GHG-I report	Means of verification: mid-term and final evaluation	

GO Ref mir ma prec	<b>Output 4.1: Capacities to implement the GHG inventory for the forest sector strengthened</b>  Indicative activities: 1. Review and updating of MRV Action Plan; 2. Organization of regular MRV meetings; 3. Support to Institutional Arrangements for GHG National Inventory System for the LULUCF sector; 4. Technical capacity building for the GHG inventory for the LULUCF sector	Number of trained personnel in GHG inventory; Institutional Arrangements for GHG National Inventory system established in FD; Facilities for GHG inventory developed.	None	By 36 months, 15 government personnel trained in GHG-I By 24 months, institutional arrangement for GHG-I established By 36 months, institutional capacity for GHG-I developed
	<b>Output 4.2: Integrated forest information system developed</b>  Indicative activities: 1. Support integration of sub-national activities into the national system; 2. Support to logistics, equipment and software needs for the information system 3. Documentation of methods and data collection for forest monitoring 4. Information system supported by adequate data management system and calculation process 5. Establishment of the Forest Management Information System	Central forest information system database in RIMS Unit,  Number of government institutions linked by Data sharing agreements, Forest management and monitoring system and guidelines developed	Inadequate forest information system  None  Limited monitoring system or guidelines	By 24 months, one online forest information system database developed and hosted at RIMS unit By 12 months, data sharing agreement signed between four institutions By 36 months, national forest management information system operational, with guidelines for data collection,

Rej  
mi  
me  
op  
da

Table 2: Resource allocation and indicative time frame

National Programme outcomes and related RPP <sup>1</sup>	National Programme outcomes, outputs and activities	Participating UN organization	Resource allocation and indicative time frame			
			Y1	Y2	Y3	Total
<b>OUTCOME 1:</b> Improved Stakeholder Awareness And Effective Stakeholder Engagement (Corresponds to RPP Component 1)	Output 1.1: Public Awareness Raised	UNDP				
	Indicative activities: 1. Review available international materials on REDD+ and translate/adapt a selection, for distribution in country 2. Develop materials specific to the Bangladesh REDD+ Roadmap 3. Develop materials for use by local government extension workers and provide training 4. Explore opportunity for NGOs as extension agents and use them for extension work 5. Create and maintain website 6. Awareness raising of forest dependent communities on REDD+ 7. Assess opportunities for radio, TV, cell-phone, billboard broadcasts dealing with forest sector issues, and implement as appropriate.		60,000	50,500	46,500	157,000

<sup>1</sup> If the National Programme outcomes correspond to more than one RPP component, please adjust table accordingly in column one merging the cell to the corresponding outcomes.



National Programme outcomes and related RPP1	National Programme outcomes, outputs and activities	Participating UN organization	Resource allocation and indicative time frame			
			Y1	Y2	Y3	Total
<b>OUTCOME 2: NATIONAL REDD+ STRATEGY PREPARATION SUPPORTED</b> (Corresponds to R-PP Component 2)	<b>Output 1.2: Consultation and Participation Plan</b> Indicative activities: 1. Undertake detailed stakeholder analysis 2. Awareness raising of Stakeholders on RPP and REDD+ Readiness process 3. Validate stakeholder analysis through a national-level consultation process; 4. Engage existing CSO networks to ensure that RSF information circulates among civil society; 5. Commission studies into traditional decision-making systems, and design a system of communication focusing through the traditional decision-making systems 6. Prepare draft Consultation and Participation Plan, including full details of audience, communication tools, responsible parties, targets, costs, etc.; 7. Elaborate a strategy for mainstreaming gender issues; 8. Based on feedback from communications, continuously review the REDD+ SC and TWG membership to reflect changing stakeholder views and patterns;	UNDP	70,500	50,000	22,500	143,000
	<b>Output 2.1: Strengthen legal, policy and legislative framework for REDD+</b> Indicative activities: 1. Assess sectoral policies and laws where related to REDD+ (e.g. energy, agriculture) and provide policy recommendations, in particular with regards to harmonization; 2. Assess the institutional framework for forest management and governance (e.g. supply of forest resource, corruption risk-mapping of forest and public finance sectors, etc.). This will include an assessment of current forest management and current law enforcement; 3. Consult and validate all recommendations with all concerned stakeholders;	UNDP	50,000	-	-	50,000
	<b>Output 2.2: Drivers of deforestation and forest degradation identified</b> Indicative activities: 1. Study on drivers deforestation and forest degradation to identify new drivers and to understand priorities 2. Initial analysis of all drivers of deforestation and forest degradation through studies in different forest areas – including quantitative assessment; 3. Initial analysis of climate change induced drivers of deforestation and degradation; 4. Consultation on the results of these assessments and selection of priority drivers to be addressed;	UNDP	45,000	30,000	-	75,000

National Programme outcomes and related RPP <sup>1</sup>	National Programme outcomes, outputs and activities	Participating UN organization	Resource allocation and indicative time frame			
			Y1	Y2	Y3	Total
	<b>Output 2.3: Detailed understanding on the priority drivers of deforestation and forest degradation</b> Indicative activities: <ol style="list-style-type: none"> <li>1. Analyse results of national/regional consultation and workshops on drivers of deforestation and forest degradation;</li> <li>2. Collect detailed information on priority drivers, including new ones, and undertake a detailed analysis of the drivers including detailed field level analysis;</li> <li>3. Assess national forest governance systems for effectiveness against drivers of deforestation and forest degradation;</li> <li>4. Identify conflicts within existing land use policies and determine needs for alignment;</li> </ol>	UNDP	50,000	40,000	-	90,000
	<b>Output 2.4: REDD+ strategies to address drivers of deforestation and forest degradation</b> Indicative activities: <ol style="list-style-type: none"> <li>1. Develop options for policy and law-based approaches to addressing drivers (policies);</li> <li>2. Undertake analysis of governance at the district level...</li> <li>3. Develop locally-specific activity packages for addressing drivers in CHT (including conflicts and land ownership issues) and other regions (measures);</li> <li>4. Develop strategic options for strengthening capacity (human, financial, and infrastructure) of local Forest Department offices and staff - do the capacity building (5000 per office);</li> <li>5. Undertake cost analysis and benefit analysis of: options for policies and laws; activity packages and strengthening Forest Department;</li> <li>6. Undertake capacity building of the local Forest Department Offices;</li> </ol>	UNDP	-	90,000	-	90,000
	<b>2.5: Operationalizing REDD+ Implementation</b> Indicative activities: <ol style="list-style-type: none"> <li>1. Build capacity and undertake training of REDD+ Cell, RSC, TWGs, etc.;</li> <li>2. International support programme management arrangements;</li> <li>3. Conduct Mid-Term and Final Evaluations</li> </ol>	UNDP	150,000	135,000	140,000	425,000

National Programme outcomes and related RPPs	National Programme outcomes, outputs and activities	Participating UN organization	Resource allocation and indicative time frame			
			Y1	Y2	Y3	Total
OUTCOME 3: Preparation of National Forest Reference Emission Level (REL) and/or a Forest Reference Level (RL) (Corresponds to R-PP Component 3)	<b>Output 2.6: Transparent system for national level management of REDD+ finances in place</b> Indicative activities: 1. Conduct study on the design of a body for management of international transactions in carbon credits; 2. Prepare options paper and recommendations for transparent and accountable management of national REDD+ revenues; 3. Analyse past 'best practice' in Bangladesh for implementing national-scale development projects; 4. Propose a National Authority for managing the receipt of international REDD+ funds in a transparent and efficient way;	UNDP	-	50,000	5,000	55,000
	<b>Output 2.7: Transparent system for local distribution of REDD+ incentives</b> Indicative activities: 1. Determine the basic needs of the positive incentive system for REDD+ at the local level; 2. Analyse existing benefit transfer systems in Bangladesh; 3. Prepare options paper and recommendations for transparent and accountable allocation of incentives to forest users as compensation for changed forest management and GHG emissions reduction; 4. Investigate options for lowering transaction costs for local forest managers;	UNDP	-	40,000	25,000	65,000
	<b>Output 3.1. Capacities for the development of Reference Emission Level strengthened</b> Indicative activities: 1. Capacity need assessment; 2. Building capacities in developing RELs/RLs;	FAO	140,000	75,000	-	215,000
	<b>Output 3.2 National circumstances and historical data considered for RELs/RLs.</b> Indicative activities: 1. Assess Bangladesh's National Circumstances; 2. Historical assessment of drivers of deforestation and forest degradation; 3. Data collection to support reference levels;	FAO	60,000	70,000	-	130,000
	<b>Output 3.3 RELs/RLs tested</b> Indicative activities: 1. Combine and harmonize historical forest area changes; 2. Develop a methodology to assess past forest land area changes; 3. Testing different RELs/RLs and possibilities of sub-national RELs/RLs;	FAO	30,000	125,000	40,000	195,000

National Programme outcomes and related RPP <sup>1</sup>	National Programme outcomes, outputs and activities	Participating UN organization	Resource allocation and indicative time frame			
			Y1	Y2	Y3	Total
OUTCOME 4: Establishment of National Forest Monitoring System Supported (Corresponds to R-PP Component 4)	<b>Output 4.1: Capacities to implement the GHG inventory for the forest sector strengthened</b> Indicative activities: 1. Review and updating of MRV Action Plan; 2. Organization of regular MRV meetings; 3. Support to Institutional Arrangements for GHG National Inventory System for the LULUCF sector; 4. Technical capacity building for the GHG inventory for the LULUCF sector	FAO	80,000	103,500	83,500	267,000
	<b>Output 4.2: Integrated forest information system developed</b> Indicative activities: 1. Support integration of sub-national activities into the national system; 2. Support to logistics, equipment and software needs for the information system 3. Documentation of methods and data collection for forest monitoring; 4. Information system supported by adequate data management system and calculation process 5. Establishment of the Forest Management Information System	FAO	20,000	88,000	85,000	193,000
<b>Sub-total</b>			755,500	947,000	447,500	2,150,000
<b>Indirect Support Cost (7%)</b>			52,885	66,290	31,325	150,500
<b>Overall Total:</b>			808,385	1,013,290	478,825	2,300,500

Table 3: Pass-Through Allocations

Pass-Through Allocations		Y1	Y2	Y3	Total
FAO	Programme Cost	330,000	461,500	208,500	1,000,000
	Indirect Support Cost	23,100	32,305	14,595	70,000
UNDP	Programme Cost	425,500	485,500	239,000	1,150,000
	Indirect Support Cost	29,785	33,985	16,730	80,500
<b>Overall Total:</b>	<b>Programme Cost</b>	755,500	947,000	447,500	2,150,000
	<b>Indirect Support Cost</b>	52,885	66,290	31,325	150,500



### 3. 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](http://www.un-redd.org). See also the UN-REDD Workspace for eligible users [www.unredd.net](http://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 Office) is the Administrative Agent of the UN-REDD Fund. The MPTF Office 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 MPTF and/or UN National Programmes using the pass-through fund management modality".

The MPTF Office as AA is responsible for:

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

- (b) Administer such funds received, in accordance with this Memorandum of Understanding including the provisions relating to winding up the Fund Account and related matters;
- (c) Subject to availability of funds, disburse 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) Consolidate statements and reports, based on submissions provided to the Administrative Agent by each Participating UN Organization, as set forth in the TOR, and provide these to each donor that has contributed to the Fund Account and to the Policy Board;
- (e) Provide final reporting, including notification that the Fund has been fully expended or has been wound up in accordance with the Fund TOR; and
- (f) Disburse funds to any Participating UN Organization for any additional costs of the task that the Steering Committee may decide to allocate (as referred to in Section I, Paragraph 3) in accordance with TOR.

### **Overview of expected management arrangements at the national level**

#### **UN Resident Coordinator**

The NP will be supported by UN Resident Coordinator in her/his strategic leadership of the UN Country Team and relationships with national authorities. The UN Resident Coordinator will provide ongoing oversight to the NP, ensuring the participating UN organizations are meeting their obligations. The Resident Coordinator is entrusted with supporting the overall programme design under the government's leadership, ongoing programmatic oversight of the NP activities and UN coordination with the National REDD Office where such exist. The Resident Coordinator also facilitates ongoing monitoring and evaluation of the NP activities in conformity with UN standards 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 NP's progress and results. Resident Coordinator is encouraged to keep Country Team members fully-informed on UN-REDD activities. The UN-REDD Programme also looks to Resident Coordinator to reach out to NGOs, CSOs, national governments and non-resident UN agencies, where appropriate.

#### **National Implementing Partner**

The key agencies identified for implementing the UN-REDD National Programme are under the Ministry of Environment and Forests (MoEF). The Forest Department (FD) of the MoEF is the lead Implementing Partner, as the agency responsible for management of forested lands. The UN-REDD National Programme will be headed by a National Programme Director (NPD), based within the REDD Cell at the FD.

#### **Programme Executive Board /National Steering Committee**

A Programme Executive Board (PEB) will be formed to appraise and approve the Programme's key documents, including annual and quarterly plans, budgets and semi-annual and annual reports, to ensure the delivery of the intended results and address critical issues and risks that cannot be addressed by the Implementing Partner alone. It will be chaired by the Secretary of the MoEF and co-chaired by the UN Resident Coordinator (UNRC). PEB members will include representatives of relevant Ministries and Departments, and representatives of CSOs and Indigenous Peoples<sup>1</sup>. The National Programme Director of the UN-REDD National Programme will act as the Secretary of the PEB.

In July 2011, the Government of Bangladesh established a National REDD+ Steering Committee (RSC) with a mandate to provide overall guidance and direction to the National REDD+ Readiness Process, including on matters related to cross-sectoral and inter-agency coordination and collaboration. The RSC, therefore, has the responsibility for the overall coordination and collaboration between all REDD+ relevant initiatives, supported by various development partners and national institutions, including the UN-REDD Programme in order for Bangladesh to attain REDD+ Readiness in a cost-effective and coherent manner. The UN-REDD National Programme PEB will therefore seek guidance and direction from the RSC.

#### Programme Management Unit

The UN-REDD Bangladesh National Programme will be headed by a National Programme Director (NPD), based within the REDD+ Cell at the FD. Under the overall direction of the NPD, a Programme Management Unit (PMU) will be established under the REDD+ cell to ensure day-to-day management of the UN-REDD Programme. This arrangement will facilitate the capacity transfer between the PMU and the REDD Cell. Furthermore, the PMU will be responsible for the development and implementation of work plans and budgets (in close collaboration with FAO and UNDP) and the organization of PEB meetings. The PMU will also be responsible for maintaining transparent, up-to-date and accessible records of the Programme. Key staff members of the PMU will include a Programme Manager (ToR available in Annex 3), Technical Advisors, Communications Officer, Administration and Finance Officers and a Secretary. The lead UN Agency in the Bangladesh UN-REDD National Programme will be UNDP. As the lead agency, UNDP will support the establishment and operation of the PMU.

#### GoB Contribution (in kind):

Programme Management Unit will be within the REDD+ Cell at Forest Department of Ministry of Environment and Forests. FD supported necessary arrangements for Office Spaces and utilities (telephone, fax, water, electricity etc.) for the whole Project period. Also, FD supported salaries of Forest Department Government officials. All FD contribution will be treated as In Kind Contribution of GoB.

#### Participation of Civil Society and Indigenous Peoples

Current UN-REDD Guidelines regarding participation of civil society and Indigenous Peoples will be applied during the implementation of the National Programme. These include the Operational Guidance on engagement of Indigenous Peoples and other forest dependent communities, and the UN-REDD Programme Guidelines on Free, Prior and Informed Consent (FPIC).

#### Coordination with other REDD+ initiatives

During the preparation of the REDD+ Readiness Roadmap, various government agencies and development partners were engaged, and many have indicated their interests in contributing to the implementation of the Roadmap. Such support will mainly come from the following initiatives:

- USAID-supported project for capacity development of the Ministry of Environment and Forests
- USAID-supported Climate-Resilient Ecosystems and Livelihoods (CREL) project
- UNDP Chittagong Hill Tracts Development Facility (CHTDF) project
- EU's Sundarbans Environmental Livelihoods Security (SEALS) Project
- World Bank's Strengthening Regional Cooperation for Wildlife Protection Project
- Bangladesh Climate Change Resilience Fund (BCCRF)'s Climate Resilient Participatory Afforestation and Reforestation (CRPAR) Project
- Sustainable Development and Biodiversity Conservation in Coastal Protection Forest of Government of Germany / GIZ



- Management of Sundarbans for Biodiversity Conservation and Increased Adaptation to Climate Change of Government of Germany / GIZ
- UNDP's National Adaptation Plan (NAP) project

In particular, the UN-REDD Bangladesh National Programme will work closely with the USAID financed support in developing a National Forest Inventory and a Satellite Forest Monitoring System under Component 4 of the Roadmap, and with the UNDP Chittagong Hill Tracts Development Facility (CHTDF) to jointly deliver relevant activities related to awareness, stakeholder consultation and engagement and systems for transparent and equitable benefit sharing. Specific coordination and collaboration arrangements are currently being negotiated, and overall processes of coordination and alignment for the implementation of the Roadmap will be managed by the RSC. The UN-REDD programme will also built on the achievements of the above mentioned projects and will ensure duplications being avoided. Also, all possible avenues will be explored during the implementation phase to ensure that the UN-REDD programme interventions complement any existing effort of the on-going and past initiatives.

#### Use of the UN-REDD Programme logo

When developing communications products to support UN-REDD NP 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.

## **4. Fund Management Arrangements**

MPTF Office as the Administrative Agent. The Administrative Agent will ensure consistency of the approved Joint 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.

#### Cash Transfer

Based on the principles applied to all UN-REDD National Programmes (see Annex 5), the three Participating UN Organizations will channel funds through a common 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.

Under the Harmonized Cash Transfer system (HACT) introduced by the UN EXCOM Agencies (UNDP, UNICEF, WFP and UNFPA) to reduce transaction costs on Implementing Partners, four modalities of payments are foreseen for nationally implemented projects/programmes. They include: 1) Prior to the start of activities against agreed work plan cash transferred (direct cash transfer) to the Treasury, Ministry of Finance and Planning, for forwarding to the Implementing Partner; 2) Reimbursements after completion of eligible activities by the Implementing Partner; 3) Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of

requests signed by the designated official of the Implementing Partner; and 4) Direct payments to vendors or third parties for obligations incurred by UN agencies in support of activities agreed with Implementing Partners.

In March 2009, a risk assessment was performed on the MoEF. The assessment results suggest that the Ministry is equipped with suitable qualified personnel who have sufficient experience to handle its operations effectively and efficiently. Additionally, staff members are well aware of the requirement of finance and administrative regulations and hence day-to-day operations are handled accordingly without major deviations. Therefore on the assessed end result of the financial management capacity, it has been given an overall risk rating as moderate. For more details, please refer to Annex 2 – HACT Micro Assessment Report on the Ministry of Environment and Forests, Bangladesh. On the basis of this assessment outcome, the first modality of payments described above will be used.

In order to receive the funds advanced by the Participating UN Organizations, the Implementing Partner/programme must either: a) Open a bank account, under the name of the programme, to be used only for receiving the Participating UN Organizations advances through the Treasury and to make payments related to the programme; or b) In agreement with participating UN organizations, identify an existing bank account under the IP's name, that would be used solely for the purposes of receiving advances from the Participating UN Organizations through the Treasury to the programme and making payments with these advances. Under no circumstances will the Direct Cash Transfer Modality be used to advance funds to any individual inside or any entity or individual outside of the Implementing Partner or to any account other than the identified official programme bank account.

It will be the responsibility of the PMU Manager to liaise with the Participating UN Organizations to prepare a consolidated Fund Authorisation and Certification of Expenditure [FACE] form, in the required format, and provide it to the Participating UN Organizations at regular and necessary intervals.

All procurements and disbursements by the Participating UN Organizations are approved by the NPD, thereby assuring coordination and ensuring national accountability. In outline, the Participating UN Organizations' 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 Bangladesh. 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. Provided that basic conditions can be met, FAO will consider using HACT for Non-Commercial activities (i.e. those that do not involve procurement or contracting). In such cases, FAO will apply the outcome of the HACT micro-assessment for the NIP. A Letter of Understanding (LoU) will be signed between FAO and the NIP based on the outcome of the micro-assessment.

#### **UNDP**

For those Outputs indicated in the Results Framework, UNDP receives funds and based on the approved annual work plan provides the required financial resources to the Implementing Partners, under the NIM modality, to carry out programme activities during the annual cycle. UNDP uses the Harmonized Approach to Cash Transfer (HACT), under which the Implementing Partner (IP) will be accountable for: managing UNDP resources to achieve the expected results specified in the programme document, in accordance with the principles of the Financial Regulations and Rules of UNDP; maintaining up-to-date accounting system to ensure accuracy and reliability of financial reporting; and sending expenditure reports on a quarterly based (or more frequently as appropriate) to UNDP. For those activities and outputs for which the Government of Bangladesh requests UNDP to take responsibility, the Government of Bangladesh and UNDP will sign a Letter of Agreement for the Provision of Support Services under NIM.

#### Direct and Support Costs

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 the Participating UN Organizations should be charged to the Support to National REDD+ Action - Global Programme. 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 5 – Principles to be applied for National Programmes and the UN-REDD Programme Handbook for National Programmes and other National-Level Activities.

### Procurement

Annual and quarterly work plans will identify responsible partners for procurements. As a general rule, under the programme's national implementation arrangement (NIM), the Government guidelines will be applied for competitive procurement of goods and services, such as advertising, tender bidding, evaluation and approval; they will also be in line with international standards for all programme-related activities. Procurement of items will be done by Implementing Partner using its own procedures and systems.

In exceptional cases, based on a specific request of the Implementing Partner, 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 Bangladesh 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 Bangladesh duties/taxes/levies/VAT on all imported and local procurement of goods and services.

The Implementing Partner will be audited periodically as per the annual audit plan prepared by the government coordinating /levies/VAT on all imported and local procurement of goods and services.

The Implementing authority in consultation with the UNDP Bangladesh. The Ministry of Environment and Forests will be responsible for ensuring that all audit requirements are met.

## **5. Monitoring, Evaluation and Reporting**

Reporting and monitoring provide opportunities at regular predetermined points to validate the logic of the R-PP 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 the National UN-REDD Programme. As necessary parameters for monitoring and evaluation such as baselines, indicators, targets and means of verifications are already provided in Table 1: National Programme Results Framework, this section will only focus on how monitoring and evaluation activities will be carried out during the implementation of the National UN-REDD Programme in Bangladesh.



## Monitoring and Evaluation Schedule and Resources

In order to ensure adaptive management of the process, the implementation of the National UN-REDD Programme will be monitored and evaluated periodically through internal reviews (i.e., quarter, semi-annual, annual progress reporting). There will be a mid-term evaluation (US\$ 10,000 allocated under Output 2.5) and a final evaluation<sup>2</sup> (US\$ 40,000 allocated under Output 2.5) 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 the FD, other partners and the Participating UN Organizations, while the indirect cost will ensure quality assurance and oversight by the Participating UN Organizations.

### Annual/Regular Reviews

The Participating UN Organizations are required to provide narrative reports on results achieved, lessons learned and the contributions made to the National Programme. The information shall be consolidated by the Programme Manager into a narrative report every six months and submitted to the PEB. The reports will then be forwarded by the UN Resident Coordinator 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 UN Resident Coordinator will assist in ensuring the participating UN Organizations at the country level provide the necessary information. The UN-REDD Coordination Group shall also follow-up with the relevant officers and representatives of the participating UN Organizations to ensure the delivery of the report.

The Administrative Agent will provide regular updates on the financial status of the MPTF to the Policy Board, for review and action as appropriate. The Administrative Agent and Participating UN Organizations will be audited in accordance with their own Financial Regulations and Rules.

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 Office (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 MPTF, as per the deadline agreed between the three Participating UN Organizations and the MPTF Office. These financial statements are provided to the MPTF Office 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.

---

<sup>2</sup> 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.

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.

## Evaluation

All programmes supported by the UN-REDD Programme MPTF will undertake a (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 Bangladesh UN-REDD 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 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

All reports are to be submitted to the UN-REDD Secretariat ([un-redd@un-redd.org](mailto:un-redd@un-redd.org)) by the communicated deadline. These reports serve all UN-REDD Programme reporting needs, including those of the UN-REDD Programme's Administrative Agent, the MPTF Office. The MPTF Office submits the consolidated reports, to the UN-REDD Policy Board and the donors of the UN-REDD MPTF account.

In preparing the NP reports, the responsibilities are as follows:

- *Participating UN Organizations* prepare and sign-off the reports, determining its own internal process 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 it to the UN-REDD Secretariat.
- *The National Programme Manager* should 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 complimentary 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.

## 6. Risk Management

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

Risk Category	Description of Risk	Assessment of Risk (high, medium, or low)	Mitigation Measure
Political	Lack of political will in support of REDD+ Readiness, supporting policies and institutional reforms	Medium	<p>Advocacy programme targeting policy makers and key decision makers would have a positive impact creating and maintaining the political will necessary for a successful programme implementation. REDD+ will be aligned with and discussed in the context of climate change adaptation</p> <p>Awareness programmes for national, division and district-level politicians.</p>
Organizational	Lack of coordination among the government institutions to work Jointly and support joint actions (MRV, forest definition, law enforcement, etc.)	Medium	The Programme will work closely with the RSC to ensure coordination and collaboration among relevant government institutions to discuss and clarify issues and jointly implement actions. When and where higher level of political engagement is required to address matters, both the RSC and UNRC will be engaged to reach out to appropriate individuals and bodies.
	Lack of willingness to share and harmonize data across the government institutions.	Medium	<p>Representatives of all relevant institutions will be members of the National REDD+ Steering Committee (RSC).</p> <p>In addition, FAO is currently supporting the MoEF to develop data sharing agreements with other relevant government institutions, which will be implemented throughout the Programme and in the future.</p>
Operational	Ineffective national REDD+ coordination mechanism	Low	The National RSC was established in 2011 and its effective operation will mitigate this risk. The RSC's coordination and decision-making process will ensure adequate coordination and consensus between all the stakeholder institutions. It should be noted that over-reliance on the RSC for implementation progress can also be a risk.

			Therefore, the National Programme will closely monitor and address issues and risks as they arise and play a strong facilitation role to ensure progress.
	Limited information dissemination and access by remote areas	Medium	Consultation and Participation Plan would focus on stakeholders in remote areas.
	Legal barriers to benefit sharing options	Medium	Options for equitable and transparent benefit sharing will be identified.  A Technical Working Group on financial issues under REDD+ will be established to provide a comprehensive understanding of the financial flows and develop options for financial management and benefit distribution.
	Weak mechanism to allow effective participation of all relevant stakeholders.	Low	With targeted awareness among stakeholders, effective platforms to ensure stakeholder participation will be developed. The proposed 'REDD+ readiness' phase is used to analyse existing barriers and develop effective mechanisms.
Regulatory	Lack of stakeholder interests and support on key guidance materials (safeguards, etc.)	Medium	Detailed analysis to develop a clear understanding of potential impacts and different stakeholder interests together with awareness-raising and consultation will ensure effective participation and support of stakeholders.
Strategic	Lack of coordination among different stakeholder groups	Medium	Consultation and Participation Plan will improve information access and dissemination plus extensive coordination extending from national to community level.

## 7. 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 20<sup>th</sup> June 2008. The current Programme strategy runs between 2011 and 2015.

This National Programme document is consistent with the cooperation/assistance agreements signed by the lead UN agencies involved in this programme with the Government of Bangladesh. For the UNDP, this document is pursuant to the Country Programme Action Plan and the Standard Basic Assistance Agreement (SBAA) it signed with the Government of Bangladesh. 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.

The **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 basic agreement with Government of Bangladesh as indicated in the exchange of letters between the Government of Bangladesh and FAO in 1977, which led to the establishment of the FAO country office in Dhaka.

The FAO Representative shall represent the Organization in Bangladesh, 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 Bangladesh. In addition, in order to facilitate the implementation of the Programme by FAO, the Government of Bangladesh agrees to the supplementary arrangements contained in Annex 6 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 National Programme document shall be the legal basis of UNEP's relation with the Government of Bangladesh within the context of this programme. UNEP is not directly responsible for the delivery of any particular results under this UN-REDD National Programme. Hence, no budget allocation is made to UNEP. However, UNEP might be asked by the Government of Bangladesh to provide technical guidance on relevant issues under the National Programme. In such case, UNEP may offer its assistance remotely 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.

## **8. Work plans and budgets**

The work plan and budget of this National Programme have been developed jointly by the three Participating UN Organizations and the Government of Bangladesh and it is presented in Annex 1. The work plan details the expected outcomes, outputs and activities to be carried out within the programme, the Implementing Partner, timeframes and planned inputs from the Participating UN Organizations. An annual work plan and budget will be produced each year for each Participating UN Organization, subsequent to the decisions of the annual/regular reviews. Each work plan will be approved by the UN-REDD Secretariat and signed by the Implementing Partner.



### Annual 1: Work Plan with harmonized budget categories

Outcome 1		Planned budget (USD)							Participating UN Agencies		
Expected outputs		Description	Year 1	Year 2	Year 3	Total	FAO	UNDP			
1.1 Public Awareness Raised		Staff and other personnel costs	15,000.00	15,000.00	15,000.00	45,000.00	0.00	45,000.00			
		Supplies, Commodities, Materials	10,000.00	8,000.00	5,000.00	23,000.00	0.00	23,000.00			
		Equipment, Vehicles, and Furniture including Depreciation	0.00	0.00	0.00	0.00	0.00	0.00			
		Contractual Services	20,000.00	19,500.00	18,500.00	58,000.00	0.00	58,000.00			
		Travel	15,000.00	8,000.00	8,000.00	31,000.00	0.00	31,000.00			
		Transfers and Grants Counterparts	0.00	0.00	0.00	0.00	0.00	0.00			
		General Operating and Other Direct Costs	0.00	0.00	0.00	0.00	0.00	0.00			
		<b>Total</b>	<b>60,000.00</b>	<b>50,500.00</b>	<b>46,500.00</b>	<b>157,000.00</b>	<b>0.00</b>	<b>157,000.00</b>			
1.2 Consultation and Participation Plan		Staff and other personnel costs	15,000.00	15,000.00	7,500.00	37,500.00	0.00	37,500.00			
		Supplies, Commodities, Materials	10,000.00	5,000.00	3,000.00	18,000.00	0.00	18,000.00			
		Equipment, Vehicles, and Furniture including Depreciation	0.00	0.00	0.00	0.00	0.00	0.00			
		Contractual Services	34,500.00	25,000.00	9,000.00	68,500.00	0.00	68,500.00			
		Travel	11,000.00	5,000.00	3,000.00	19,000.00	0.00	19,000.00			
		Transfers and Grants Counterparts	0.00	0.00	0.00	0.00	0.00	0.00			
		General Operating and Other Direct Costs	0.00	0.00	0.00	0.00	0.00	0.00			
		<b>Total</b>	<b>70,500.00</b>	<b>50,000.00</b>	<b>22,500.00</b>	<b>143,000.00</b>	<b>0.00</b>	<b>143,000.00</b>			

Outcome 1 sub-total		130,500.00	100,500.00	69,000.00	300,000.00	0.00	300.00
Outcome 2							
2.1. Strengthen legal, policy and legislative framework for REDD+	Expected outputs	Description	Year 1	Year 2	Planned budget (USD)		Participating UN Agencies
					Year 3	Total	FAO
		Staff and other personnel costs	15,000.00	0.00	0.00	15,000.00	0.00
		Supplies, Commodities, Materials	3,000.00	0.00	0.00	3,000.00	0.00
		Equipment, Vehicles, and Furniture including Depreciation	0.00	0.00	0.00	0.00	0.00
		Contractual Services	30,000.00	0.00	0.00	30,000.00	0.00
		Travel	2,000.00	0.00	0.00	2,000.00	0.00
		Transfers and Grants Counterparts	0.00	0.00	0.00	0.00	0.00
		General Operating and Other Direct Costs	0.00	0.00	0.00	0.00	0.00
		<b>Total</b>	<b>50,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>50,000.00</b>	<b>0.00</b>
		Staff and other personnel costs	0.00	15,000.00	0.00	15,000.00	0.00
		Supplies, Commodities, Materials	2,000.00	2,000.00	0.00	4,000.00	0.00
		Equipment, Vehicles, and Furniture including Depreciation	0.00	0.00	0.00	0.00	0.00
		Contractual Services	34,000.00	11,000.00	0.00	45,000.00	0.00
2.2 Drivers of deforestation and forest degradation identified		Travel	9,000.00	2,000.00	0.00	11,000.00	0.00
		Transfers and Grants Counterparts	0.00	0.00	0.00	0.00	0.00
		General Operating and Other Direct Costs	0.00	0.00	0.00	0.00	0.00
		<b>Total</b>	<b>45,000.00</b>	<b>30,000.00</b>	<b>0.00</b>	<b>75,000.00</b>	<b>0.00</b>
2.3		Staff and other personnel costs	15,000.00	15,000.00	0.00	30,000.00	0.00
		Supplies, Commodities, Materials	6,000.00	4,000.00	0.00	10,000.00	0.00

Detailed understanding on the priority drivers of deforestation and forest degradation	Equipment, Vehicles, and Furniture including Depreciation	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Contractual Services	25,000.00	19,000.00	0.00	0.00	44,000.00	0.00	0.00	44,000.00
	Travel	4,000.00	2,000.00	0.00	0.00	6,000.00	0.00	0.00	6,000.00
	Transfers and Grants Counterparts	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	General Operating and Other Direct Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
2.4 REDD+ strategies to address drivers of deforestation and forest degradation	<b>Total</b>	<b>50,000.00</b>	<b>40,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>90,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>90,000.00</b>
	Staff and other personnel costs	0.00	15,000.00	0.00	0.00	15,000.00	0.00	0.00	15,000.00
	Supplies, Commodities, Materials	0.00	15,000.00	0.00	0.00	15,000.00	0.00	0.00	15,000.00
	Equipment, Vehicles, and Furniture including Depreciation	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Contractual Services	0.00	40,000.00	0.00	0.00	40,000.00	0.00	0.00	40,000.00
	Travel	0.00	20,000.00	0.00	0.00	20,000.00	0.00	0.00	20,000.00
	Transfers and Grants Counterparts	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	General Operating and Other Direct Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>Total</b>	<b>0.00</b>	<b>90,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>90,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>90,000.00</b>
	Staff and other personnel costs	65,400.00	65,400.00	65,400.00	65,400.00	196,200.00	0.00	0.00	196,200.00
2.5 Operationalizing REDD+ implementation	Supplies, Commodities, Materials	25,000.00	20,000.00	20,000.00	20,000.00	65,000.00	0.00	0.00	65,000.00
	Equipment, Vehicles, and Furniture including Depreciation	31,600.00	0.00	0.00	0.00	31,600.00	0.00	0.00	31,600.00
	Contractual Services	20,000.00	37,600.00	47,000.00	47,000.00	104,600.00	0.00	0.00	104,600.00
	Travel	8,000.00	12,000.00	7,600.00	7,600.00	27,600.00	0.00	0.00	27,600.00
	Transfers and Grants Counterparts	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	General Operating and Other Direct Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>Total</b>	<b>150,000.00</b>	<b>135,000.00</b>	<b>140,000.00</b>	<b>140,000.00</b>	<b>425,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>425,000.00</b>

2.6 Transparent system for national level management of REDD+ finance in place	Staff and other personnel costs	0.00	0.00	0.00	0.00	0.00	0.00	
	Supplies, Commodities, Materials	0.00	7,000.00	3,000.00	10,000.00	0.00	10.00	
	Equipment, Vehicles, and Furniture including Depreciation	0.00	0.00	0.00	0.00	0.00	0.00	
	Contractual Services	0.00	38,000.00	0.00	38,000.00	0.00	38.00	
	Travel	0.00	5,000.00	2,000.00	7,000.00	0.00	7.00	
	Transfers and Grants Counterparts	0.00	0.00	0.00	0.00	0.00	0.00	
2.7 Transparent system for local distribution of REDD+ incentives identified	General Operating and Other Direct Costs	0.00	0.00	0.00	0.00	0.00	0.00	
		0.00	50,000.00	5,000.00	55,000.00	0.00	55.00	
	Staff and other personnel costs	0.00	0.00	0.00	0.00	0.00	0.00	
	Supplies, Commodities, Materials	0.00	3,000.00	5,000.00	8,000.00	0.00	8.00	
	Equipment, Vehicles, and Furniture including Depreciation	0.00	0.00	0.00	0.00	0.00	0.00	
	Contractual Services	0.00	30,000.00	13,000.00	43,000.00	0.00	43.00	
	Travel	0.00	7,000.00	7,000.00	14,000.00	0.00	14.00	
	Transfers and Grants Counterparts	0.00			0.00	0.00	0.00	
	General Operating and Other Direct Costs	0.00	40,000.00	25,000.00	65,000.00	0.00	65.00	
	Outcome 2 sub-total	295,000.00	385,000.00	170,000.00	850,000.00	0.00	850.00	
Outcome 3								
Expected outputs		Description		Planned budget (USD)		Participating UN Agencies		
				Year 1	Year 2	Year 3	Total	FAO
3.1	Staff and other personnel costs			55,000.00	25,000.00	0.00	80,000.00	80,000.00
	Supplies, Commodities, Materials			8,000.00	5,000.00	0.00	13,000.00	13,000.00

Capacities for the development of Reference Emission Level strengthened.	Equipment, Vehicles, and Furniture including Depreciation	8,000.00	4,000.00	0.00	12,000.00	12,000.00	0.00
	Contractual Services	0.00	0.00	0.00	0.00	0.00	0.00
	Travel	50,000.00	35,000.00	0.00	85,000.00	85,000.00	0.00
	Transfers and Grants Counterparts	0.00	0.00	0.00	0.00	0.00	0.00
	General Operating and Other Direct Costs	19,000.00	6,000.00	0.00	25,000.00	25,000.00	0.00
	<b>Total</b>	<b>140,000.00</b>	<b>75,000.00</b>	<b>0.00</b>	<b>215,000.00</b>	<b>215,000.00</b>	<b>0.00</b>
	Staff and other personnel costs	36,000.00	42,000.00	0.00	78,000.00	78,000.00	0.00
3.2 National circumstances and historical data considered for RELs/RLs	Supplies, Commodities, Materials	4,000.00	4,500.00	0.00	8,500.00	8,500.00	0.00
	Equipment, Vehicles, and Furniture including Depreciation	1,200.00	1,300.00	0.00	2,500.00	2,500.00	0.00
	Contractual Services	0.00	0.00	0.00	0.00	0.00	0.00
	Travel	17,500.00	20,000.00	0.00	37,500.00	37,500.00	0.00
	Transfers and Grants Counterparts	0.00	0.00	0.00	0.00	0.00	0.00
	General Operating and Other Direct Costs	1,300.00	2,200.00	0.00	3,500.00	3,500.00	0.00
	<b>Total</b>	<b>60,000.00</b>	<b>70,000.00</b>	<b>0.00</b>	<b>130,000.00</b>	<b>130,000.00</b>	<b>0.00</b>
3.3 RELs/RLs tested	Staff and other personnel costs	10,000.00	70,000.00	20,000.00	100,000.00	100,000.00	0.00
	Supplies, Commodities, Materials	0.00	6,000.00	0.00	6,000.00	6,000.00	0.00
	Equipment, Vehicles, and Furniture including Depreciation	0.00	17,000.00	5,000.00	22,000.00	22,000.00	0.00
	Contractual Services	10,000.00	0.00	0.00	10,000.00	10,000.00	0.00
	Travel	10,000.00	27,000.00	15,000.00	52,000.00	52,000.00	0.00
	Transfers and Grants Counterparts	0.00	0.00	0.00	0.00	0.00	0.00
	General Operating and Other Direct Costs	0.00	5,000.00	0.00	5,000.00	5,000.00	0.00
	<b>Total</b>	<b>30,000.00</b>	<b>125,000.00</b>	<b>40,000.00</b>	<b>195,000.00</b>	<b>195,000.00</b>	<b>0.00</b>



Outcome 3 sub-total		230,000.00	270,000.00	40,000.00	540,000.00	540,000.00	
Outcome 4:							
Expected outputs	Description	Planned budget (USD)			Participating UN Agencies		
		Year 1	Year 2	Year 3	Total	FAO	UNEP
		Staff and other personnel costs	42,000.00	54,000.00	42,000.00	138,000.00	
		Supplies, Commodities, Materials	1,000.00	1,000.00	1,000.00	3,000.00	
		Equipment, Vehicles, and Furniture including Depreciation	7,000.00	7,000.00	5,000.00	19,000.00	
		Contractual Services	0.00	0.00	0.00	0.00	
		Travel	14,000.00	22,000.00	18,000.00	54,000.00	
		Transfers and Grants Counterparts	0.00	0.00	0.00	0.00	
		General Operating and Other Direct Costs	16,000.00	19,500.00	17,500.00	53,000.00	
		Total	80,000.00	103,500.00	83,500.00	267,000.00	
		Staff and other personnel costs	5,000.00	50,000.00	50,000.00	105,000.00	
		Supplies, Commodities, Materials	0.00	3,000.00	0.00	3,000.00	
		Equipment, Vehicles, and Furniture including Depreciation	15,000.00	8,500.00	8,500.00	32,000.00	
		Contractual Services	0.00	2,500.00	2,500.00	5,000.00	
		Travel	0.00	17,000.00	16,000.00	33,000.00	
4.2 Integrated forest information system developed	Transfers and Grants Counterparts	0.00	0.00	0.00	0.00	0.00	
	General Operating and Other Direct Costs	0.00	7,000.00	8,000.00	15,000.00	15,000.00	
	Total	20,000.00	88,000.00	85,000.00	193,000.00	193,000.00	
	Outcome 4 sub-total	100,000.00	191,500.00	168,500.00	460,000.00	460,000.00	
Total Programme cost (All outcomes)		Year 1	Year 2	Year 3	Total	FAO	UNEP

SUMMARY OF PROGRAMME COST	Staff and other personnel costs	273,400.00	381,400.00	199,900.00	854,700.00	501,000.00	353,700.00
	Supplies, Commodities, Materials	69,000.00	83,500.00	37,000.00	189,500.00	33,500.00	156,000.00
	Equipment, Vehicles, and Furniture including Depreciation	62,800.00	37,800.00	18,500.00	119,100.00	87,500.00	31,600.00
	Contractual Services	173,500.00	222,600.00	90,000.00	486,100.00	15,000.00	471,100.00
	Travel	140,500.00	182,000.00	76,600.00	399,100.00	261,500.00	137,600.00
	Transfers and Grants Counterparts	0.00	0.00	0.00	0.00	0.00	0.00
	General Operating and Other Direct Costs	36,300.00	39,700.00	25,500.00	101,500.00	101,500.00	0.00
	<b>Total</b>	<b>755,500.00</b>	<b>947,000.00</b>	<b>447,500.00</b>	<b>2,150,000.00</b>	<b>1,000,000.00</b>	<b>1,150,000.00</b>
	Indirect costs (7%)	52,885.00	66,290.00	31,325.00	150,500.00	70,000.00	80,500.00
	<b>GRAND TOTAL</b>	<b>808,385.00</b>	<b>1,013,290.00</b>	<b>478,825.00</b>	<b>2,300,500.00</b>	<b>1,070,000.00</b>	<b>1,230,500.00</b>
Notes:							
1. Additional outputs can be added or deleted as appropriate							
2. Additional columns can be added where programme is spread over more than two years							
3. Additional rows can be added where there are more outcomes							
4. Additional columns to be included for quarterly workplans as necessary Q5, Q6....etc.							



## **Annex 2: HACT Micro Assessment**

Please go to the UN-REDD Workspace: [www.unredd.net](http://www.unredd.net/index.php?option=com_docman&task=doc_download&gid=8373&Itemid=53) [http://www.unredd.net/index.php?option=com\\_docman&task=doc\\_download&gid=8373&Itemid=53](http://www.unredd.net/index.php?option=com_docman&task=doc_download&gid=8373&Itemid=53) or website of the UN Resident Coordinator to Bangladesh's office: [www.un-bd.org](http://www.un-bd.org) to access the Micro Assessment Report on the Ministry of Environment and Forests, Bangladesh.

## **Annex 3: Terms of Reference of Programme Management Unit (PMU) Staff**

The PMU will consist of five core staff members.

1. Programme Manager,
2. Finance Officer,
3. Communications Officer,
4. Administrative Assistant, and
5. Programme Secretary.

In addition, there will be three technical positions.

1. Chief Technical Advisor,
2. NFMS Expert, and
3. REDD+ Governance Expert

**Programme Manager Position** (ToR for the other positions are available separately)

### **Objectives:**

Under the guidance and supervision of the National Programme Director (NPD) and in coordination with the 3 UN Organizations, the PM will take responsibility for the management and administration of the UN-REDD Bangladesh National Programme. He/she will be directly accountable to both the FD and the UN Organizations for the overall management of the Programme and timely delivery of results.

He/she will manage the planning, implementation, coordination, reporting, monitoring and evaluation of the programme and its components, and will be supported by a Chief Technical Advisor (CTA) and other PMU staff. He/she will be the line manager of all other PMU staff.

### **Specific responsibilities are as follows:**

- Develop annual and quarterly work plans and operational budgets and ensure timely submission of these documents to the NPD for obtaining approval from the PEB;
- Supervise the implementation of all UN-REDD Programme components, activities and tasks in line with the corresponding work plans and budgets;
- Supervise the management of the programme budget and ensure delivery of budget as per approved work plans;
- Lead the establishment of the PMU's administrative and financial procedures;
- Manage the day-to-day operations of the PMU including the supervision of PMU personnel and contracted PMU consultants/experts and subcontractors;
- Oversee and finalize Terms of Reference (TOR) for national and international consultants/experts and subcontractors;
- Recommendation and clearance of transactions under the programme, as directed by the NPD;

- Ensure the timely submission of reports, outputs and other deliverables to NPD for review and evaluation, and submission to the PEB and the RSC;
- Prepare and ensure prompt submission of required technical and financial reports to UN Organizations; recommending appropriate measures for enhancement of efficiency and effectiveness and endorsing the same to the NPD for review/integration and eventual presentation to the PEB/RSC;
- Develop and implement monitoring and evaluation mechanism for financial, administrative, and operational activities and ensure timely submission of progress and financial reports;
- Ensure coordination of programme activities and effective communication with all stakeholders to facilitate smooth implementation of the programme;
- Identify and monitor issues and risks regarding the delivery of programme outputs and activities and recommend remedial actions to the NPD, PEB and RSC, as appropriate.

#### **Expected Results/Deliverables**

- The UN-REDD Programme is effectively and efficiently implemented in a transparent and accountable manner, in accordance with all applicable rules and regulations of the Government of Bangladesh and the UN Organizations.
- Quarterly and Annual Work Plans are submitted, on time, to the PEB/RSC for approval.
- Quarterly, semi-annual and annual financial and technical reports, including risks and issues to be addressed, of the UN-REDD Programme submitted to and approved by the NPD and the 3 UN Organizations.

#### **Recruitment Qualifications:**

**Education:** University degree, preferably a postgraduate qualification in management

**Experience:** At least 10 years working experience in the field of project management related to forestry, climate change, environment and rural development and at least 5 years' experience in leading large-scale and complex projects covering all aspects of project cycle management including financial management, budgeting, administration, human resources, monitoring and evaluation, auditing, and reporting.

**Language Requirements:** Proficient in English, spoken and written, in addition to Bengali.

#### **Other Selection Criteria:**

- Strong managerial/leadership and decision-making skills
- Demonstrated intellectual leadership and ability to integrate knowledge with broader strategic, policy and operational objectives
- Familiar with climate change issues including forest and natural resources management, and rural development
- Experience with government and UN procedures including its financial systems is an asset
- Strong interpersonal skills; commitment to team work and to working across disciplines
- Proven capacity to liaise and effectively work with international development agencies and government agencies
- Good team player, self-starter, has ability to work under minimum supervision and maintain good relationships internally and externally

- Experienced with working in an international environment
- Computer literate

**Duration:** One year, renewable for duration of the Programme

## **Terms of Reference**

### **Programme Secretary**

#### **Background**

The UN-REDD Programme is the United Nations Collaborative Initiative on Reducing Emissions from Deforestation and forest Degradation (REDD) in developing countries. The Programme was launched in 2008 to assist developing countries prepare and implement national REDD+ strategies, and builds on the convening power and expertise of the Food and Agriculture Organization of the United Nations (FAO), the United Nations Development Programme (UNDP) and the United Nations Environment Programme (UNEP).

As part of the country's long-term strategy to reduce GHG emissions, the Government of Bangladesh has taken initial steps to prepare for the implementation of REDD+ activities. It has prepared the REDD+ Readiness Roadmap, officially endorsed in December 2012. As a partner country of the UN-REDD Programme, the Government of Bangladesh has signed the UN-REDD National Programme Document in July 2014 to assist with the implementing of Bangladesh's REDD+ Readiness Roadmap.

The overall goal of the Bangladesh UN-REDD National Programme (NP) is to support the Government of Bangladesh in initiating the implementation of its REDD+ Readiness Roadmap by establishing necessary REDD+ management processes, identifying strategic readiness options for completing its National REDD+ strategy, and developing the capacities required to begin implementation of REDD+.

This objective will be secured through the following four outcomes:

- Improved stakeholder awareness and effective stakeholder engagement;
- National REDD+ strategy preparation supported;
- Preparation of national forest reference emission level and/or forest reference level supported; and
- Establishment of national forest monitoring system supported

To implement the NP, a UN-REDD Programme Management Unit (PMU) will be established at the Forest Department of Ministry of Environment and Forests. The PMU will be headed by a Programme Manager (PM), whose role is to ensure smooth implementation and coordination on a daily basis. The PM will report to the National Programme Director (NPD).

To provide secretarial support to the Programme, a Programme Secretary (PS) will be recruited and based at the PMU. The PS will be part of the PMU and will report to the Programme Manager (PM).

#### **Objectives:**

Under the guidance of the PM, the PS shall be responsible for providing secretarial support ensuring the smooth functioning of the programme. S/he is responsible for the frequent liaison with the Programme's internal and external stakeholders and maintaining a high level of courtesy at all times.

**Specific responsibilities are as follows:**

- Provide necessary assistance in the operational management of the programme according to the National Programme Document
- Prepare correspondence on administrative and programme matters pertaining to the PMU responsibilities
- Undertake all preparation work for procurement of office equipment, stationery and support facilities as required
- Provide support in preparing events, including workshops, meetings (monthly, quarterly and annual), study tours, trainings, etc. This also includes preparation of background materials for use in discussions and briefing sessions
- Logistical arrangements including visa, transportation, hotel bookings for PMU staff, consultants and guests

#### **Expected Results/Deliverables**

- Functioning telephone, fax and e-mail systems
- Well-maintained diary and event calendar for the PM and staff
- Up-to-date files, meeting minutes and other forms of records

#### **Recruitment Qualifications:**

- Education:** University degree in English language, administration or related fields
- Experience:** A minimum four years' of working experience in the positions of secretary or interpreter/ translator for donor-funded environmental projects  
 Good secretarial skills and good organizational capacity  
 Knowledge in administrative procedures of the Government  
 Good computer skills in common word processing (MS Word), spreadsheet (MS Excel)  
 Knowledge of negotiation and experience in working with UN agencies and international organizations is an advantage
- Language Requirements:** Proficient in English and Bengali languages, spoken and written.
- Duration:** One year, renewable for duration of the Programme
- Duty Station:** Dhaka, Bangladesh



## **Terms of Reference Finance Officer**

### **Background**

The UN-REDD Programme is the United Nations Collaborative Initiative on Reducing Emissions from Deforestation and forest Degradation (REDD) in developing countries. The Programme was launched in 2008 to assist developing countries prepare and implement national REDD+ strategies, and builds on the convening power and expertise of the Food and Agriculture Organization of the United Nations (FAO), the United Nations Development Programme (UNDP) and the United Nations Environment Programme (UNEP).

As part of the country's long-term strategy to reduce GHG emissions, the Government of Bangladesh has taken initial steps to prepare for the implementation of REDD+ activities. It has prepared the REDD+ Readiness Roadmap, officially endorsed in December 2012. As a partner country of the UN-REDD Programme, the Government of Bangladesh has signed the UN-REDD National Programme Document in July 2014 to assist with the implementing of Bangladesh's REDD+ Readiness Roadmap.

The overall goal of the Bangladesh UN-REDD National Programme (NP) is to support the Government of Bangladesh in initiating the implementation of its REDD+ Readiness Roadmap by establishing necessary REDD+ management processes, identifying strategic readiness options for completing its National REDD+ strategy, and developing the capacities required to begin implementation of REDD+.

This objective will be secured through the following four outcomes:

- Improved stakeholder awareness and effective stakeholder engagement;
- National REDD+ strategy preparation supported;
- Preparation of national forest reference emission level and/or forest reference level supported; and
- Establishment of national forest monitoring system supported

To implement the NP, a UN-REDD Programme Management Unit (PMU) will be established at the Forest Department of Ministry of Environment and Forests. The PMU will be headed by a Programme Manager (PM), whose role is to ensure smooth implementation and coordination on a daily basis. The PM will report to the National Programme Director (NPD).

To provide financial management support to the Programme, a Finance Officer (FO) will be recruited and based at the PMU. The FO will be part of the PMU and will report to the Programme Manager (PM).

### **Objectives:**

Under the guidance of the PM, the FO shall be responsible for providing financial support to the Programme, ensuring the smooth functioning of financial systems established by the Programme. S/he is responsible for the accuracy and appropriateness of disbursements; maintaining the set of books required according to accounting procedures, classifying and summarizing financial transactions of the project and the generation of required financial reports based on both government and Participating UN Organizations' regulations. S/he is also responsible for ensuring that the other books of accounts such as subsidiary ledgers and special registers are kept up-to-date and available anytime for the government and the Participating UN Organizations for inspection.

**Specific responsibilities are as follows:**

- Establish financial systems and procedures consistent with the government's and UN's existing guidelines for PMU staff, consultants and subcontractors;
- Develop and implement a proper archiving system for all programme and finance related files, reports and correspondence for easy access and future reference;
- Prepare vouchers for payments, maintain and monitor records of all disbursements of the Programme; validate disbursements; and participate during audit as required by UN-REDD;
- Prepare updated reports on disbursement, and advise the Programme Team on the overall financial status of the project;
- Prepare and process financial reports required by the Participating UN Organizations;

**Expected Results/Deliverables:**

- Detailed SOPs for finance management system and procedures;
- Relevant finance-related files and documents;
- Monthly, quarterly and annual financial reports.

**Recruitment Qualifications:**

**Education:** A degree in Bachelor of Accountancy and financial management and/or other professional qualifications such CIMA, AAT, ACCA, CMA, Chartered Accountancy, etc.

**Experience:** A minimum of 5 years' experience in project management/financial/office management; knowledge of UN financial procedures is an advantage; excellent computer skills, including proficiency in the use of basic office software packages, electronic email and experience in handling web-based communications and management systems.

## **Terms of Reference Administrative Assistant**

### **Background**

The UN-REDD Programme is the United Nations Collaborative Initiative on Reducing Emissions from Deforestation and forest Degradation (REDD) in developing countries. The Programme was launched in 2008 to assist developing countries prepare and implement national REDD+ strategies, and builds on the convening power and expertise of the Food and Agriculture Organization of the United Nations (FAO), the United Nations Development Programme (UNDP) and the United Nations Environment Programme (UNEP).

As part of the country's long-term strategy to reduce GHG emissions, the Government of Bangladesh has taken initial steps to prepare for the implementation of REDD+ activities. It has prepared the REDD+ Readiness Roadmap, officially endorsed in December 2012. As a partner country of the UN-REDD Programme, the Government of Bangladesh has signed the UN-REDD National Programme Document in July 2014 to assist with the implementing of Bangladesh's REDD+ Readiness Roadmap.

The overall goal of the Bangladesh UN-REDD National Programme (NP) is to support the Government of Bangladesh in initiating the implementation of its REDD+ Readiness Roadmap by establishing necessary REDD+ management processes, identifying strategic readiness options for completing its National REDD+ strategy, and developing the capacities required to begin implementation of REDD+.

This objective will be secured through the following four outcomes:

- Improved stakeholder awareness and effective stakeholder engagement;
- National REDD+ strategy preparation supported;
- Preparation of national forest reference emission level and/or forest reference level supported; and
- Establishment of national forest monitoring system supported

To implement the NP, a UN-REDD Programme Management Unit (PMU) will be established at the Forest Department of Ministry of Environment and Forests. The PMU will be headed by a Programme Manager (PM), whose role is to ensure smooth implementation and coordination on a daily basis. The PM will report to the National Programme Director (NPD).

To provide administrative management support to the programme, an Administrative Assistant (AA) will be recruited and based at the PMU. The AA will be part of the PMU and will report to the Programme Manager (PM).

### **Objectives:**

Under the guidance of the PM, the AA shall be responsible for providing administrative support to the Programme, ensuring the smooth functioning of administrative systems established by the Programme. S/he is responsible for the accuracy and appropriateness of record keeping; maintaining the files and data/records according to administrative procedures.

**Specific responsibilities are as follows:**

- Establish administrative systems and procedures consistent with the government's and UN's existing guidelines for PMU staff, consultants and subcontractors;
- Develop and implement a proper archiving system for all programme and administration related files, reports and correspondence for easy access and future reference;
- Maintain an updated inventory of all supplies and equipment and prepare guidelines for the proper use and maintenance of office equipment and properties;
- Facilitate travel and transportation requirements of the programme staff and other stakeholders involved in the Programme;
- Assist with recruitment of programme staff, and procurement of goods and services and ensure applicable rules and regulations are followed;
- Prepare and process administrative reports required by the Participating UN Organizations;

**Expected Results/Deliverables**

- Detailed SOPs for administrative management system and procedures;
- Relevant files and documents for administrative purposes;
- Monthly, quarterly and annual administrative reports.

**Recruitment Qualifications:**

Education: A degree in Bachelor of Business Administration, Management and/or other Professional Qualifications in the above areas.

Experience: A minimum of 5 years' experience in project management/administration/office management; knowledge of UN administration procedures is an advantage; excellent computer skills, including proficiency in the use of basic office software packages, electronic email and experience in handling web-based communications and management systems.

## **Terms of Reference Chief Technical Advisor**

### **Background**

The UN-REDD Programme is the United Nations Collaborative Initiative on Reducing Emissions from Deforestation and forest Degradation (REDD) in developing countries. The Programme was launched in 2008 to assist developing countries prepare and implement national REDD+ strategies, and builds on the convening power and expertise of the Food and Agriculture Organization of the United Nations (FAO), the United Nations Development Programme (UNDP) and the United Nations Environment Programme (UNEP).

As part of the country's long-term strategy to reduce GHG emissions, the Government of Bangladesh has taken initial steps to prepare for the implementation of REDD+ activities. It has prepared the REDD+ Readiness Roadmap, officially endorsed in December 2012. As a partner country of the UN-REDD Programme, the Government of Bangladesh has signed the UN-REDD National Programme Document in July 2014 to assist with the implementing of Bangladesh's REDD+ Readiness Roadmap.

The overall goal of the Bangladesh UN-REDD National Programme (NP) is to support the Government of Bangladesh in initiating the implementation of its REDD+ Readiness Roadmap by establishing necessary REDD+ management processes, identifying strategic readiness options for completing its National REDD+ strategy, and developing the capacities required to begin implementation of REDD+.

This objective will be secured through the following four outcomes:

- Improved stakeholder awareness and effective stakeholder engagement;
- National REDD+ strategy preparation supported;
- Preparation of national forest reference emission level and/or forest reference level supported; and
- Establishment of national forest monitoring system supported

To implement the NP, a UN-REDD Programme Management Unit (PMU) will be established at the Forest Department of Ministry of Environment and Forests. The PMU will be headed by a Programme Manager (PM), whose role is to ensure smooth implementation and coordination of Programme activities on a daily basis. The PM will report to the National Programme Director (NPD).

An international Chief Technical Advisor (CTA) will be recruited to provide technical support to the NPD and PM to ensure effective and timely delivery of programme results.

### **Objectives:**

- Effective oversight and coordination of all technical aspects of the programme, in consultation with NPD and PM
- Ensure sound delivery of technical outputs and strategic documents, in accordance with national circumstances
- Build capacity and development support of the NPD, national implementing partners and other key stakeholders in all technical and management aspects of REDD+ and the UN REDD Programme

**Specific responsibilities are as follows:**

#### Programme Implementation Support

- Provide technical assistance to NPD and PM in strategic planning process;
- Assist the NPD and PM in establishing effective technical working relationships with the national and international counterparts;
- Document and analyse the programme's effectiveness, summarizing lessons learned, successful tools and methodologies, ensuring that the information is shared with all relevant partners;
- Develop and implement a mechanism for technical quality assurance for the programme;
- Identify and develop terms of reference (ToR) for required technical inputs and mobilization of appropriate technical specialists to deliver those inputs, in consultation with NPD/PM;
- Assist the NPD/PM in supervising and coordinating the programme to ensure its results are in accordance with the National Programme Document;
- Assist in monitoring of programme delivery and advise on modifications to the strategy and work plan in order to rectify any shortcomings in delivery, as necessary; and
- Work closely with the National Implementing Partner, Participating UN Organizations and other key implementing partners for successful programme implementation.

#### Technical Advice

- Provide overall technical guidance and quality assurance to the programme;
- Advise the Programme on key policies, barriers, opportunities and partnerships;
- Advise the National Implementing Partner and Participating UN Organizations on policy and strategy;
- Provide substantive technical inputs into legal, policy and strategy documents; and
- Review all the technical outputs (e.g. reports etc.) to be generated within the scope of the Programme, and ensure improvement of such reports in accordance with the expectations of the Government of Bangladesh and Participating UN Organisations.

#### Capacity development

- Advise the NPD/PM on the performance and capacity needs of national partners in the Programme implementation;
- Provide technical guidance to PMU staff and national / international consultants and contractors, in consultation with NPD/PM;
- Support the PM in collecting, analysing and sharing knowledge and information regarding REDD+ initiatives in the country, and international developments regarding REDD+.
- Liaise with other initiatives and stakeholders to share knowledge and enhance coordination with regard to technical matters

#### **Expected Results/Deliverables:**

- Detailed ToRs for technical programme activities.
- Detailed programme implementation strategy documents, including key documents concerning REDD+ Policies and Measures, implementation arrangements, and National REDD+ Strategy.
- Quarterly and Annual technical reports on progress made including lessons learned.
- Technical contributions to quarterly and annual work planning and key reporting.
- Technical contributions to knowledge management and communications activities.

**Recruitment Qualifications:**

**Education:** Post graduate degree in forestry, environment, earth sciences, environmental economics or a closely related field.

**Experience:** At least 7 years of experience in senior technical advisory roles in forestry management, biodiversity conservation, and sustainable development, including work within the South Asia region. . Track record of successfully working with a broad variety of stakeholders, from senior government officials to local communities. Technical familiarity with REDD+ and the UN-REDD Programme, and experience of working within Bangladesh, are strongly preferred.

## **Terms of Reference Programme Manager**

### **Background**

The UN-REDD Programme is the United Nations Collaborative Initiative on Reducing Emissions from Deforestation and forest Degradation (REDD) in developing countries. The Programme was launched in 2008 to assist developing countries prepare and implement national REDD+ strategies, and builds on the convening power and expertise of the Food and Agriculture Organization of the United Nations (FAO), the United Nations Development Programme (UNDP) and the United Nations Environment Programme (UNEP).

As part of the country's long-term strategy to reduce GHG emissions, the Government of Bangladesh has taken initial steps to prepare for the implementation of REDD+ activities. It has prepared the REDD+ Readiness Roadmap, officially endorsed in December 2012. As a partner country of the UN-REDD Programme, the Government of Bangladesh has signed the UN-REDD National Programme Document in July 2014 to assist with the implementing of Bangladesh's REDD+ Readiness Roadmap.

The overall goal of the Bangladesh UN-REDD National Programme (NP) is to support the Government of Bangladesh in initiating the implementation of its REDD+ Readiness Roadmap by establishing necessary REDD+ management processes, identifying strategic readiness options for completing its National REDD+ strategy, and developing the capacities required to begin implementation of REDD+.

This objective will be secured through the following four outcomes:

- Improved stakeholder awareness and effective stakeholder engagement;
- National REDD+ strategy preparation supported;
- Preparation of national forest reference emission level and/or forest reference level supported; and
- Establishment of national forest monitoring system supported

To implement the NP, a UN-REDD Programme Management Unit (PMU) will be established at the Forest Department of Ministry of Environment and Forests. The PMU will be headed by a Programme Manager (PM), whose role is to ensure smooth implementation and coordination on a daily basis. The PM will report to the National Programme Director (NPD).

### **Objectives:**

Under the guidance and supervision of the NPD and in coordination with the Participating UN Organizations, the PM will take responsibility for the management and administration of the Bangladesh UN-REDD National Programme. S/he will be directly accountable to both the Forest Department of Ministry of Environment and Forests and the Participating UN Organizations for the overall management of the Programme and timely delivery of results.

S/he will manage the planning, implementation, coordination, reporting, monitoring and evaluation of the programme and its components, and will be supported by a Chief Technical Advisor (CTA) and other PMU staff. S/he will be the line manager of all other PMU staff.



### **Specific responsibilities are as follows:**

- Develop annual and quarterly work plans and operational budgets and ensure timely submission of these documents to the NPD for obtaining approval from the Programme Executive Board (PEB);
- Supervise the implementation of all UN-REDD Programme components, activities and tasks in line with the corresponding work plans and budgets;
- Supervise the management of the programme budget and ensure delivery of budget as per approved work plans;
- Lead the establishment of the PMU's administrative and financial procedures;
- Manage the day-to-day operations of the PMU including the supervision of PMU personnel and contracted PMU consultants/experts and subcontractors;
- Oversee and finalize Terms of Reference (TOR) for national and international consultants/experts and subcontractors;
- Recommendation and clearance of transactions under the programme, as directed by the NPD;
- Ensure the timely submission of reports, outputs and other deliverables to NPD for review and evaluation, and submission to the PEB and the National REDD+ Steering Committee (RSC);
- Prepare and ensure prompt submission of required technical and financial reports to UN Organizations; recommending appropriate measures for enhancement of efficiency and effectiveness and endorsing the same to the NPD for review/integration and eventual presentation to the PEB/RSC;
- Develop and implement monitoring and evaluation mechanism for financial, administrative, and operational activities and ensure timely submission of progress and financial reports;
- Ensure coordination of programme activities and effective communication with all stakeholders to facilitate smooth implementation of the programme;
- Identify and monitor issues and risks regarding the delivery of programme outputs and activities and recommend remedial actions to the NPD, PEB and RSC, as appropriate; and
- Oversee the stakeholder engagement process in the REDD+ readiness phase;

### **Managing External Relationships**

- Oversee and manage inter and intra working relationships with the PEB, RSC, REDD+ Stakeholder Forum, and Technical Working Groups; and
- Coordinate with Communications Officer to deliver key messages and lessons to key stakeholders, including policy makers, institutions, civil society, and development partners.

### **Expected Results/Deliverables:**

- The UN-REDD Programme is effectively and efficiently implemented in a transparent and accountable manner, in accordance with all applicable rules and regulations of the Government of Bangladesh and the UN Organizations.
- Quarterly and Annual Work Plans are submitted, on time, to the PEB/ RSC for approval.
- Quarterly, semi-annual and annual financial and technical reports, including risks and issues to be addressed, of the UN-REDD Programme submitted to and approved by the NPD and the Participating UN Organizations.

**Recruitment Qualifications:**

Education: University degree, preferably a postgraduate qualification in management

Experience: A minimum of 10 years' experience in the field of project management related to forestry, climate change, environment and rural development and at least 5 years' experience in leading large-scale and complex projects covering all aspects of project cycle management including financial management, budgeting, administration, human resources, monitoring and evaluation, auditing, and reporting.

## **Terms of Reference Communications Officer**

### **Background**

The UN-REDD Programme is the United Nations Collaborative Initiative on Reducing Emissions from Deforestation and forest Degradation (REDD) in developing countries. The Programme was launched in 2008 to assist developing countries prepare and implement national REDD+ strategies, and builds on the convening power and expertise of the Food and Agriculture Organization of the United Nations (FAO), the United Nations Development Programme (UNDP) and the United Nations Environment Programme (UNEP).

As part of the country's long-term strategy to reduce GHG emissions, the Government of Bangladesh has taken initial steps to prepare for the implementation of REDD+ activities. It has prepared the REDD+ Readiness Roadmap, officially endorsed in December 2012. As a partner country of the UN-REDD Programme, the Government of Bangladesh has signed the UN-REDD National Programme Document in July 2014 to assist with the implementing of Bangladesh's REDD+ Readiness Roadmap.

The overall goal of the Bangladesh UN-REDD National Programme (NP) is to support the Government of Bangladesh in initiating the implementation of its REDD+ Readiness Roadmap by establishing necessary REDD+ management processes, identifying strategic readiness options for completing its National REDD+ strategy, and developing the capacities required to begin implementation of REDD+.

This objective will be secured through the following four outcomes:

- Improved stakeholder awareness and effective stakeholder engagement;
- National REDD+ strategy preparation supported;
- Preparation of national forest reference emission level and/or forest reference level supported; and
- Establishment of national forest monitoring system supported

To implement the NP, a UN-REDD Programme Management Unit (PMU) will be established at the Forest Department of Ministry of Environment and Forests. The PMU will be headed by a Programme Manager (PM), whose role is to ensure smooth implementation and coordination on a daily basis. The PM will report to the National Programme Director (NPD).

To provide communications support to the Programme, a Communications Officer (CO) will be recruited and based at the PMU. The CO will be part of the PMU and will report to the Programme Manager (PM).

### **Objectives:**

Under the guidance of the PM, the CO shall be responsible for developing communications protocols between the implementing partners, and for developing communications strategies, materials and methods for publicity, information and consultation purposes. S/he is responsible for the accuracy and appropriateness of information about the Programme 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 the Participating UN agencies, the UN-REDD Programme, and

the National Implementing Partner. S/he is also responsible for ensuring that communication channels between all Programme partners flow effectively, efficiently and promptly, including the delivery and presentation of reports, as required under the UN-REDD Programme.

**Specific responsibilities are as follows:**

- Identify relevant stakeholder groups, their general interest areas related to REDD+ and most appropriate and effective modes of communication to reach out to them;
- Prepare key messages regarding REDD+ and the role of the UN-REDD Programme respectively for the government and non-government stakeholders in consultation with the NPD, PM and technical staff members of PMU;
- Develop necessary strategies, plans and tools (e.g. website, brochures, etc.) to ensure that information on the national REDD+ readiness process and UN-REDD Programme is communicated effectively to relevant stakeholders in the country and internationally;
- Coordinate engagement with the media and act as a focal person for all media inquiries related to the UN-REDD National Programme;
- Support technical staff members of PMU in preparing targeted communication and learning materials for different work areas of the UN-REDD National Programme;
- Assist with the packaging of information for sharing lessons and experiences from different work areas with internal and external audiences;
- Coordinate with partner organizations and initiatives to disseminate information on the UN-REDD National Programme;
- Provide regular updates to stakeholders at the sub-national, national and international levels and ensure the accessibility of information;
- Support the PM to oversee stakeholder engagement process in the REDD+ readiness phase; and
- Assist the PM with relevant working planning and budgeting.

**Expected Results/Deliverables:**

- Mapping of stakeholders, areas of interest and modes of communication;
- Key messages regarding REDD+ and the role of the UN-REDD Programme;
- Appropriate strategies, plans and tools (e.g. website, brochures, etc.);
- Specific communications materials and knowledge products from different work areas; and
- Monthly, quarterly and annual progress reports.

**Recruitment Qualifications:**

**Education:** An advanced degree, or equivalent, in English, information technology, media or other relevant discipline.

**Experience:** A minimum of 5 years' experience in developing and implementing communication strategies. Experience in designing and utilising multi-media communication tools to reach varied audiences including government institutions, civil society organizations, Indigenous Peoples, rural

communities, private sector and development partners. Experience in working with the UN and government counterparts is an asset. Familiarity with various design software and multi-media applications is an advantage.

## **Annex 4: Terms of Reference of the Programme Executive Board (PEB)**

### **Objectives**

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

### **Operations**

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

In addition:

- Secretarial support to coordinate and organize the PEB meetings will be provided by the Programme Management Unit (PMU).
- Meetings will be held three times a year or more regularly if needed at which AWP and budgets, as well as other pertinent issues will be discussed.
- 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 in English, at least two weeks in advance of the meeting.
- Written comments to all meeting documents circulated should be received at least one week in advance of meetings by the PMU.
- Translation services will be provided, upon request, to allow participants to communicate in either Bengali or English.
- PEB meetings will proceed only if there is quorum (50%+1).
- PEB meeting minutes will be prepared by the PMU, and minutes will be posted on a website (yet to be established) and will be available in English. Hard copies will be circulated to PEB members no later than two weeks after a PEB meeting..

### **Decision-making**

The Programme Executive Board will make decisions based on an absolute majority (50%+1).

### **Responsibilities**

The PEB Members (to be identified and confirmed later) are responsible for:

- Bringing the stakeholder concerns to the PEB.
- Providing the National REDD+ Steering Committee (RSC) with progress updates of the UN-REDD Bangladesh National Programme.
- Reviewing, providing recommendations on and approving AWP and budgets.
- Reviewing the UN-REDD Bangladesh National Programme progress and assessing the need for a no-cost extension and its duration.
- Reviewing the monitoring of the implementation of the UN-REDD Bangladesh National Programme.
- Providing through the PEB any written comment or request for clarification on issues of concern to the RSC members.
- Providing guidance on conflict resolution related to any conflict occurring within UN-REDD Programme implementation.
- Reporting Programme progress to their respective stakeholders.

### **Duration and timing**

The PEB is established as part of the management structure of the UN-REDD Bangladesh National Programme. It will cease to operate on the date of termination of the Programme.

### **Financial support**

Financial support will be provided to provincial-based representatives to attend any PEB meeting held in Dhaka. In the event that the PEB meeting is held outside of Dhaka, the UN-REDD Bangladesh National Programme will meet all expenses for members to attend the meeting including cost of travel, accommodation and subsistence.

### **Observers:**

Meetings of the PEB are open to Observers, according to the following conditions:

- Attendance of observers is by invitation only, to be decided and agreed by PEB members in advance of each PEB meeting.
- Invitations will be issued by the PMU on behalf of PEB co-chairs.
- Observers may not participate in discussions at PEB meetings, except at the invitation of the co-chairs.
- Observers may receive all advance documentation and information provided to PEB members, and submit comments thereupon, with the exception of documents classified by PEB members as restricted.
- Observers have no voting rights.

PEB members may extend an invitation to internal and external technical advisers from their respective organizations to attend the meeting, as and when the need arises, and for a limited length of time.

All members will designate alternates to attend if they are not available. Additional representatives may be invited to meetings as observers as required. Additional members can be added to the PEB as appropriate and following invitation from both Co-chairs. The core members of the PEB also have the prerogative to invite regional UN-REDD implementing agency advisers to attend the PEB meetings, as observers, and provide technical inputs as and when necessary.

## **Annex 5: 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 6: 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 favorable 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;
- 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 willful 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.

---

<sup>i</sup> Based on the GoB official definition, indigenous people refers to the terms 'Tribal' or 'Small Ethnic Groups'