Annex 5:

Terms of Reference

A. Project Board

The Project Board will be established to provide high-level guidance and oversight to steer the implementation of the project. It will meet at least twice a year, one of which will be held in Tanintharyi Region. Its membership should be limited to no more than nine persons to avoid it becoming unwieldy. Observers may be invited as necessary. It will also have capacity to make decisions through email correspondence between meetings, if this is agreeable to all PB members.

The Regional Technical Advisory and Coordination Group (RTACG) and the Tanintharyi Land and Seascape Forum (TLSF) provide opportunities for informing the PB in support of effective and efficient project implementation, through the RTACG Chair represented on the PB and the TLSF Chair reporting to the RTACG and having proposed observer status on the PB.

Minutes will be taken and officially recorded for each Board Meeting by the PB secretary (PM). These will record the key points discussed, conclusions and decisions reached, and all resulting actions should be recorded with the time frame stated and lead responsibility assigned. The action taken for each point in the minutes should then be reviewed under ‘Matters arising from the previous meeting’ at the next Board meeting as standard practice.

Specific roles and responsibilities will include:

At the inception of the project:

- Review and confirm the PB membership and these Terms of Reference;
- Review and endorse the staff positions (and their ToRs) for the Project Management Unit;
- Agree on the Project Manager’s tolerances as required (the decision-making power concerning budgets/changes in activities that can be made by the PM without escalating to the PB);
- Appraise the overall project inception plan, particularly in relation to how it translates the Project Document into an implementation plan and ensuring that all divergences from and changes to the Project Document are fully justified and documented;
- Review and approve the Annual Work Plan and budget for the first project year;
- Delegate any project assurance function as appropriate.

After initiation of the project:

- Provide overall guidance and direction to the project, ensuring it remains consistent with national policies and the planned activities are in line with the project objectives and timeframe;
- Address project issues raised by the Project Manager (PM), RTACG and TLSF for the PB’s attention and guidance;
- Provide guidance on new project risks, and agree on possible countermeasures and management actions to address specific risks;
• Review and approve Annual Work Plans and budgets;
• Appraise the project annual review report, including the quality assessment rating report; make recommendations for the workplan; and inform the UNDP Programme Manager about the results of the review;
• Review the project progress, and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
• Commission Mid-term Evaluation of the project, appraise the MTE Report and provide direction to the project to address the recommendations emanating from the MTE Report;
• Review project progress reports submitted by the PMU and notify, or provide guidance to, the PMU for corrective actions should they find any issue with the project’s progress.
• Facilitate smooth implementation of the project through provision of support to PMU in communications and coordination of activities involving other sectors, including the establishment of multi-sector mechanisms and processes to deliver specific project outputs and outcomes. (Note that much of this is delegated to the RTACG.)
• Provide ad hoc direction and advice for exceptional situations when the PM’s tolerances are exceeded; and
• Assess and decide to proceed on project changes through appropriate revisions.
• One year prior to the end of the project, ensure that necessary steps are being taken by PMU to develop an Exit Strategy.

At the close of the project:
• Assure that all project deliverables have been produced satisfactorily;
• Commission the Terminal Evaluation of the project at least 6 months before closure, and appraise and endorse the TE Report;
• Provide recommendations for follow-up actions;
• Assure that the Exit Strategy is in place and owned by relevant institutions and notify operational completion of the project.

The proposed composition of the PB is given below:
(1) Country Director of the United Nations Development Programme (Co-Chair of the Board);
(2) Director General of the Forestry Department (Co-Chair of the Board);
(3) Director of the Department of Fisheries;
(4) Director of General Administration Department of Tanintharyi Regional Government (also proposed as Chair of the Regional Technical Advisory and Coordination Group);
(5) Senior representative of the Karen National Union;
(6) Up to three additional members with the agreement of the above PB members, such as CSO representative, Tourism and Hotels Department, Planning Department, etc.
The PM will provide secretariat support to the Project Board, including the organization of PB meetings, recording and sharing of minutes, development of the draft agenda, etc.

It is proposed that the Chair of the project’s Stakeholder Forum should be considered for Observer status on the Project Board

B. Regional Technical Advisory and Coordination Group
The RTACG will be chaired by the Director of the General Administration Department (GAD) of the Tanintharyi Government. The Chairperson will represent the RTACG on the Project Board and will liaise with the Project Manager.

The RTACG has two main roles. First, to coordinate a holistic approach to project implementation, supported by sound science to achieve integrated land and seascape management that encompasses biodiversity conservation, sustainable resource management, climate change adaptation and community livelihoods. Secondly, it will provide technical advice to the project manager, ensuring that the project interventions are technically sound and in keeping with Government of Myanmar and UNDP/GEF social, environmental and other standards.

The RTACG will primarily consist of the technical experts from the participating agencies and partner organisations. Such a multi-disciplinary group is deemed necessary, especially given the scientific, technical and coordination intricacies that are expected to arise during implementation. The Group will meet at least every quarter, including about one month before each PB meeting, and have responsibility for the following specific functions:

- Promote and lead inter-institutional coordination for the implementation of the project components, especially supporting opportunities for synergy and sharing of lessons;
- Review the planned activities and ensure that they are technically sound and in line with the project objectives and time-frame;
- Provide guidance, and/or clarifications, where technical and inter-institutional issues are confronted;
- Ensure that the project activities are carried out in accordance with the desired standards and norms and are cognizant of the national and local context;
- Review and suggest inputs for ToRs for consulting tasks and assist selection of project consultants (as requested), review consulting reports/ deliverables and provide feedback on them;
- Provide advice to the Project Manager;
- Consult with the Tanintharyi Land and Seascape Forum on key issues, and take account of feedback and suggestions provided by the Forum.
- Receive inputs from the landscape and issue-based Working Groups and provide guidance and feedback as needed, and seek information from them on specific issues.
It is proposed that the RTACG be composed of up to fifteen scientific/technical experts to be confirmed by the PB, which will include regional representatives of the following organizations:

1. General Administration Department (Chair)
2. Forestry Department (Chair Landscape / Corridor Working Groups)
3. Department of Fisheries (Chair of Seascapes Working Group)
4. Department of Agriculture
5. Environmental Conservation Department
6. Department of Rural Development
7. Planning Department
8. Navy
9. Myeik University
10. Smithsonian Institution
11. Fauna and Flora International
12. Chair of the Stakeholder Forum
13. Others as required

Furthermore, the RTACG may invite other resource persons/experts to its meetings depending on the need for additional information, clarification and advice on any specific technical issues related to the project interventions.

The Senior Technical Advisor will act as secretary for the RTACG, be responsible for organizing RTACG meetings, preparing the draft agenda, taking and sharing minutes, etc.

The meetings and proposed electronic group for the Stakeholder Forum (see below) provides the opportunity for wider coordination and engagement of other stakeholders and related initiatives, with the TLSF Chair reporting to the RTACG and also having proposed observer status on the PB.

**D. Project Management Staff**

**Project Manager**

Under the guidance and oversight of the UNDP Country Director, the Project Manager will provide operational supervision and management to the project on a full-time basis. The Project Manager will report to the UNDP Country Director. Specific roles and responsibilities will include:

- Supervise and guide all the Project support staff on a day-to-day basis;
- Ensure that the inputs from GoM, UNDP/GEF and other partners to the project are forthcoming in a timely and effective manner;
- Oversee and ensure the implementation of the project’s M&E plan;
- Examine and verify annual work plans and budgets for onward submission to the PB for perusal and approval;
• Ensure timely compilation and submission of technical and financial progress reports in accordance with the requirements specified in the Project Document;
• Coordinate with the responsible parties for implementation of project activities and provide necessary backstopping including site visits where necessary;
• Organize PB meetings in a timely and efficient manner, and ensure that necessary documents (agenda, annual work plans and budgets, progress reports, relevant background documents and technical reports, etc) for these meetings are circulated to the members two weeks in advance, and that the minutes of these meetings are produced and disseminated within a week after the meeting;
• Provide project information required by the PB, RTACG, TLSF and UNDP, including progress reports and other documents produced by the project in a timely manner;
• Recruit and supervise project consultants in accordance with UNDP procedures, ensuring the quality of consulting inputs is of the desired quality and in accordance with the approved ToR²;
• Network with other relevant agencies and projects and establish linkages for learning and sharing experiences and developing synergies;
• Facilitate mid-term and terminal evaluations of the project;
• Visit project sites as and when necessary to appraise project implementation and related issues in interaction with local project stakeholders.

The Project Manager will be a local consultant recruited based on the following qualifications

• At least a Masters degree, preferably in the field of environmental management, sustainable livelihoods, or rural development;
• At least ten years of work experience in project-relevant field(s) preferably with at least five years in a project management setting involving multi-lateral/ international funding agency. Previous experience with UN project will be a definite asset;
• Sound understanding of biodiversity and ecosystem conservation, climate change adaptation and sustainable livelihoods, and associated issues;
• Very good knowledge and experience of results-based management and project cycle management;
• Very good inter-personal skills;
• Very good computer skills;
• Excellent language skills in English (writing, speaking and reading) and in Burmese (speaking and reading).

Project Assistant

Under the guidance and supervision of the Project Manager, the Project Assistant will carry out the following tasks:

• Assist the Project Manager in day-to-day management and oversight of project activities, including matters related to M&E and knowledge resources management;
• Assist in the preparation and compilation of progress reports;

² Consultant recruitment processes should follow UNDP procedures and include balanced representation on selection panels that review the candidates
• Ensure all project documentation (progress reports, consulting and other technical reports, minutes of meetings, etc.) are properly maintained in hard and electronic copies in an efficient and readily accessible filing system, for when required by PB, RTACG, TLSF, UNDP, project consultants and other PMU staff;
• Provide Project-related administrative and logistical assistance.

The Project Assistant will be recruited based on the following qualifications:

• A Bachelors degree or an equivalent qualification;
• At least three years of work experience, preferably in a project involving biodiversity conservation, natural resource management, climate change adaptation or sustainable livelihoods. Previous experience with a UN project will be a definite asset;
• Very good inter-personal skills;
• Proficiency in the use of computer software applications especially MS Word and MS Excel.
• Excellent language skills in English (writing, speaking and reading) and in Burmese (speaking and reading);

Senior Technical Advisor on Integrated Land and Seascape Management (International Consultant)

The Senior Technical Advisor (STA) will be responsible for ensuring the strategic and technical quality and consistency of the project’s approach towards developing and implementing a framework for ILSM in the Tanintharyi Region, by providing overall technical supervision, advice, guidance and support for strategic planning and implementation to achieve the project’s objectives. The position will act as Secretary for the Regional Technical Advisory and Coordination Group and provide technical and logistical support to this Group.

The STA will render technical advice and inputs to the Project Manager (PM), MoNREC, Tanintharyi Regional Government and other government departments (such as local Forestry Department and Department of Fisheries offices), and will provide technical oversight to international and national consultants and subcontractors to ensure a consistent approach at regional and site levels. S/he will report to the Project Manager in a timely manner regarding important issues arising during project implementation. S/he will lead on providing technical clearance for reporting, monitoring & evaluation (Tracking Tools and Scorecards), and documentation required for the project’s Mid-Term Review (MTR) and Terminal Evaluation (TE). S/he will also lead on preparing and reviewing Terms of Reference for contracted project inputs relating to ILSM.

Duties and Responsibilities

The STA will closely work with the PM and report to the UNDP Programme Manager. S/he will perform technical tasks as follows:

• Provide technical support for project coordination, as well as measurement and documentation of project progress and impacts as they relate to ILSM;
• Advise UNDP, MoNREC, Forest and Fisheries Departments, Tanintharyi Regional government, and other Responsible Parties on ILSM;
• Act as Secretary to the RTACG, including organizing meetings, preparing the agenda, recording and disseminating minutes and providing technical inputs and advice.
- Be responsible for quality assurance of ILSM and biodiversity conservation analysis and related conservation and sustainable development studies, and draft reports and documents to support the ILSM decision making process;
- Provide technical inputs for preparing ToRs and developing methodologies in the execution of various technical studies to be carried out through the project, as well as assuring the technical quality of reports compiled by consultants;
- Ensure the technical quality of the project inception report, annual progress reports, Project Implementation Review (PIR), mid-term review self-assessment reports, and terminal evaluation self-assessment reports;
- Support effective M&E processes, by ensuring that project workplans, inputs and reporting are explicitly linked to the project Results Framework, and that progress against indicators is monitored and updated, and subjected to necessary approval processes via UNDP RTA where changes are recommended and supported by the Board. This should include thorough review of the project Results Framework during project Inception.
- Support a learning approach to project implementation, through feedback from progress reports, lessons learned, technical studies and stakeholder consultations in guiding adaptive changes to project strategy and workplans, budget allocations and implementation arrangements in order to optimize accomplishment of the project objective and outcomes.
- Provide technical inputs to project reports for consideration by mid-term review and terminal evaluation exercises, especially clearance for Tracking Tools and Scorecards;
- Support MoNREC/Forest Department and regional government agencies in implementation of their strategic plans;
- Produce policy briefing papers and project technical and periodic reports for advocacy and knowledge management as appropriate;
- Ensure that sound conservation principles are adhered to during project intervention and be responsible for monitoring that intended biodiversity conservation outcomes of the project are attained;
- Assist the MoNREC/Forest Department and regional government agencies through related policy and strategy development processes, as well as any internal streamlining processes to ensure that adequate human and financial resources are properly budgeted for and included for effective biodiversity conservation outcomes and effective PA management;
- Ensure that the MoNREC/Forest Department and regional government agencies institute effective and sustainable biodiversity monitoring and evaluation mechanisms at both local and national levels, including support for integrated land and seascape management, PA management planning, PA performance monitoring, scientific database consolidation and knowledge management;
- Support the identification and design of training courses, and where appropriate (based on own skill set), contribute to their delivery;
- Act as a champion in important domestic and international events for promoting the project’s impacts and policy advocacy, including interaction with media when delegated by the UNDP CO;
- Contribute to the project’s communications and outreach efforts, including inputs to development of communications strategy at project outset and subsequent information materials;
- Assist in promoting inter-institutional cooperation within the conservation and related sectors around areas of mutual interest and concern;
- Assist the PM in liaison work with project partners, donor organizations, NGOs and other groups to ensure effective coordination of project activities;

3 The quality of report presentation and language is the responsibility of the contractor, not the CTA
• Document lessons from project implementation and make recommendations to the Project Board for more effective implementation and coordination of project activities;
• Contribute to the development of an Exit Strategy in the penultimate year of the project
• Support the promotion of gender equity in the programme where possible, and;
• Perform other duties relevant to the project and his/her expertise.

Required Skills and Experience

• An advanced degree in conservation, natural resources management, environmental science or related fields, preferably in biodiversity conservation and management.
• At least 15 years of professional experience in the field of ecosystems and biodiversity management, in particular experience working on integrated ecosystem management, conservation and protected area management, including enforcement issues, in tropical developing countries;
• Professional experience of natural resource management at the land/seascape level including both terrestrial and coastal/marine tropical ecosystems;
• Extensive experience with project development, implementation and management (experience in multilateral and government-funded conservation projects is preferable);
• Previous working experience in a senior technical advisor capacity on multi-sectoral projects, preferably with knowledge of GEF, UNDP policies, procedures and practices;
• Experience in working in the relevant fields in Myanmar and with its government, experience working in international organizations in Myanmar or abroad, and experience with private sector engagement in tourism and agriculture are strong assets;
• Demonstrated ability to work sensitively with stakeholders with regard to different cultures, genders, political and religious views and socio-economic status
• Fluency in written and spoken English is required; good working knowledge of Burmese is an asset.

**Integrated Landscape and Seascape (ILSM) Advisor**

The ILSM Advisor will work very closely with the STA in ensuring the technical quality and consistency of the project’s approach towards developing and implementing a framework for ILSM in the Tanintharyi Region, by providing overall technical advice, guidance and support for landscape planning and implementation to achieve the project’s objectives.

• Advise project implementing partners on strategic and technical ILSM matters to achieve a coordinated and integrated approach in Component 1;
• Coordinate implementation of the project’s M&E plan with regard to ILSM indicators;
• Facilitate and guide development of annual work plans and budgets for Component 1 of the project;
• Facilitate and guide the compilation of progress and technical reports for Component 1 activities;
- Coordinate with the responsible parties for implementation of Component 1 activities and provide necessary backstopping including site visits where necessary;
- Support the STA and facilitate the operations of the RTACG, TLSF and landscape Working Groups through providing information and guidance;
- Network with other relevant agencies and projects on ILSM issues and establish linkages for learning and sharing experiences and developing synergies.

The ILSM Advisor will be a local consultant recruited based on the following qualifications

- At least a Masters degree, preferably in the field of environmental management, sustainable livelihoods, or rural development;
- At least ten years of work experience in project-relevant field(s) preferably with at least five years in a project advisory setting involving multi-lateral/ international funding agency. Previous experience with UN projects will be a definite asset;
- Sound understanding of biodiversity and ecosystem conservation, climate change adaptation and sustainable livelihoods, and associated issues;
- Very good inter-personal skills;
- Very good computer skills;
- Excellent language skills in English (writing, speaking and reading) and in Burmese (speaking and reading).

Landscape Coordinators (for Landscapes, Seascapes and Corridor)

The Landscape Coordinators (LC) will be drawn from the regional government agencies with lead responsibility for the respective landscape types: FD for Landscapes and Corridor WGs, and DoF for Seascapes (including input to Landscapes WG on mangrove issues). Their functions will be supported through Responsible Party agreements between UNDP and the respective agencies, as well as cofinancing from the respective agencies.

The role of the LCs is to provide a coordination and liaison function between the lead agencies and project management/UNDP, as well to lead and support the operations of project Working Groups to be established for each of the three landscape types.

Specific duties of the LCs will be as follows:
- Act as focal point for the regional government for coordination of project inputs regarding landscape/seascape/corridor coordination, respectively;
- Liaise with the Project Manager through at least quarterly meetings to share information on government-led developments, progress on project activities, needs arising and key issues requiring attention from the project;
- Participate in relevant project activities, including ILSM training and capacity development; surveys and monitoring; preparation of technical studies and baseline analyses; and development of policies, strategies and plans for resource management and conservation;
- Provide inputs to project progress reports, especially on cofinanced and parallel activities supporting project implementation;
- Organize and Chair meetings of the Landscape/Seascape/Corridor Working Groups in a timely and efficient manner, and ensure that necessary documents (agenda, relevant background documents and technical reports, etc) for these meetings are circulated to the members two weeks in advance, and that the minutes of these meetings are produced and disseminated within a week after the meeting;
- Coordinate the flow of information and recommendations from the Landscape/Seascape/Corridor Working Groups to the Project Manager, STA on ILSM and RTACG for their information and action;
- Provide information to the PM for use in communications, including articles for project websites, inputs to periodic project TLSF meetings, etc.