

Project details, summary:

Applicant – name and abbreviation: Fauna & Flora International (FFI)

Project title: *Driving national and international REDD+ policy consensus and realization of community rights, through integrated REDD+ implementation and community-based forest and agricultural resource management frameworks in Liberia and Myanmar*

Main outcome(s): This project will predominantly contribute to:

Norad/Norwegian International Climate and Forest Initiative (NICFI) civil society funding scheme outcome II: *‘Governments in targeted developing countries have implemented REDD+ related policies, measures and safeguards, such as policies for green growth, sustainable livelihoods, land use planning, the rights of indigenous peoples and local communities and women’s rights’.* Although addressed in more detail in section 2.1, it is important to highlight here that promoting international consensus on REDD+ is the overarching aim of this project. While project level interventions and national policy frameworks will have tremendous value in the Liberian and Myanmar contexts, for national emission reductions, forest and biodiversity protection, and the promotion of a sustainable, low carbon economy, the ultimate aim of the project is to support the design and delivery of an international climate regime that fully embraces and provides effective incentives for REDD+, and ensures best practice in its implementation.

The project specific outcomes are:

In Liberia:

Outcome 1: Liberian stakeholders empowered to support development of international policy and global learning on REDD+

Outcome 2: National REDD+ policies enable the flow of climate finance to stakeholder communities at project and landscape scales, and align with frameworks for green growth and sustainable land use planning.

Outcome 3: Operational REDD+ pilot protects forests and supports rural livelihoods in Wonegizi PPA and the wider landscape

In Myanmar:

Outcome 4: Project sites demonstrate recognition of community rights over forest lands and securing economic benefits which can be used to inform national processes

Additionally, **outcomes 2 and 3** feed into **NIFCI civil society funding scheme outcome iii:** *‘Incentives to achieve REDD+ efforts are established through the new international climate regime and/or other climate, environment and development funding streams’ by demonstrating how REDD+ can deliver climate benefits on the ground’.*

Hereafter ‘Norad/NIFCI civil society funding scheme outcome X’ will be referred to as ‘Norad outcome X’ throughout.

Annual budget¹:

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Total USD	\$967,492	\$1,694,282	\$1,407,844	\$955,861	\$116,868	5,142,348
Total NOK	8,465,557	14,824,967	12,318,636	8,363,788	1,022,594	44,995,542

¹ Note that annual figures for Years 2-5 are tentative are expected to be revised, and confirmed by Norad, on an annual basis

Exchange rate: 1USD – 8.75 NOK

Our supporting letter from the Liberian Forest Development Agency (FDA) demonstrates this work is fully aligned with national efforts being the first national REDD+ pilot.

Partner(s):

Liberia implementing partners:

- Skills and Agricultural Development Services (SADS), local NGO in Lofa County
- Forest Development Authority in Lofa County, and nationally (Government)

Myanmar implementing partners:

- Dawei Research Association, local NGO in Tanintharyi
- Karen Mapping Program, local NGO in Tanintharyi
- Kachin Conservation Group (NGO network)
- Mohnyin/Indawgyi Community Forestry CSO network
- Pauk Sa Community Forestry CSO network

Main target group: At the international level this project will target government and private sector actors and critically important bilateral and multilateral development partners. At the national level, the project will target the government institutions, ministries and authorities that are responsible for policy and legal development. At the subnational (local) level the project will target local government authorities for land-use planning as well as impoverished, indigenous and forest-dependent communities, with a focus on ensuring that women fully and equitably participate in and benefit from project activities in both Zorzor District, Liberia, and in Kachin and Karen States, Myanmar.

Country/countries of implementation and geographic area within the(se) country/countries if relevant:

Liberia: at national level, with specific focus on the Wonegizi Proposed Protected Area and the wider landscape of Zorzor District, Lofa County where it is located (within the Upper Guinea Forest²).

Myanmar: at national level, with specific focus on the Indawgyi Lake watershed/Northern Mountain Forest Complex (Kachin state), Karen-Tenasserim Ecoregion (Karen state, Tanintharyi region).

Activity profile:

This proposed project will use a robust, novel approach to achieve its outcomes.

The Liberia programme of work will drive action internationally and nationally by bringing learning and evidence from the grassroots level up, to inform policy at national level and beyond. The subsequent policy development in Liberia being implemented from the top-down to support implementation while driving concurrent action and learning about the implementation process. A key project focus will be on developing and maintaining critical links between these levels, to ensure maximum uptake and value of the integrated action, thereby promoting maximum impact. The project will do this by drawing together a multidisciplinary range of activity types, namely:

- Piloting /demonstration in Wonegizi to generate proof of REDD+ concept and south-south learning
- Multidisciplinary Technical Guidance and tool development to achieve operational piloting and development of national policy as well as global dissemination, integration, and uptake of learning.
- Facilitation of Participatory Learning and Capacity Building for sustainable and equitable action at all levels
- Advocacy alongside, and for the appropriate inclusion of government, civil society and private sectors in the development of national and international REDD+ and green growth frameworks

² A recognised Key Biodiversity Area (KBA), Important Bird Area (IBA) a Global 200 Ecoregion (one of the world's 200 most important ecological areas - WWF) and a Biodiversity Hotspot (Conservation International and a Critical Ecosystem Partnership Fund priority landscape)

The Myanmar programme of work will continue and expand work with community forestry in two regions of the country with the highest priority for biodiversity and conservation, and will play an important role in raising the profile of community forestry within the national discourse and informing national land use policy with proven examples from the field.

Project Document Form part 1: Information about the organisation

1.1 Basic information about the applicant

Full name of applicant in English: Fauna & Flora International (FFI)

Legal status and type of institution: International NGO, registered charity in the UK, charity registration number 1011102

Year of establishment: 1903

Contact person with email and phone number: Paul Herbertson, Director, Conservation Finance and Enterprise

Tel: +44 (0) 7980 016517. Paul.herbertson@fauna-flora.org

Location of head office: **Country:** United Kingdom **City:** Cambridge

Full postal address of the head office: David Attenborough Building, Pembroke Street, Cambridge, CB2 3QZ, United Kingdom (PLEASE NOTE CHANGE OF ADDRESS)

Website: www.fauna-flora.org

Annual income of organisation in the last three years (in NOK) including income source (name of donors):

2013 Income Source	Restricted	Unrestricted	Endowment	TOTAL
Government & Multilateral	63,005,988	628,525	-	63,634,513
Trusts & Foundations	60,945,381	1,928,429	-	62,873,810
Corporate	44,045,242	950,858	-	44,996,100
Individuals	2,208,140	13,345,625	-	15,553,765
Membership	-	2,115,396	-	2,115,396
Investment	8,423	171,253	247,509	427,417
TOTAL	1,966,638,232	221,143,248	2,859,715	2,190,646,868
2012 Income	Restricted	Unrestricted	Endowment	TOTAL
TOTAL	1,937,695,502	500,634,115	2,683,898	2,441,010,141
2011 Income	Restricted	Unrestricted	Endowment	TOTAL
TOTAL	1,990,035,049	328,402,346	2,709,929	2,321,149,114

Applicant's experience and results achieved with REDD+ and relevant development work:

FFI has been developing a portfolio of diverse REDD+ projects across seven countries for over seven years. Working with a range of partners from private investors, national and sub-national governments, to local NGOs, indigenous and other forest-dependent populations and local communities, our work has driven the development of REDD+ approaches and has tested them for global application. FFI has worked with Norad, FCPF and the UN to develop national capacity and preparedness for international REDD+, with explicit linkages to piloting activities. FFI has also participated in development and revisions of the major voluntary carbon (REDD+) standards, including Plan Vivo, the Verified Carbon Standard and the Climate, Community and Biodiversity (CCB) standards.

In Liberia, FFI has been working on piloting REDD+ since 2010. Funded by the Norad Civil Society Fund for Climate and Forests and the International Tropical Timber Organisation (ITTO), our work has covered the scoping and development

of baseline surveys for four pilot sites, two of which were chosen for further REDD+ development. The subsequent programme covered extensive national REDD+ readiness support and capacity building, several years before the start of the Forest Carbon Partnership Facility (FCPF)/ Readiness Preparation Proposal (R-PP) process. To ensure synergy, and in particular, that lessons learnt from piloting were understood, up-taken and integrated by national decision and policy makers, FFI also took a central role in the FCPF process coordinating production of the R-PP and later the R-PP mid-term review. As part of Liberia's R-PP, FFI, with partner PCI-Media Impact, are developing the national REDD+ Communications Strategy. This component of the R-PP, being delivered throughout 2015, is being developed alongside the national REDD+ strategy and will draw heavily upon FFI's previous national REDD+ readiness experience and REDD+ piloting (funded by Norad).

Of the two REDD+ projects chosen for development under previous Norad/ITTO funding (Wonegizi Proposed Protected Area, Lofa County, and Lake Piso Multi-Use Reserve, Grand Cape Mount County), the Wonegizi Project was selected for full implementation, including certification (accreditation) under the Plan Vivo standard for voluntary, forest carbon projects.

As of 2015, the Wonegizi project represents Liberia's only full-scale pilot and demonstration for REDD+, which is close to being ready for validation and verification. Key mechanisms required for a REDD+ project are in place and the technical (carbon) specifications and methodology are prepared. A Free, Prior and Informed Consent (FPIC) process is being implemented within an equitable governance framework and a participatory theory of change project design methodology has been applied; this includes a participatory social impact assessment by the affected communities, and baseline surveys and land use plans are now complete. Despite the wide-spread impacts of Ebola communities remain keen to engage and have the relevant and appropriate institutions in place to facilitate this process. The government Forestry Development Authority is in full support of the project approach and vision and one of the project partners.

In Myanmar, where activities are managed by FFI with co-funding from the EU, the program has engaged relevant stakeholders in participatory land use planning and designating protected areas to reduce deforestation and forest degradation. The program has implemented community forestry to secure land tenure for indigenous peoples, while reducing deforestation in Kachin State, Tanintharyi and Magwe Regions in collaboration with local NGOs. The grants program has assisted over 30 indigenous communities to date in three landscapes to establish community forestry programmes. The first community forestry certificates were awarded in July 2014.

In landscapes threatened by oil palm expansion, FFI has supported Karen communities to do participatory mapping of indigenous village lands. At the same time, it has introduced local stakeholders to the principles and criteria for sustainable plantation development, based on the Roundtable for Sustainable Palm Oil (RSPO), to reduce land grabbing and forest conversion to plantations. Such experiences have enabled FFI to contribute to Myanmar's REDD+ Roadmap as well as the Land Core Group, civil society networks and with the Ministry of Environmental Conservation and Forestry through an MOU to develop and pilot new land use planning policies.

Have you applied for Norad/CFI funding before? Yes

Is the proposed project a continuation of a previously or currently Norad funded project? Yes

If yes, note the main changes/developments in the proposed project compared to the current one:

The proposed project will build upon the work completed under two previous NORAD grants in Liberia:

Grant No. GLO-4252, LBR-09/012; 2009 – 2010; NOK 6,666,567; Title: *'Developing a pro-poor REDD+ structure in Liberia: Creating real world pilot projects to guide national policy development'* 2009-2011 [project was extended and transferred to a new grant, but under the same contract, starting in 2010, as below], and

Grant No. GLO-4252, LBR-10/0009; 2010 – 2014; NOK 13,762,876; Title: *'Bridging the divide; empowering grassroots REDD institutions to inform national REDD strategy development through REDD demonstration projects'*.

The two previously funded projects had shared goals:

- to empower and enable government, civil society organisations and community based organisations in particular to understand and engage in REDD+ strategy and project development; and
- to disseminate lessons from Fauna & Flora International's (FFI's) global REDD+ portfolio and this field component locally, nationally and internationally to inform Liberia's view (and that of the international policy community) on a post-2012 climate change framework.

The proposed project will vastly develop the approach previously taken, by expanding and integrating action at local, landscape, national and international scales, and by ensuring effective information flow and uptake between the different workstreams.

Significantly expanded action will be taken to promote ongoing collaboration with policy-makers in order to bring international learning to bear on the development and implementation of REDD+ policy in Liberia. At the same time, this project will transform the current piloting activity from the project design (PD) phase, to the implementation phase, as well as enable options and avenues for greater replicability, scale and impact. Lessons learned through piloting will be used to influence the development of policy within Liberia, and will be shared with the international community in order to inform the development of policy elsewhere. The REDD+ pilot(s) will also provide critical learning to move towards full implementation of REDD+ at sub-national and the national scales, and will ultimately achieve greener local economies in the focal area(s).

In Myanmar, the proposed project is a continuation of a Norad funded project. This grant was managed by Indonesian NGO The Samdhana Institute, with the Myanmar component of the project delivered by FFI:

Grant No. RAS-12/0037; June 2013 – 31 December; NOK 9,000,000; Title: '*Assisting indigenous peoples, local communities, community based organizations and local NGOs to participate effectively in REDD+ and climate change mitigation analysis, methodology development and implementation in Indonesia and Myanmar 2013 -2015*'.

This project supported local community groups and NGOs to work with their respective local governments towards a better understanding of how protecting rights is a key ingredient to successfully protecting REDD+ landscapes.

This project will continue to support communities in the two target landscapes in Myanmar to secure their rights to sustainably manage their natural resources. However, this project particularly increases the focus on facilitating the development of sustainable livelihoods activities. These activities complement the recognition of rights and have a critical role to play in supporting communities to meet their economic development needs in ways which are compatible with a long-term commitment to sustainable natural resource management.

Are the applicant/partner(s) in the proposed project involved in other applications to the NICFI funding scheme for civil society 2016-2020?

Yes. FFI's key Liberian implementing partner, SADS, were part of another application to the NICFI 2016 call.

If yes, please specify which application, and the applicant/partner(s) role in the project(s):

SADS were proposed partners in the SES-CCBA (Social and Environmental Standard - Climate, Community and Biodiversity Alliance) REDD+ Safeguards proposal to the NICFI. SADS' role in the proposal would have been to engage with Government and civil society actors in Liberia, working to support development and integration of a country safeguards approach to REDD+ and related low-emissions land use with effective stakeholder participation. We understand that this proposal is not expected to be funded through this NICFI funding round.

1.2 Applicant's systems for quality assurance:

1.2.1 Applicant's systems for quality assurance of programme planning and implementation:

To assure the good quality of project/programme planning and implementation FFI adheres to a clearly defined project cycle which rigorously reviews proposed project's concepts and their goals for alignment with our overall business plan aims. At the theoretical review stage, proposed projects must demonstrate a clear link and logic between the

planned conservation activities, their stated conservation outcomes, and the FFI Business Plan. Before implementation begins, projects are also assessed from a practical perspective, in which the project is phased and compared to the proposed budget before being reviewed and approved by the Senior Management Team (SMT). Any amendments are agreed and must be signed off by SMT before progressing to the next stages of implementation and funds disbursement.

During project implementation, there is ongoing monitoring and adaptive management, with progress regularly measured against project-specific indicators as detailed in the logical framework. Indicators define the data to be collected to measure progress and track actual results achieved over time, compared to the stated targets.

Internal annual reports are produced for each project which links activities, outputs and outcomes. Financial risk and management is identified and discussed through quarterly finance meetings between the finance team and programme directors and wider programme staff. Management team meetings provide opportunities to discuss any issues relevant at an organisational level.

FFI is in the process of strengthening its internal audit and compliance function to assist programme managers in the delivery of high quality projects. New staff positions have already been created and filled, and high priority projects such as this will be among the first to benefit from the additional support.

1.2.2 Applicant's results management and systems for monitoring, assessment, reporting and evaluation:

FFI has an established system to link the results of projects with progress against our overall Business Plan. The design and review of indicators and monitoring systems is an integral part of our project cycle management (as above), which helps to ensure all projects are systematically developed, and then implemented and monitored effectively. At project-level, all project activities are monitored on an ongoing basis by project staff, and internal reports are made to line management through quarterly and annual reporting processes. The quarterly reports are complemented by quarterly financial meetings to assess budgets versus actual expenditure, monthly thematic and regional team management meetings to review programme developments, and formal project reviews completed by team leaders in conjunction with their team.

At organisational level, FFI assesses impact through a bottom-up 'sifting' of data from all field projects, allowing us to track impact against inputs at multiple levels, and to learn lessons and adapt our strategy accordingly. This results in an annual conservation report which details the progress against FFI's business plan at a project, programmatic and organisational level and provides a comprehensive overview of our outputs and outcomes across the organisation.

FFI is committed to learning from our activities and disseminating good practice, both internally and with our partners and others working to achieve similar outcomes. To support this commitment, FFI has a Conservation Capacity Programme, through which we have developed a knowledge base of tools, including methods, skills and information sharing on FFI's intranet. This resource is used to internally share results, to facilitate cross-project learning and the exchange of information on practical and effective M&E approaches. Key lessons are disseminated through the conservation journal, *Oryx*, managed and edited by FFI.

1.2.3 Applicant's internal financial management systems and of partners

FFI uses a globally recognised accounting system, FocalPoint. It is designed to capture all financial data across FFI's global organisation, including all non-UK country and project offices. FocalPoint is a double-entry bookkeeping system with a unified ledger, which generates standard balance sheet reports such as aged debtor and creditor ledgers and full balance sheet reporting. It also generates standard income and expenditure reports used for monthly management reporting to the Trustees, Senior Management Team (SMT) and all Programme directors and managers. Standard individual regional and project reports are also produced each month, for review by the Regional Directors and project staff.

Due to the global nature of its operations FFI has multiple bank and petty cash accounts (over 80) across the world; hence our balance-sheet reporting is able to aggregate the total cash held at any one time, whilst also being able to report on the balance held in any individual account (in the appropriate currency). Finance and/or administration staff employed in country manages expenditure made in overseas offices. Data received from country programmes is consolidated onto PSF so that the UK finance system is the central source of data for FFI's entire global programme.

FFI has formal, legally-binding contracts with partners with whom financial transactions are taking place, and all exchanges with partners are closely managed by our project and programme managers. Our finance team currently applies principles of best practice regarding all aspects of financial management with partner organisations on a case by case basis. Standardised policies regarding financial reporting from FFI's partners are currently under review, but follow that: requests for funding from partners require a plan of expenditure or reference to the original agreement and associated financial plan. Financial reports detailing actual expenditure against budget must also be submitted back to FFI by partners on a periodic basis (usually quarterly but agreed with each partner on a case-by case basis). If financial reports are unsatisfactory or outstanding, FFI does not send further funds until satisfactory action has been taken by the partner to rectify this. For partner organisations whose financial control systems are lacking, the FFI finance team requests that expenditure invoices are paid by them directly, thus minimising financial transfer required through that organisation whilst also assisting them, where possible, to improve their ability for financial management.

FFI continues to support our Liberian partner SADS in its efforts to implement effective financial management systems and this project will further enable this. In all our contracts with partners, FFI reserves the right to inspect the documentation and evidence to substantiate the financial reports submitted. In many cases FFI may also be subject to a grant audit which can often extend to the expenditure made by the partner organization. The partner organization is therefore bound by the same financial reporting and control standards as FFI and we ensure compliance through our support to partners.

Similarly, in Myanmar, the small grant program, which supports communities to develop specific sustainable livelihoods activities, is very carefully managed to ensure appropriate planning has been undertaken by the grantees, and that they have the necessary grant management capacity and access to support, prior to receiving the small grant. This represents continuation and expansion of a proven model, established with Norad support under a previous grant.

1.2.4 Applicant's internal systems for disclosing and reporting corruption and financial irregularities and of partners:

FFI has in place an anti-bribery and anti-corruption policy that complies with the UK Bribery Act (2010) and extends to all partners with which FFI works. The policy covers direct payments, Facilitation payments, Payments under duress, Gifts and hospitality, Partners, Suppliers and other 3rd parties, Procurement, Conflicts of interest, Political donations and whistleblowing. A separate whistleblowing policy covers the procedures for reporting suspected corruption, and includes established lines of reporting, including direct access to the CEO and trustees. The confidentiality of the whistle-blower is assured. All policies and contact details for all staff, the CEO and trustees are available to all FFI staff to enable reporting should a situation arise.

FFI is stringently audited annually, as a requirement under UK law, and under its charter. The audit is conducted by Peters, Elworthy and Moore of Cambridge, UK. The audited accounts of FFI are available for public inspection.

FFI seeks to work in a transparent way and to ensure that its governance and financial control systems are robust and that the risk of corruption is minimized. For this project, FFI has budgeted for regular internal audits and compliance checks to take place by a member of the finance team, in addition to the organisational audits and any checks required by Norad. This level of oversight will minimise the risk of financial irregularity while maximising the opportunity for irregular practices to be identified and corrected as appropriate.

1.2.5 Applicant's systems for knowledge management in the project (systems for sharing experiences and lessons learned between the project partners (local partners, other partners in the project, relevant national actors, donors, etc.):

The project has a number of knowledge management systems built into its design to support the capture, sharing and effective use of organisational knowledge. This will include regular plenary meetings with all partners and key stakeholders. A project OneDrive folder will enable sharing of working project documents and wider resources, with final versions of all key project documents saved in dedicated project folders on the FFI intranet. Mid-term and end of term project evaluations will be conducted in collaboration with all stakeholders to assess both formal progress, surface any unanticipated changes, gather lessons learned to date and use these to inform future work.

The project managers in the respective countries will play a network-facilitation role, ensuring that partners and stakeholders keep in touch with one another, and that relationships exist and information flows directly between

partners, and not just up and down from FFI. Key to this will be participation in and possible facilitation as required, of the REDD+ Technical Working Group (RTWG), the National Forest Forum (NFF) and other donor and sectoral working groups (e.g. on forestry, concessions, climate change, etc.).

The project director will be responsible for ensuring the overall synergy and flow of information between the Liberia and Myanmar programmes of work, which will be further aided by cross-project, multi-stakeholder learning events; and maintaining a high quality of communication with the donor.

FFI will make use of its own website and those of partners (SADS, FDA (REDD+), EPA, and others) to share blog updates and key policy documents or reports, as downloadable files. A project newsletter will be developed and circulated quarterly, contributed to by all project partners and sharing updates on progress but also lessons learned. In addition, the project will develop the Liberia REDD+ website and Sustainable Commodities portal for dissemination of news and information, which will also be used to facilitate sharing of lessons learned between the Liberia and Myanmar components of this project.

FFI is committed to promoting knowledge management and learning exchange. A dedicated Knowledge Manager promotes internal knowledge sharing through an active intranet, new technology such as Yammer, regular forums and meetings.

For our partners and the wider sector FFI has led the development of www.capacityforconservation.org, a platform where organisations can share experiences, case studies, tools and learning. We will, for example, be co-managing the delivery of a knowledge management conference in Nairobi in 2015. We will share lessons from this project through these channels, in addition to REDD+ specific forums, such as the Oslo REDD Exchange.

1.3 Partner organisation(s):

1.3.1 Applicant's strategy for choosing partners:

FFI believes that the most effective and long-term solutions to safeguard habitats lie in local hands. As a result, lasting local partnerships have been at the heart of FFI's conservation activities for more than one hundred years. Our commitment to working in partnership is reflected in our vision where 'biodiversity is effectively conserved by the people who live closest to it, supported by the global community'.

To support the achievement of this vision, FFI offers partner support to a diversity of organizations, ranging from government agencies and corporations to local community co-operatives. A partnership can be instigated by either us or the partner, but at its heart is the development of a mutually beneficial relationship with a common purpose. Where needed, FFI is able to provide long-term, tailored support to build technical, institutional and leadership capacity, to help a partner become a sustainable, capable and accountable organisation.

With regard to choosing partners, FFI maps out the potential partners to a project or programme, highlighting the connections between FFI and the potential partners, and the connections between each other. The potential partners are evaluated in terms of their influence and interest on the project, in addition to their capacities in relation to the role that the project would seek them to take. Checklists and guidance documents are freely available to assist in this process.

With each partner, an MOU is developed to specify the nature and duration of the partnership and the key communication channels between FFI and the partner. The partnership is reviewed periodically, particularly at key milestones throughout the project and partnership.

Emerging so recently from military rule, Myanmar's civil society is poorly developed and lacks diversity. The partners of the project are the only CSOs working on community rights and forestry in the project regions. FFI provides support and capacity building to ensure that they are capable of fulfilling the administrative as well as technical demands of the project and, in the long term, the aim is that they will take over the role of supporting communities from the project.

1.3.2 Short presentation of partner organisations:

The Skills and Agricultural Development Services (SADS) is the foremost national environmental organisation driving progress to the payment of ecosystems services in Liberia. Since 2004, SADS activities have been focused on environmental protection, scientific research and the facilitation of nature conservation while at the same time embracing the promotion of social justice, respect for human rights and community livelihood development. Additionally, SADS brings to this project significant experience from working within the specific Wonegizi Proposed Protect Area landscape Proposed Protected Area (PPA) since 2004.

SADS has excellent experience within implementation of REDD+ and sustainable natural resources management programmes. In 2009, SADS were involved in the implementation of its REDD programme in Liberia which was successful in developing a comprehensive framework of incentives targeted at communities and conservation in the Wonegizi PPA. This programme was jointly supported by the IUCN-NL and McCall-MacBain Foundation. In 2011, SADS were involved in the implementation of field exchanges and study tours for 50 participants from Sierra Leone and Guinea into Liberia. Through this program, SADS facilitated the development the first Sustainable Harvesting Agreement with forest dwelling communities in the Wonegizi PPA. In 2012, SADS jointly collaborated with FFI and FDA to institutionalize the REDD+ piloting activities at the Wonegizi PPA, as Liberia's first REDD+ pilot demonstration site.

Nationally, SADS have been instrumental in the development of Liberia's REDD+ Readiness Preparation Proposal (R-PP), currently being implemented by the Forestry Development Authority and its implementing partners, including FFI, with funding support from the World Bank Forest Carbon Partnership Fund. In 2010, SADS established the first national platform known as the Green Forum, which serve as the medium through which exchanges of ideas and views on REDD+ and where climate change is discussed. The Green Forum information dissemination and discussion were conducted through live radio talk-shows, newspaper publications, creation of schools nature clubs and round table - brown bag meetings. In 2012, SADS facilitated the development of Liberia gender and climate change action plan supported by IUCN, and the Liberia REDD+ SES initial phase supported by CARE Norway, through the REDD+ SES secretariat and the Climate, Community & Biodiversity Alliance (CCBA).

SADS work in Wonegizi is characterised by close collaboration and partnership with the Wonegizi Community Forestry Management Board - a rural governance structure facilitated by SADS - consisting of 40 members representing twenty communities which meets regularly to engage, plan, strategize and implement activities jointly with SADS and partners.

In Myanmar, FFI will implement the project in collaboration with local partners in Kachin state, Magwe and Tanintharyi regions:

Kachin Conservation Group (KSG), a group of 8 local NGOs supporting local communities in Kachin state in sustainable natural resource management. The network is documenting land grabbing cases and provides support to local communities in conflict resolution. FFI will collaborate with KCG to secure community forestry tenure and to resolve tenure disputes.

Dawei Research Association (DRA) is an NGO based in Tanintharyi Region with expertise in monitoring land grabbing and forest crime and collaborating with FFI and local Karen CSOs in mapping customary land. DRA's role will be to support training of indigenous communities in customary land mapping and assist communities in dialogue with private sector developers to mitigate and resolve land conflicts. DRA will also assist with government liaison and facilitations of stakeholder workshops in Tanintharyi.

The Karen Mapping Program (KMP) is an initiative of Karen civil society groups to map all customary Karen land in areas controlled by the Karen National Union. KMP is the main partner for customary land mapping and verification in Tanintintharyi Region.

At the grassroots level FFI will mainly collaborate with 3 community forestry associations representing more than 35 forest user groups (FUGs), to assist FUGs to develop management plans for sustainable community forestry and to secure community forestry certificates:

- Mohnyin Natural Green and Development Association (MNGDA); Official registration, Mohnyin township, 22.1.2014. (Community Forestry Association).
- Indawgyi Conservation and Development Association (ICDA); Official registration, Mohnyin township 22.1.2014. (Community Forestry Association)
- Pauk Sa Conservation and Development Association; Official registration, Magwe township 22.1.2014. (Community Forestry Association)

1.3.3 Please specify the sub-grantees in the project:

This project will not have specific sub-grantees in Liberia, although our Partner, SADS, will receive sub-grant finance through the project.

In Myanmar, sub-grantees will be local groups (community forest management groups, community development groups), which will be assisted with funding where there is a clear need that cannot be provided by the community themselves. This might include equipment, start-up capital for a small enterprise, or the costs of sending representatives to meet with decision makers or participate in relevant consultations.

Application Form part 2: Project Information

2.0 Relevance:

We feel very well positioned to use our past 10 years' experience in Liberia and 4+ years' experience in Myanmar coupled with this opportunity to really drive significant and meaningful nation level change that is grounded by site level experiences. The project specific outcomes (1-4) are explained and expanded upon in the following sections.

There is also significant scope for this work to dovetail with activities to be carried out under the Norway-Liberia Letter of Intent. Our supporting letter from the Liberian Forest Development Agency (FDA) demonstrates this work is fully aligned with national efforts being the first national REDD+ pilot. FFI are in regular communication, and are coordinating with, Mr. Arild Skedsmo (NICFI, Ministry of Climate and Environment) regarding the ongoing development of the Liberia Forest Sector Programme (LFSP) scope of work. To ensure alignment with the Wonegizi REDD+ pilot, FFI are also in regular communication with World Bank concerning LFSP implementation and the Forest Carbon Partnership Facility (FCPF), which is driving development of Liberia's national REDD+ strategy and technical components. In January 2016, The REDD+ Implementation Unit (RIU, of the Forestry Development Authority) organized a workshop on 'Forest Definition', as a key step to finalizing the national forest inventory for REDD+ (etc.), close FFI's Wonegizi REDD+ pilot. The workshop concluded with a site visit to Wonegizi, and Mr. Skedsmo was able to take the opportunity to spend an additional three days at the REDD+ site, to further explore the REDD+ development process there and linkages with the national REDD+ process, and the LFSP.

2.1 Relevance to one or more of the three outcomes³ in the call for proposals for 2016-2020

This project contributes directly to both Outcomes I and II specified by Norad in the call for proposals, as detailed below.

Norad Outcome I: Incentives to achieve REDD+ efforts are established through the new international climate regime/or other climate, environment and development funding streams.

Addressed through project specific outcomes 1; 2 and 3

The project will operate at national and local scales to support the establishment of incentives through at least two funding streams. At the sub-national level, the project will fully operationalise the Wonegizi community-driven REDD+ pilot project (project specific outcome 3). The project is designed to access voluntary market (pre-compliance) climate finance and/or public finance from bilateral funds such as the BioCarbon Fund or Green Climate Fund, while remaining ready for integration (fully nestable) into national REDD+ architecture. In doing so the project will inform emerging national and international REDD+ policy on opportunities, needs, delivery mechanisms and practicalities of funding at the sub-national scale, and provide data and knowledge for larger, international incentives (project outcomes 1 and 2). It will also demonstrate the need and value of a more holistic approach to the overall goal of reducing deforestation and creating low carbon economies, by preparing the REDD+ pilot project to link with other mechanisms, namely supporting the development and growth of sustainable enterprise models the contribute to local economic development and could ultimately be supported to access the growing pool of impact investment capital.

At the national scale, project-level learning will be combined with targeted policy development and capacity building to create the enabling platforms and frameworks for Liberia to access emerging incentives, through the international climate regime, and, moreover, to be a driving force in establishing this regime (and funding) by demonstrating the necessity, value and scope of such incentives to the international community.

Norad outcome II: Governments in targeted developing countries have implemented REDD+ related policies, measures and safeguards, such as policies for green growth, sustainable livelihoods, land use-planning the rights of indigenous peoples and local communities and women's rights.

Addressed by all project specific outcomes (1-4)

In Liberia, by working at local and national scales, the project will develop the REDD+ related policies, measure and safeguards required to establish functional REDD+ pilots while simultaneously informing, and supporting national process to develop these tools and approaches for national REDD+. Moreover, once pilot REDD+ projects enter the crediting phase, they can act as a 'bottom up' catalyst to inform and drive forward policy changes at both local and national levels, as well as inform UNFCCC negotiations post 2015, decisions from which will be incorporated into the project.

Such actions will explicitly include and demonstrate the need for social and environmental safeguards as set out in the Cancun Agreement, such as not converting or degrading natural habitats, maintenance of ecosystems services, upholding human rights, use of FPIC, development of a grievance redress and participatory land use planning processes (among many others) and ensuring distributive equity alongside procedural equity safeguards. The project will illustrate their application to enable broader uptake by the Liberian Government, in particular by demonstrating the safeguards, rules and policies that must be included within REDD+ regimes to achieve sustainable and equitable green growth, and transformative social and land use change (at any/all scales). The project also recognises that in order for REDD+ to be viable and scalable in the long term, the agriculture sector needs to be engaged at all levels of implementation, and that this must be written into policy and land use plans.

³ The three outcomes shall in turn contribute to one or more of the three following objectives:

1. Emissions from deforestation and forest degradation in developing countries (REDD+) included in a new international climate regime
2. Cost-effective and verifiable reductions in greenhouse gas emissions from deforestation and forest degradation in developing countries
3. Natural forests are conserved to maintain their carbon storage capacity

Contribution to sustainable development and poverty reduction is an overarching goal of Norwegian foreign development, and thus valid also for this effort.

In Myanmar the indigenous communities in Kachin State and Tanintharyi Region have expressed the urgent need to address tenure security and forest loss. Military and government authorities have been granting large-scale land concessions to well-connected companies on state forest land. These land grabs displace indigenous people whose livelihoods depend on the forest landscapes. Indigenous communities who practice subsistence shifting cultivation and depend on non-timber forest products have no tenure security and are rarely compensated when their land is being developed. By 2011, over 200 Burmese companies had been officially allocated 2 million acres of privately held agricultural concessions, mainly for agro-industrial crops such as rubber, palm oil, and cassava.

Land grabs and deforestation are now set to accelerate due to new government laws that are specifically designed to encourage foreign investments in land. The two new land laws (Farmlands Law; Vacant, Fallow and Virgin Land Law) establish a legal framework to reallocate so-called 'wastelands' to private investors. Moreover, the new Foreign Investment Law provides incentives for land grabbing and further compound the dispossession of local communities from their lands and natural resources. Tenure security is especially weak in areas with recent armed conflicts such as Kachin state and Tanintharyi Region, where ceasefires open up new areas for development and forest conversion.

Despite these problems, since 2014 the reform Government has been open to recognizing indigenous rights and to accommodating local development aspirations into land use planning. Myanmar's legal framework supports groups of households (defined in the law as 'forest user groups') to obtain community forestry rights, which provides tenure security and allows for sustainable extraction of timber and non-timber forest products from forests as well as the establishment of community-owned agroforestry and perennial estate crops on degraded forest land. This project will facilitate disadvantaged community members to form forest user groups (FUGs) to gain legal access to forest resources. The project will take advantage of the Government's new openness to advocate for the value of community based management to decision makers. It will also play a key role in accelerating the development of sustainable livelihoods activities, compatible with long-term forest conservation.

Norad outcome III: Private sector actors have implemented social and environmental policies and practices that reduce the pressure on forests, and are engaged in global public private partnerships.

Previously proposed work in Liberia relevant to Outcome III have been removed from the scope of this project to ensure sufficient resource is dedicated to realizing REDD+ implementation objectives at local, national and international levels. These activities, focused on (i) policy engagement at the national-level with mainstream investors into agriculture, and by directly engaging with agribusinesses operating in Liberia, to improve the sustainability performance related to deforestation in their supply chains; and (ii) by using impact investment to incentivise greener business models and enhance REDD+ viability at the local-level remain a priority to ensure an integrated approach to reducing pressure on Liberia's forests. FFI will continue to seek funding to support this work, and views this.

2.2 Relevance to main thematic category:

The project is mainly relevant to the following themes: '**Promoting International Consensus on REDD+**' and '**Securing Indigenous and Other Forest-dependent Populations' Rights and Interests**', whilst also contributing to 'Improved Transparency, Governance and Legality'.

Theme 4 - Promoting International Consensus on REDD+

Although covered in more detail in section 2.1, it is important to highlight here that promoting international consensus on REDD+ is the overarching aim of this project. While project level interventions and national policy frameworks will have tremendous value, both for national emission reductions, forest and biodiversity protection and the promotion of sustainable, low carbon economy, the ultimate aim of the project is support the design and delivery of an international climate regime that fully embraces and incentivises 'REDD+', and recognises the critical role of indigenous and forest-dependent populations' rights within this regime. To this end, the project has a strong focus on achieving operational project level REDD+, able to demonstrate site-level climate, social and biodiversity gains, alongside national policy and enabling frameworks, as tools to inform, guide and encourage international consensus on REDD+. Policy briefings, peer reviewed scientific papers, presentations and other materials will be carried to the UNFCCC COP(s), United Nations conferences on sustainable development (e.g. Rio+20), GEF Assembly meetings (held every

four years), Forest Carbon Partnership Committee (FCPF) meetings (Participants Assembly, Participants Committee and Carbon Fund meetings), and the UN-REDD Policy Board Meetings.

In Myanmar, where national REDD+ processes are at an earlier stage and where land rights issues are currently acute, addressing the issue of land grabs by accelerating recognition of community rights is an essential pre-requisite for the national REDD+ agenda and the country's international contributions to the REDD+ agenda to progress effectively. As such the project activities are focussed on the rights and interests of marginalised forest-edge communities, and are therefore especially relevant to Theme 1, as explained below:

Theme 1 - Securing Indigenous and Other Forest-dependent Populations' Rights and Interests

In Liberia, both at the local (implementation) level and national (policy and enabling environmental) level, the project will use a combination of FPIC and community-lead theory of change to design project actions and inform policy gaps. The project will continue the implementation of an ongoing FPIC process, clarify and address issues relating to tenure and resource use rights and develop equitable benefit sharing mechanisms to enhance wellbeing. The project will use this data to develop the land use plans, contracts and laws required to clearly define, secure and enshrine the rights and interests of forest dependent peoples in the project site(s) and throughout the country.

In Myanmar, steps have been taken towards recognition of indigenous rights, but operationalising these advances is challenging. By focussing on pilot sites where there are communities with a proven concern for asserting their rights, high carbon landscapes with significant economic potential, and supportive local Governments, the project will provide a vital demonstration of the feasibility and value of recognising rights within the context of capacity building, planning and developing local natural resource management. As in Liberia, all community activities will be based on FPIC.

Theme 3 - Improved Transparency, Governance and Legality

Effective forest governance must be at the very core of all efforts to reduce deforestation and land use change emissions. The project is designed to improve transparency, accountability and legality through a number of tools and approaches, at varying scales, and the most important are summarised here:

- Policy tools: Essential to the successful implementation of this project, and more broadly for national REDD+. Where the project supports development and ratification of a number of new policy frameworks and laws pertaining to carbon rights, investment and safeguards, provisions for ensuring transparent and good governance will be explicitly articulated
- Monitoring tools: Integrated monitoring will be established at REDD+ pilot project level in Liberia, with guidance for national policy options, including how to develop and combine MRV, SMART and safeguard Information Systems (SIS)
- Civil society and institutional capacity building: Empowering community members, local institutions, NGOs and local media to take more active roles in monitoring and sharing information/grievances. Moreover, within the REDD+ project in Liberia, and with a view to replication, a governance structure will be developed that ensures complete financial transparency, tracking and management, through the use of multi-stakeholder Trust Boards
- Community small-grant programme: Good governance and transparency continues to be a fundamental requirement for management of sub-granted funds by communities and community enterprises. With close attention paid to ensuring that communities are trained and supported to implement and manage the grants professionally, and setting an important precedent in building FUG and CSO capacity in Myanmar
- Performance-based benefits: Demonstrating the function, value and scope for performance-based payments, at the project scale in Liberia, but for eventual implementation nationally is the central objective of the project. This kind of funding reduces the scope for elite capture, or other forms of corruption, because income is only generated if results are measured, reported and verified as achieved.

2.3 Relevance to development objectives of the project country/countries and the national REDD+ agenda (policies, plans and needs):

Building on the Poverty Reduction Strategy (PRS I 2008-2011), Liberia Vision 2030 is a strategy and roadmap for achieving middle-income status by the year 2030. Central to these policy documents is the aim of improving human wellbeing, by reducing poverty, securing peace and stability and improving governance. Economic development, which underpins much of this progression, is built on the sustainable and well governed utilisation of natural resources, including forests, and investment in the concession economy. As such, the project FFI is proposing is a broad programme of work that supports every part of government's key policies (PRS, Vision 2030 and others) by filling policy gaps, improving policy coordination and land use planning, and facilitating flows of performance-based finance into Liberia derived from the conservation and/or sustainable use of forest, land and ecosystem services.

Myanmar joined the UN-REDD programme in 2011, and having released a REDD+ Readiness Roadmap in 2013, is now in the early stages of implementing a programme of REDD+ readiness activities.

It has embarked on the development of a single mapping platform which will register indigenous rights, community forest licenses and business licenses, being a reference for decision makers and to allow land use monitoring. The project will help to integrate spatial data related to community rights and licenses and land use categories.

In addition, Myanmar's Land Use Planning Law is being revised. The project will continue to provide relevant models of community based land use planning and resource management.

3.0 Baseline; and the case for the project:

3.1 Justification of the project (state "*the fundamental ill*"); the problematic state of society at large today, and what *indicates* this state:

The global economic system requires year on year growth and increasing profits, despite the fact that the Earth, its resources and coping thresholds, are finite. Deforestation and forest degradation account for 10-15% of anthropogenic/atmospheric carbon dioxide, in addition to causing immeasurable damage to biodiversity and associated ecosystem services, and to the wellbeing of millions of forest dependent peoples.

The key indirect drivers of deforestation and forest degradation in Liberia and Myanmar are weak governance of forest resources, and a failure to create adequate livelihood opportunities for marginalised forest communities that help provide the necessary incentive to commit to sustainable management practices in the long-term.

This project, and others like it, are required to make transformative changes at the national level, built on real world testing and iteration of critical mechanisms, and the development of required policy frameworks, so that as a global community, we can respond to the challenge of climate change, while also making vitally important gains in local and national level nature conservation, empowerment (i.e. of marginalise people and especially women) and poverty reduction.

3.2 Identification of the *main actors* that, in your analysis, hold the key to change:

Covered to some degree in Section 4, the table below summarises main actors that hold the key to change, and the changes required (see also sub-section 3.3). The key actors, or changes agents, as discussed in following sections, can be grouped into four clusters, as follows:

Community agents of change: At the pilot (local) scale, where project mechanisms and policy gaps – relating to REDD+ and sustainable landscapes – and will be explored, designed, tested and future-proofed, it is forest dependent people who make decisions about land use at the local level, and hold the key to change. At the field sites, the project must facilitate and demonstrate the ability of local communities to maintain or adopt sustainable livelihood practices, which simultaneously improve wellbeing and resilience, whilst also protecting forest and reducing emissions. While site level emission reductions are themselves only a small proportion of the global emission that originate from forests, the

pilot(s) are essential tools in the design of national systems, and driving forward attitude, science and policy change(s) towards international REDD+ consensus.

Local authority agents of change: Possibly less critical to the bottom-up change in understanding, policy and opinion, driven by successful piloting in Liberia, than the local communities, but local authorities are an important facilitator of change, and play a key role in bridging the divide between local implementation (under their direct control), i.e. knowledge and data and, and the vital policy decisions made at the national level, by higher levels of government. In Myanmar state / district / township actors are the forest, agriculture, and settlement and land records departments.

Civil society agents of change: NGOs, CSOs, academia and the media (press) play a number of key roles in making change possible in Liberia, with regard to forest governance and reducing deforestation. In many instances, NGO are the catalysts to change, and the technical advisors, to local and government institutions. Moreover, civil society plays a vital monitoring and 'watchdog' role for both the private sector and public sector which is key to driving positive changes regarding transparency and accountability. Academia has a specific role in supporting capacity building, which will underpin many of the required changes and as one of the key pathways by which science (e.g. data from piloting) can be interpreted into policy.

National policy/decision maker agents of change: Ultimately, forest governance is shaped, facilitated and enshrined within the state. Whether directly managing the forest estate, or putting in place the investment frameworks and policies to control how forests are used, or affording forest management rights to other user groups, the state plays the central role. In Liberia, the state has many relevant apparatus in this regard, including the legislature, line ministries (including Ministry of Agriculture than includes the Forest Development Authority and the REDD+ Implementation unit) and the Office of the President. In Myanmar key central government actors relevant to this project are at cabinet level in the 'Land Allotment and Utilization Scrutiny Committee', the Ministries of Environmental Conservation and Forestry, Agriculture and Irrigation.

Private sector agents of change: The private sector has a huge influence on land use and deforestation. In countries such as Liberia and Myanmar, where legislation is weak this is especially significant. Much of the deforestation globally is driven by increase agricultural expansion, the rate of which is drastically growing in both countries. In Liberia, this project will work to identify policy gaps and facilitate a process of greater inter-ministerial coordination on sustainable land use, which is fundamentally linked to decisions about private sector concession licensing. In Myanmar, plantation and forestry companies that hold (or plan to hold) licenses to land that is claimed by indigenous and village communities are key influencers. The role of the project in scaling up the recognition of community rights directly helps to reduce such conflicts, as well as indirectly affecting wider change through informing national policy and practice.

Table 1: Main Actors and Required Changes

Scale	Main actors	Changes needed amongst actors	Project
Int'l level	National government actors participating in UNFCCC negotiations	Incentives and international inter-country 'peer pressure' that leads to the full realisation of nationally recognised REDD+ emissions reductions and policy frameworks	Output 1
National level	National government institutions, ministries and authorities responsible for policy development and establishing relevant legal frameworks	Greater understanding of key steps, process and incentives to drive forward reform and operationalization of policies and legal frameworks for REDD+	Output 2
		Recognition of community land rights and role of community in agricultural land management and forest governance	Outputs 3 & 4
Local level	Impoverished, forest dependent communities	Empowerment through legal recognition of rights to land and forest, and capacity for sustainable forest management and agriculture	
	Women	Empowerment through education, capacity building and implementation approaches that enables participation in project supported activities and decision making and sustainable enterprise development	

3.3 Identification of the changes that must occur with *these actors*, in order for the fundamental problem to be overcome:

As summarised above (table 1, sub-section 3.2), changes that must occur for key actors, can be summarised as follows:

Community agents of change: At the forest dependent community level in Liberia, changes in land use behaviour is essential for successful implementation of REDD+ and accompanying landscape and innovative finance approaches. We will work with local communities, particularly local leaders and those who have been involved in the earlier pilot project work, to make others aware of more sustainable land-use practices and invite them to use performance-based financial mechanisms derived from forest protection to more intensive, less extensive land use modalities.

In Myanmar, indigenous and village leaders, including women leaders, need to be aware of legal changes, and to have the leadership skills and knowledge to use this as an opportunity for collective rights recognition, to resolve conflicts and lead community-based forest management, paying attention to benefit distribution and equity within the community.

Local authority agents of change: Given their bridging role between the local activities and national level policy-makers in Liberia, the local authorities in Zorzor district will be invited to work alongside FFI and SADS, in order to gain new knowledge and understanding of innovative land management and financing, and of the importance of sustainable, cross-sectoral land use planning.

In Myanmar, the state/ regional / district governments need to incorporate community forests and indigenous land rights into formal land use planning processes and protected area management. The national policy framework for doing this is being developed, but it will require awareness and proactive actions at sub-national levels to secure this change.

Civil society agents of change: Civil society is an important catalyst for change and is already driving forward much of the innovation required in this arena. In Liberia, FFI and our partner SADS will work together and with others to monitor, advise and where required, take a stance against state and private sector actors. We will be pleased to work with other civil society organisations in order to increase the number of actors, data and structures addressing this important challenge within civil society.

Equally in Myanmar, CSOs have an important role to play supporting communities. They need improved technical and organizational capacity in forest management, and facilitation and access to information on social, legal and practical options to enable them to continually provide better support to communities.

National policy/decision maker agents of change: FFI and SADS will continue to work with the Government of Liberia building on and further developing our long-term relationship. The government understands and is embracing the roles and values of REDD+ and sustainable investment and landscape approaches, and as the letter of support submitted with this proposal attests, are willing to drive forward changes in national policy to facilitate the implementation of these tools at all (appropriate) scales.

In Myanmar, Central Government Ministries need to demonstrate the political will to implement the positive policy changes happening around the integration of community forestry into land use planning, and recognition of land rights.

Private sector agents of change: In Liberia, the project will particularly focus on the need to build the business case and sustainable land use practices for private sector actors.

In Myanmar the project will focus on the need for plantation and forestry companies to consider sustainable rural development and be willing to enter into negotiations with communities to resolve conflicts.

3.4 Explanation of why the project proposed, in your analysis, is a good instrument to cause those changes:

In Liberia this project will work at each of the levels described, with each of the stakeholders concerned to facilitate these changes, in order to create REDD+ policy consensus and ensure its implementation benefits forest-users and protects the forest itself.

At the community level, the project will build on real world learning, reviewing lessons already learnt through our earlier pilot project, refining these through further testing and reviewing to inform realistic and meaningful changes to policy in Liberia and practice among businesses and investors.

With the private sector, the project will focus on demonstrating the business case for smallholders to adopt more sustainable land use practices and supporting the development and growth of sustainable enterprises; whilst engaging at policy level to address policy gaps that limit sustainable land use practices by smallholders and agri-business alike.

With local authorities the project will help bridge the gap between local implementation and national policy. Supporting local governments to have a say in how national policy develops. By supporting local governments to understand the opportunities related to REDD+, this will then be able local information to feed into national policy as well as on the ground local policy.

With national governments, the project will support the establishment and implementation of relevant policies and processes to enable and incentivize the implementation of REDD+ at scale. The project will support general capacity building, improved specific technical expertise and the ability of the government to make decisions that include the values of keeping forests standing and reducing deforestation putting the country on a greener economic trajectory.

With civil society the project will work to ensure local civil society has a voice and is integral in the landscape level planning. By enabling a strong civil society we will seek to ensure representative opinions are integrated into local and national policies. It is only by ensuring civil society has ownership of these processes that we will be able to see genuine change at a landscape level. The people of these areas are the ones who should be influencing how decisions are made.

Throughout the project, FFI and SADS will embrace a highly participatory approach, which includes the use of FPIC, Theory of Change, Complex Systems Analysis and community lead design of activities and policy, to ensure that change is organic and sustainable.

The key principals of the project approach in Liberia are as follows:

- Takes a step-wise approach to achieving change, that builds on real world learning, testing and iteration, to inform realistic and meaningful change;
- Embraces a highly participatory approach, which includes the use of FPIC, Theory of Change, Complex Systems Analysis and bottom up (community lead) design of activities and policy (see below), to ensure that change is organic and sustainable;
- Demonstrates the value of the approach, especially REDD+ itself, to all stakeholder, at all scales, in terms of their own needs, so as the changes are appropriate and aligned to the need stakeholders and buy-in is assured;
- Is designed to fit within and drive forward existing Liberia policy and commitments, regarding forest user rights, sustainability, climate change mitigation (and adaptation), poverty reduction and so on, while also identifying and, crucially, filling gaps in both policy and policy coordination and cohesiveness;
- Recognises that the key to change is with Liberia and Liberians themselves, and thus embraces capacity building and the use of locally designed and appropriate methods, as key principles of the project's design and application

In Myanmar the need for documenting and recognising local rights is driven by rapid expansion of land-based industries. Indigenous communities in Kachin State and Tanintharyi Region have expressed the urgent need to address tenure security and forest loss as military and government authorities have been granting large-scale land concessions to well-connected companies on state forest land (2 million hectares by 2011). Current policy changes are likely to accelerate the process, even though regulations permitting communities to secure rights through community forestry already exist. The project will assist communities to form 'forest user groups', map their lands, and secure Community Forest certificates from the Government. Within Karen State part of the project is area is under the control of the Karen National Union (KNU). In these areas, working in partnership with the Karen Mapping Program (see Section 1.3.2) and the Karen Forest Department, the project will support communities to secure Community Forest designations under KNU Forestry Law. During the recent national ceasefire negotiation the Myanmar government agreed to recognize KNU land and Community Forest designations within the framework of Myanmar law.

Myanmar's previous military Government applied a 'fence and fine' approach to management of protected areas, and did not recognise indigenous communities' rights. The reform Government is interested in developing policy and practice to change this, and in specific sites (such as Indawgyi) has already started. However further models demonstrating successful approaches are needed.

4.0 Project-specific outcome(s) – effect on project's target group(s), counterpart(s), beneficiary(-ies):

The proposed FFI project is designed to achieve a transformative change in the forestry sector in Liberia and make essential progress in the recognition of community land rights and development of sustainable forest management capacity in Myanmar, in line with government targets and the Norad/NICFI objectives (see section 2.1). The project will achieve this by concurrently providing proof of key concepts, around the sustainable financing and management of forested land, and developing the integrated policy frameworks required to deliver these mechanisms and protect forests, at all scales. The three project specific outcomes for the Liberia component of the project (below) have been designed to work as mutually reinforcing components of a coherent whole. As per diagram 1, above, the project will operate in three dimensions: spatially, thematically and temporally. Spatially the project has site level pilot (testing) outcomes, and national level policy development outcomes, feeding into international policy and agreement outcomes. Thematically, the project focuses on REDD+ policy and implementation to reduce deforestation and contribute to globally significant change. The project works both top-down and bottom-up simultaneously, and through a logical progression of steps, with lessons 'feeding up' and enabling conditions being provided for implementation and demonstration.

Spatially, the project specific outcome for the Myanmar component is focussed particularly on delivery of site level outcomes, whilst 'feeding up' applied learning to sub-national and national policy and practice. Thematically, the

project focusses specifically on community rights over forest lands and access to sustainable livelihood opportunities linked to sustainable management of these forest resources.

Common management of the programme as a whole, and learning exchanges directly facilitated by the project, will ensure that opportunities to benefit from of sharing experience, expertise, and learning between the Liberia and Myanmar work streams are maximised.

Outcome 1: Liberian stakeholders empowered to support development of international policy and global learning on REDD+

(a) the *main* groups/entities that the project targets:

- REDD+ policy and decision makers within the Liberian Government and international negotiators;
- Namely: Ministry of Agriculture/Forest Development Authority/REDD+ Implementation Unit (MoA/FDA/RIU),
- Liberia ministers and Office of the President (as a specific sub-set of the above);
- International ministers and leaders/heads of state (members of the UNFCCC);
- UNFCCC; IPCC and (other) SBSTA scientists;
- National and international REDD+ practitioners from civil society;
- Bilateral and multilateral donor agencies / actors;

(b) the change to be achieved, i.e. the *desired new state* (as opposed to the baseline state) after the project has been completed:

- The Government of Liberia, with support from development partners and is using national experience and expertise to drive decision-making on sustainable, low carbon/deforestation development (green growth) at the international level, through international policy fora and learning networks.

(c) the key indicator(s) that the desired change has occurred:

- Liberian stakeholders show increased participation in key fora relevant to international policy and practice on forest conservation, sustainable, land use and climate change in each year of the project - target 10 relevant fora in 5 years
- Liberian stakeholders using project learning to contribute to the development of international policy agreements (policy briefs developed) and the development of best practice approaches to forest conservation and climate change (online learning platform and workshops)

(d) an explanation on whether/how the outcomes are expected to be sustainable:

- Policy engagement is expected to be sustainable in and of itself, because: a) It will be developed based on real world, context specific piloting and international experience; b) It will be developed in a highly participatory manner with the Government of Liberia, with FFI as facilitators (only) to a nationally owned and led process; and c) It will be undertaken throughout the life of the project, with sufficient time (and resources) devoted to supporting the policy and framework development process.

Outcome 2: National REDD+ policies enable the flow of climate finance to stakeholder communities at project and landscape scales, and align with frameworks for green growth and sustainable land use planning.

(a) the *main* groups/entities that the project targets:

- Policy and decision makers within the Liberian Government;
- Namely: MoA/FDA/RIU, Ministry of Finance and Development Planning (MoFDP), Ministry of Lands, Mines and Energy (MoLME), Environmental Protection Agency (EPA), Public Procurement and Concessions Commission (PPCC) and Land Commission;
- Liberia ministers and the Office of the President (as a specific sub-set of the above);
- Liberia legislature and judiciary;

- District and County authorities, including Zorzor District Commissioner (and others as appropriate), Lofa County Superintendent, Lofa County Development Superintendent, Regional Forester (FDA) and County/District Agricultural officers;
- Protected Area Management Board(s).

(b) the change to be achieved, i.e. the *desired new state* (as opposed to the baseline state) after the project has been completed:

- Building on the Payment for Ecosystem Services (PES) contracts developed for the REDD+ pilot site(s), which assign carbon rights and framework for transactions and equitable benefit sharing, and international policy examples, the Government of Liberia has in place the policies, legislation and evidence to enable the sale of carbon credits (emission reduction units) from both sub-national / jurisdictional REDD+ areas and/or projects, and at the national scale. Also, building on policy gap analysis and facilitation of inter-ministerial coordination, policy provisions have been introduced that increase effective inter-ministerial coordination and in relation to sustainable land use planning.

(c) the key indicator(s) that the desired change has occurred:

- New policy instruments have provisions necessary for assignment of carbon rights and flows of climate finance, including taxation and other benefit sharing provisions by project end;
- An operational national Benefit Sharing Mechanism or Distribution System (BSM / BDS) is in place by Y3 (end), that is informed by and compatible with the Wonegizi pilot BSM / BDS structures and includes legal provisions for flows of performance-based climate finance payments and vertical and horizontal sharing of income;
- National REDD+ Monitoring, Reporting and Verification (MRV) system is developed by GoL by Y3, which is informed by the Wonegizi pilot structures, methods and data, and includes provisions for a comprehensive Safeguard Information System
- National REDD+ frameworks established by the GoL include provisions for Jurisdictional Nested REDD+ (JNR) - and a clear pathway for nesting of the Wonegizi pilot into jurisdictional and national REDD+ mechanisms, by Y4
- Fully operational mechanism to increase inter-ministerial coordination on landscape/land use in place, by Y4
- At least 2 policy/laws with relevance to forests and land use include provisions for coordination with existing and (other) new policy/laws by project end.

(d) an explanation on whether/how the outcomes are expected to be sustainable:

- A lack of policy and moreover policy coordination has been one of the major barriers to sustainable investment and sustainable land use planning in Liberia as well as political resistance to land tenure reform. Furthermore, climate finance (revenue) cannot be a reality in Liberia until appropriate policies (and laws) are in place, pertaining to carbon rights, benefit sharing and taxation. To this end, effective policy frameworks and cultivating an enabling environment are essential for achieving sustainability in the sector.
- Methodical and highly participatory process of feeding into policy design, which closely follows and aligns with parallel policy development and is built with knowledge from 'real world' piloting of REDD+ design and implementation, will facilitate sustainability. Moreover, a thorough, cross-sectoral/inter-ministerial design process will ensure buy-in, and even more importantly, that the policy tool(s) are appropriate, fit for purpose, flexible and compliant

Outcome 3: Operational REDD+ pilot protects forests and supports rural livelihoods in Wonegizi PPA and the wider landscape

(a) the main groups/entities that the project targets:

- Ziama Clan: Forest dependent communities, made up of 13 target villages, living in and around Wonegizi forest (Proposed Protected Area) as the primary target group. Ziama communities living further away from the forest (not driving deforestation through swidden farming) will be the secondary target group among communities;
- Local Forest Development Authority (FDA) officials / Protected Area Management Board (Wonegizi);

- County and District authorities (decision makers): Zorzor District Commissioner (and others as appropriate), Lofa County Superintendent, Lofa County Development Superintendent, Regional Forester (FDA) and County/District Agricultural officers;
- FDA decision makers, especially the Managing Director, Conservation and Community Forestry Departments and within the REDD+ Implementation Unit (RIU);
- Key members of the REDD+ Technical Working Group (RTWG), including: FDA/RIU, MoA and EPA

(b) the change to be achieved, i.e. the *desired new state* (as opposed to the baseline state) after the project has been completed:

- Sustainable agricultural practices have been adopted through various pathways to change, including (but not limited to):
 - Improving soil management and fertility through the use of manure and mulching, using freely available (on-site) material whilst avoiding the use of unsustainable external farming inputs e.g. inorganic fertilisers,
 - Upscaling current agro-ecological and livelihood practices specific to Lofa County context, for example the formation of Anthropogenic Dark Earths (ADE) and bio-char,
 - Developing strategies to promote sustainable farming futures that incorporate no-regrets climate change adaptation measures,
 - Developing strategies to enhance the sequestration of carbon in agro-ecosystems,
 - Broadening employment opportunities for people who practice shifting cultivation;
 - Improving farm to market access through increased understanding of and linkages to appropriate supply chains
- The Wonegizi REDD+ pilot is fully functioning in terms of verified and sustainably financed emission reductions and measurable reduction on impacts to biodiversity (and deforestation) achieved through a performance-based payments (benefits) mechanism, and prepared for scaling to a landscape-scale (JNR) initiative.

(c) the key indicator(s) that the desired change has occurred:

- The pilot project has achieved third-party validation under the VCS-CCB combined standard for forest carbon projects by end of Y3 Transition to sustainable agricultural practices is underway over 2,500ha agricultural land by end of Y5 Forests in the REDD+ pilot area are protected by communities and other local stakeholders, with 70% - 80% reduction in forest carbon emissions achieved by project end Performance-based climate finance reaching 11 target communities and other stakeholders by Y5, according to the terms of the agreed project Benefit Sharing Mechanism
- At least 2,000 households in the project area have achieved an estimated 50% increased productivity of agricultural land, and/or are benefitting from support to develop sustainable economic activities, by project end
- Wonegizi REDD+ pilot project prepared for transition to a sub-national initiative (at district or county level), nested within national frameworks

(d) an explanation on whether/how the outcomes are expected to be sustainable:

- By working in a highly participatory way, in terms of national level policy and decision makers; local, affected communities; and sub-national authorities, the REDD+ pilot site(s) will have the best chance at securing both the political will and local implementation buy-in (behaviour change) necessary to achieve long-term sustainability. Moreover, the project is working at local and national levels, bottom-up and top-down, through a highly iterative and coupled approach to ensure there is the necessary legal and policy frameworks, political support and finance available to achieve the sustainability required.
- The project will prioritise the securing of climate finance, through the sale of emission reduction units, and the exploration of other, complimentary income streams, related to ecosystem service payments and agricultural investments, at the landscape level, to underpin or bolster carbon revenues (see section 3.2), to diversify income, reduce risk and achieve sustainability

In Myanmar:

Outcome 4: Project sites demonstrate recognition of community rights over forest lands and securing economic benefits which can be used to inform national processes

(a) the main groups/entities that the project targets:

- Forest user groups and their wider communities
- Members of the community forest networks which support these groups
- Policy makers who are open to accommodating rights and community management into land use plans and protected area management, but lack models and examples of how it can be done

(b) the change to be achieved, i.e. the *desired new state* (as opposed to the baseline state) after the project has been completed:

- A further 10 (possibly more) communities will have been enabled to develop plans, apply for licenses, and receive certificates from Government; and lessons learned from the project in community management have been included into revised land use policies at the national and sub-national levels.

(c) the key indicator(s) that the desired change has occurred

- Community forest user groups are formed in at least ten communities, which have prepared and submitted forest management plans, leading to the issuance of licenses by the end of Y5
- By Y3 at least 10 communities have commenced income generating activities such as sustainable timber production, firewood harvesting, non-timber product harvesting, and ecotourism, with at least 10 communities benefiting from these activities by Y5
- Myanmar's revised land use policies have incorporated the project lessons learned regarding community management of forest resources, with civil society discourse reflecting project learning by end of Y3, and land use policies reflecting learning in policy revisions by end of Y5

(d) an explanation on whether/how the outcomes are expected to be sustainable:

- At individual sites, sustainability is secured through issuing of legal tenure documents and management licenses. Overall, the growth of the community forestry network will be sustained with the Forest User Groups Networks having sufficient capacity and funding to provide extension services to communities without the assistance of projects such as this one. The capacity building work with Networks aims to achieve this.

5.0 Main outputs for each project-specific outcome

Project-specific outcome 1: Liberian stakeholders empowered to support development of international policy and global learning on REDD+

Output 1.1: REDD+ policy / technical briefs produced to support Liberian stakeholders at UNFCCC and other international fora

Output 1.2: Liberian delegates supported to attend key forest conservation and climate change fora

Output 1.3: Communication of project learning

Project-specific outcome 2: National REDD+ policies enable the flow of climate finance to stakeholder communities at project and landscape scales, and align with frameworks for green growth and sustainable land use planning

Output 2.1: Project learning is fed into policies and operational frameworks relevant to REDD+ (BSM, MRV, JNR)

Output 2.2: Increased inter-ministerial coordination on sustainable land use

Project-specific outcome 3: Operational REDD+ pilot protects forests and supports rural livelihoods in Wonegizi PPA and the wider landscape

Output 3.1: At least 4,500 smallholder farmers are practicing more sustainable agriculture practices

Output 3.2: Wonegizi community-based REDD+ pilot project validated

Output 3.3: Wonegizi community-based REDD+ pilot project verified and access to climate finance secured

Output 3.4: Preparation for formal designation of Wonegizi Protected Area is completed

Output 3.5: NGO partner staff and community leaders empowered to take greater responsibility in long-term management of the REDD+ project

Output 3.6: Diversification of sustainable economic activities to contribute to long-term sustainable financing of Wonegizi area

Output 3.7: Pilot REDD+ project prepared for transition to a nested, sub-national project

Project-specific outcome 4: Project sites demonstrate recognition of community rights over forest lands and securing economic benefits which can be used to inform national processes

Output 4.1: Legal recognition of community forest areas

Output 4.2: Increased well-being of communities with community forest areas

Output 4.3: Capacity built to ensure long-term financial and operational sustainability of community enterprises

Output 4.4: Communication of project learning

6.0 Activity Profile

For outcome 1 the profile of key activities are arranging workshops, lobbying, drafting briefing papers, facilitating learning exchanges and attendance at relevant international fora, and building an online platform. It is characterised primarily by the drafting of reports, workshops, lobbying, information sharing.

For outcome 2 the profile of key activities are policy review and gap analysis, arranging workshops, drafting briefing papers, and lobbying governments to include appropriate provisions within REDD+ policies and legal frameworks. It is characterised primarily by workshops, draft reports and lobbying.

For outcome 3 the profile of key activities are lobbying to secure land tenure and gazettement, providing training on agricultural practices and workshops to build local community capacity in other livelihoods, training of farmers (train the trainer), writing the PDD and achieving validation and verification for the REDD+ project, delivering emissions reductions and stakeholder workshops on REDD+, and developing, training and implementing monitoring and evaluation tools, designing a business plan for the Wonegizi area, incubating smallholder businesses to contribute to diversified sustainable income streams in the landscape, and preparation of feasibility study and design to scale the REDD+ pilot to a landscape-scale sub-national initiative. It is characterised primarily by lobbying, training and mentoring, mapping and land use planning, M&E and drafting technical documents and reports.

For outcome 4 the profile of key activities are providing grants and strategic support to community groups in two major regions, focusing on sites that FFI has been supporting with Norad funds for several years, and introducing new communities. It is characterised primarily by facilitating participatory mapping, lobbying and administration of grants and technical assistance to support development of sustainable livelihoods activities.

7.0 Assumptions and Risks, and management of these

7.1 Please describe the main assumptions that need to hold for the project to deliver the desired outcomes (e.g., political will, coordination with other efforts, resource mobilisation, etc.) or key risks that – if they occur – could jeopardise the achievement of the outcomes (e.g., *force majeure*, corruption in the project, political change):

The project acknowledges that several assumptions must hold if it to successfully deliver on its objectives, and that there are certain risks, which may threaten this successful delivery. For ease of understanding and presentation, all factors (assumptions and risks) are presented as assumptions, with the risk being that the assumption is partially or wholly wrong. The table in 7.2 sets out the key assumptions along with likelihood, what can be done to avoid occurrence of risk, and mitigation strategy.

7.2 With regard to critical assumptions and risks: Please note the *likelihood* of occurrence, what can be done to *avoid* occurrence, and – in the eventuality of occurrence – what can be done to *mitigate* the effects:

Risk	Likelihood of Risk Occurrence	Action already taken, or planned, to avoid the risk	Mitigation action should the risk occur
Liberia			
1. The pilot project does not generate sufficient proof of concept to inform policy development	Low	The design of this project is based on learning from other countries as well as previous experience of the REDD pilots within Liberia, and is a direct continuation of the successful work already underway. The risk is therefore avoided in the project design.	The methodologies used in the pilot mean that the learning generated is valid, and will be disseminated and used to inform policy and international debate.
2. The relevant policy-makers are not engaged in the process or receptive to the evidence generated, preventing adoption of project learning into national policy	Low	The policy makers in Liberia are the owners of this work; the role of FFI is explicitly to offer advice and support throughout the process of informed policy development	
3. Communication within government departments and with other stakeholders delays project progress, in particular that the absence of a common land use policy between the Forestry Development Authority, the Ministry of Lands Mines and Energy and the Ministry of Agriculture hinders progress	Medium	The Forest Carbon Working Group, jointly chaired by FDA and EPA, has been recognized as the Government's main advisory group on all issues connected with REDD. FFI will engage with this group throughout the implementation of the project. In doing so we will reinforce the role of this group as a central coordination body, thereby further decreasing the risk in future.	
4. Political unrest. The 2016 Guinea elections and 2017 Liberia elections and other events negatively affect the security situation and cause disruption to project operations	Medium	The 2011 election saw some violence, however this was almost exclusively in Monrovia. The project pilot sites are positioned away from urban hubs, thereby reducing this risk. Activities with policy-makers in Monrovia will be timed to avoid the election period, thereby further avoiding the risk. FFI works with communities of the Ziaman clan on the Guinean border to raise awareness and understanding of project activities in Liberia.	If there is a period of unrest in Monrovia, work will continue at the international levels and local levels until the situation in Monrovia, and any other relevant affected areas, improves. Should there be migration in either direction due to unrest, FFI staff will be available at local level to adapt to arising threats.

5. Future political powers following the 2017 election are less committed to the inclusion of REDD+ and green growth in national level policies and practices	Low	Liberia has invested greatly in REDD+ to date and has secured significant international support for its efforts in this area. This project will support these government efforts, thereby reducing the risk of the Liberia government diverting from REDD+ due to a lack of support.	FFI will mitigate this risk by joining with other international organisations, the donor community and governments to advocate for Liberia's ongoing commitment to REDD+
6. The national infrastructure and administration in Liberia has insufficient financial and human resources to engage meaningfully in this work	Low	The project is designed to include all of the necessary resources to enable the project to progress and includes capacity-building opportunities to address gaps in human resources, thereby maintaining this enabling environment. As carbon revenues are generated as a result of the project, stakeholders including the EPA, FDA and Civil Society & CBO Working Groups on Climate Change (and REDD) will be better able to secure the relevant resources in future.	FFI would support the government to access additional resources to fully engage
7. There are insufficient scientific resources and data available for environmental management purposes, or data is not in a format appropriate for project use	Medium	FFI is currently supporting the LISGIS agency that compiles environmental and socio-economic data for the Liberian Government. The proposed project will continue supporting LISGIS as well as other data compilation and storage facilities in Liberia in a complementary fashion to other donor efforts.	FFI would develop activities to ensure that data is available.
8. Mandate or resourcing challenges within law enforcement agencies hamper the progress of this project	Medium	FFI's previous NORAD work has assisted in avoiding this risk, by strengthening law enforcement efforts through: strengthening coordination and information exchange platforms and networks to enable a better-coordinated and hence more effective law enforcement effort by the Government of Liberia; establishing and building the capacity of both the Environmental Administrative Court and the Environmental Court of Appeals, and assistance in strengthening the law enforcement division within the FDA. We will continue to work with the law enforcement agencies and negotiate support as and where required.	Increased effort to support the law enforcement agencies would be implemented.

9. There is insufficient market demand for carbon credits to establish the required carbon finance flows	Medium	Robust project design, significant buy-in and support from all key actors and the use of VCS and CCB validation will make the project a reliable and attractive proposition for would-be buyers of credits. The project also has the highest possible co-benefits, in terms of social and biodiversity gains, and will engage in a thorough marketing campaign to ensure that prospective buyers know the value of the project, in addition to carbon, and that a wide range of consumers are made aware of the opportunity	In addition to potential buyers within the voluntary carbon market, the project will also maximise the possibility of securing international public funding (bilateral carbon funds) through alignment of objectives and methodologies. Moreover, the project is actively engaged, through outcome 1 in securing agreements designed to precipitate the flow of these incentives. In addition, the project is designed around a fundamentally important 'no regrets' approach which means that regardless of future funding regimes, it will have made meaningful and sustainable improvements to forest governance and protection, and to local community wellbeing
10. Local stakeholders within the pilot site cease to be supportive of the project	Low	This project builds on earlier learning in the Wonegizi area, where local stakeholders have been highly supportive of and engaged in the work to date, welcoming the intervention and ongoing plans. FFI will continue to be guided by insight from local stakeholders and ensure two-way communication and participatory development of project progress and plans.	Additional meetings will be held with local stakeholders to investigate any grievance and agree a solution to enable the project to continue.
11. The area of operation is affected by natural disaster and/or major outbreaks of disease (including Ebola), that impact progress of project activities	Medium	Liberia has been affected by the West Africa Ebola outbreak however the number of new cases has reached the lowest level since May 2014. Liberia is occasionally affected by flooding, insect infestation and other natural disasters.	The project works at three levels; local, national and international and so is unlikely to be completely affected by natural disaster. At the level affected and according to the disaster, FFI will work share and take direction from the government, local partners, humanitarian organisations and donors to inform our actions.

<p>12. The project creates a dependence on foreign expertise and resources, negatively impacting smooth transition to local management / exit</p>	<p>Low</p>	<p>This project is building upon a strong foundation in Liberia. The purpose is to support the government of Liberia in developing and implementing policy by generating and bringing together existing learning from local and global levels. Ownership of the outputs and outcomes will remain firmly with the government of Liberia and the local partners. Communication on the duration and nature of this project partnership will be explicit from the outset to avoid mismanaged expectations. Strategies to ensure local ownership and capacity development are inherent within the project design so the government and other stakeholders in Liberia will be able to progress this important work in future.</p>	<p>FFI will re-double its efforts to promote ownership, and offer additional capacity-development support as required.</p>
<p>13. The project duplicates efforts elsewhere and/or fails to feed effectively into the national REDD strategy design</p>	<p>Very Low</p>	<p>FFI will coordinate work through the REDD fora of which we are a member or advisor to ensure that this project supports and complements Government work on REDD at a national level and links into work being undertaken at a project level elsewhere. We are aware of others in Liberia working on REDD and look forward to aligning our programmes to maximise our impact and we consider this project to be an essential civil-society owned complement to the work underway with the government of Liberia, supported by the Norwegian government and others.</p>	<p>Adaptive management would allow for integration of any other work that could be seen as duplication</p>
<p>14. The project financial management systems and institutional capacity building are insufficient to ensure transparency and prevent elite capture / corruption</p>	<p>Low</p>	<p>At the pilot, implementation scale, the project will help build local capacity, institutions and a specific Trust Board (multi-stakeholder project management unit) to administer project funds in a completely transparent way. Moreover, all project activities will be undertaken in partnership with SADS and FDA, to ensure that there is always civil society and state involvement. FFI has sophisticated anti-corruption and financial management protocols and systems which will be used for the project, and where necessary our partners will be given training so that they can also use these best practice tools.</p>	<p>If it became apparent that our assumption(s) are false, and/or actual corruption has taken place, FFI will take the matter to the police and highest authorities in Liberia, and as well as report this Norad (and the Ministry) and our board (FFI Council) in the UK. FFI will also engage with the anti-corruption NGOs and the in-country experts to prepare them for such a time as we might need support in this area.</p>

Risk	Likelihood of Risk Occurrence	Action already taken, or planned, to avoid the risk	Mitigation action should the risk occur
Myanmar			
1. Government reform does not continue at the present pace and direction	Low	Myanmar is increasingly connected with external markets and systems (including the coming ASEAN economic zone) and so increasing dependent for its economic activity on an open and relatively transparent regulatory environment. The project prioritises activities in locations where it is possible to work with local governments and other stakeholders sympathetic to the issue of community-based forest management.	Re-double efforts to innovate and seek local government and other stakeholders that are supportive of community-based forest management. Prioritise progress in areas where support is strongest, whilst adapting to the need for more time in other areas.
2. Project area does not remain peaceful, with conflicts arising between government and insurgent armies in the project region (<i>*this topic is discussed in additional detail below</i>)	Low	Northern sites (Kachin, Indawgyi) are outside conflict/insurgent army controlled areas, and the chance of insecurity is low. Parts of the southern areas are controlled by the Karen National Union (KNU), which is participating in the national peace building dialogue and risk of armed conflict is low. The geographic spread of sites deliberately reduces the risk of the whole project being affected by insecurity.	In the event of severe conflict and risk to staff or communities, the project would move activities to other areas - this would be most likely to apply to the Karen area, which spreads over the Karen, Tanintharyi and Kayah regions/states.
3. Communities participating in the project cease to be supportive of project activities	Low	The participatory approach to project implementation, firmly based on a process of FPIC, and the significant advantages to communities associated with participation make the community risk very low	Additional meetings will be held with local stakeholders to investigate any grievance and agree a solution to enable the project to continue.

Myanmar Conflict Analysis - Detail:

The community forest sites in Kachin State are in fully government controlled areas, and are outside conflict or insurgent army controlled areas. The community forest sites in within the project target landscape in Tanintharyi Region straddles between both government and Karen National Union (KNU) controlled territories.

Following an earlier bi-lateral ceasefire agreement between the KNU and the national government, the KNU has also joined the National Ceasefire Agreement with ethnic armed groups. The FFI supported sites the Tanintharyi Region are exclusively within the southern Myeik and Kawthaung Districts. The communities in these Districts have a more heterogeneous mix of ethnicities (Karen, Mon and Bamar) than in other areas, and the ceasefire has persisted effectively here, with no violations of the ceasefire reported in the project landscape. It is relevant to note that there are no project sites within Dawei District to the north, which is an area that does continue to experience social conflict.

Due to the success of the ceasefire in the Myeik and Kawthaung Districts, the ethnic heterogeneity that reduces the risk of tension, and the fact that the project is focusing primarily on working with communities in government controlled parts of the region (where the deforestation drivers are greatest), we consider the risk of insecurity and conflict arising in the project area as very low.

This assessment is based on a thorough understanding of the local area and the perceptions and interests of the Karen people. We work closely with local civil society organisations that are rooted in these landscapes, such as Southern Youth, the Lenya Karen Youth Group and the Dawei Research Association, to ensure we maintain a robust understanding of the social and ethnic dynamics influencing the area. We also liaise regularly with Karen civil society networks, such as Kesan, which is not directly present in the landscape, but is a valuable partner to ensure effective communication and alignment of the project with the Karen people.

FFI has operated with funding from the European Union in KNU areas since 2012, and has supported community participation in forest management and biodiversity conservation and been communicating regularly with the Tanintharyi KNU liaison office ever since. Prior to any field work in KNU controlled areas, FFI is reporting to the KNU and seeking permission from both Myanmar government and KNU, as well as submitting technical reports to both KNU and the Myanmar Forest Department. The KNU is supportive of community-based forest management and biodiversity conservation and has participated in all stakeholder consultation meetings so far. This includes workshops and meetings at region, district and township level.

For community forestry designation in KNU areas FFI will seek legal endorsement from the KNU under the KNU Forestry Law, and for villages in government controlled areas from the Myanmar Forest Department. Both KNU and the Myanmar Forest Department support community forestry, and thus are not expected to be a barrier to issuance of legal endorsement.

In terms of security, as noted above the situation remains stable. It is safe and secure to operate in KNU areas and we have always received government permission to work in KNU areas. In the event that the security situation would change, or if permissions from either KNU and/or the government would become more restrictive, FFI would need to shift its activities away from the affected area, and the project would re-double its focus on villages within government controlled areas. However, with the new democratic government we expect further political support for the peace process and political decentralisation, with positive impacts for the progress of our work in this region.

8.0 Other relevant information

8.1 Please describe how the proposed project is aligned with the applicant's overall strategy/activities:

This project is directly aligned to the FFI 2014-2018 business plan, and is therefore perfectly positioned to benefit from ongoing support and expertise across the organisation. Specifically, it aligns directly with the following 3 organisational level aims (out of a total of 4), their sub-aims and key approaches:

FFI aim	FFI Sub-Aim	FFI Strategic approach	Project alignment
1 – to deliver effective conservation of threatened habitats and species	1.1 Deliver locally-led conservation of threatened habitats;	a. Safeguard protected areas : b. Support community conservancies c. Bring new areas under conservation management d. Secure biodiversity within agricultural landscapes e. Enable adaptation to climate change	This project will safeguard the protected area of Wonegizi, thereby bringing it under new conservation management with sustainable financing. By engaging with the smallholder agricultural sector, FFI will protect existing biodiversity within agricultural landscapes from the active threats to their existence. The project will also safeguard areas of high conservation value forest outside the formal PA network in Myanmar, bring the under sustainable management as community forests.
	1.2 Secure threatened species populations as 'flagships'	Safeguard critical populations of target species	Forest elephant, western chimpanzees, pygmy hippo, tree- and giant-pangolins and White-necked rock fowl (Liberia) and important bird populations, and threatened primate species, such as the Myanmar Snub Nosed Monkey (Myanmar) are all within the projects biodiversity focus and will be protected through the project
2 – to shape decisions within society to benefit biodiversity	2.2 Enable governments to take development decisions to conserve biodiversity	Undertake ecosystem service valuation Engage with green economy and natural capital efforts Enable improved spatial planning for infrastructure and agricultural development	Direct ecosystem service valuation at the landscape level will be carried out and feed into development decision making (Liberia). It will also feed into local (community) and landscape level spatial planning (Liberia & Myanmar).
	2.3 Encourage individuals & communities to take decisions that maintain biodiversity	Strengthen land tenure and rights for engaged local communities Strengthen incentives for local conservation	The pilot REDD+ project will continue to strengthen community land tenure and rights in both countries, as will broader national policies being developed. The project clearly also is focused on empowering and incentivising local communities to managing forest resources sustainably in the long-term.

3 - to empower organisations and individuals to lead innovative conservation action.	3.3 Support access to funding and capacity for local level conservation	Provide direct support to priority local partner organisations Make online tools and training available to local conservation organisations globally	Significant funding will flow directly to FFI's in-country partners in both countries. Online tools will be developed, and there will be a strong focus on training for local conservation organisations and community groups throughout the project.
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8.2 Please describe if the project forms part of a larger (REDD+ relevant) programme undertaken by the applicant/partners:

FFI has a global REDD+ programme that sits within the Conservation Finance and Enterprise⁴ programme. Our REDD+ work has focused on proof of concept, supporting local communities engage and benefit from REDD+, supporting national and sub-national processes and identifying opportunities to diversify income streams to complement direct carbon/climate finance. We currently have a number of REDD+ project activities across 5 countries (Indonesia, Vietnam, Myanmar, Mozambique and Liberia). In addition to the REDD+ work, the Environmental Market programme also has an established impact investment stream of work. All these activities align very strongly with this project, ensuring the FFI not only has the expertise to deliver but has the experience to deliver too.

Liberia is a key strategic country for FFI and has been for the past 11 years that we have been working there. We see this project as the perfect opportunity to be able to take our work there from project design, proof of concept and delivery through to a national level intervention that provides significant impact in reducing deforestation and contributes to the global progress being made in REDD+.

The Norad funded work represents 10-20% of FFI's total programme in Myanmar, also a strategic country for FFI. In addition to the community forestry component, separate funding has been secured for work with oil palm companies (environmental and social practices) and on legality assurance for community forestry in the context of the FLEGT programme (an FAO grant from the EU).

8.3 If so, please specify how the proposed project relates to the larger programme:

This project will be led jointly by FFI's Conservation Finance and Enterprise⁵ programme, Africa Programme and Asia-Pacific Programme, also with the involvement of members of the Agricultural Landscapes and Livelihoods and Governance teams. As such, the work will be closely aligned with both programmatic strategies and thus the institutional strategy for FFI also.

The priority of the Regional Programme in West Africa is conservation of the Upper Guinean Forest block and specifically the Wonegizi (Liberia)/Ziama (Guinea) transboundary forest. Projects on the Guinean side provide support to the N'Zerekore Forestry Centre who are responsible for protected area management of the Ziama Forêt Classée, and the sustainable use of forest resources by local communities. The approaches of projects on both sides of the border are complimentary and aim to develop a cohesive, transboundary management system. Priorities for the Conservation Finance and Enterprise team include demonstrating innovative sustainable financing of conservation; piloting and proving concept for project based REDD+; demonstrating how ecosystem service valuation can be used

⁴ Formerly 'Environmental Markets' programme, renamed with launch of new programme strategy in Q1 2016

⁵ Ibid

to inform government and the private sector; demonstrating how impact investment can drive a new type of finance into conservation work; integrating biodiversity and ecosystem services (including no deforestation' into the finance sector investment decision making. As such, the work proposed in this project will be closely aligned with both programmatic strategies as well as the institutional strategy for FFI (shown in 8.1).

In Myanmar the project contributes to FFI's program of community empowerment and rights work in high carbon and high conservation landscapes, which also has funding from the EU.

Key staff from the various programmes will deliver on different aspects of the work. Input from other international staff will also be drawn in to provide cross-fertilisation and support south-south learning.

8.4 Please describe the applying organisation's contribution to partners/programmes beyond the financial support (added value):

Organisational support: FFI's Conservation Capacity & Leadership Team works closely with colleagues across FFI to support capacity development interventions with partner organisations and staff. Support can be both formal and informal, with the overall objective of strengthening the organisations or programmes to make them better able to independently deliver excellent conservation outcomes, ensure their financial sustainability and pursue their evolving development and resource needs.

Every organisation is different, and the support FFI offers is carefully designed with the partner to ensure it is both useful and relevant. An organisational assessment tool or health check' is frequently used to assess the partner organisation in 12 key areas of organisational management, such as financial management, internal communications, leadership, and fundraising. Based on the results, a package of support is agreed and enabled with the partner organisation. According to their needs, the support may take any one of a number of approaches:

Face to face: in which the partner travels to the UK or a member of FFI travels to the partners, in order to deliver training, hands-on coaching, or to facilitate workshops planning sessions and meetings

Online: by sharing information and offering mentoring support through email and skype, and by sharing resources between FFI, the partner, and several hundred other conservation organisations through capacityforconservation.org, a knowledge-exchange website managed by FFI.

Peer-Peer/ Network development: FFI is active in bringing together partners, and is committed to developing communities of practice where organisations working on similar issues or in similar context are able to benefit from each other's experience and learning. For example, in 2015, FFI is instrumental in developing and delivering a capacity-development conference in Nairobi. Due to Ebola-related travel restrictions, partners from Liberia are unable to attend, however opportunities of a similar nature will be created in future and partners in Liberia will take priority. The multi-geography nature of this project will provide a unique opportunity to facilitate greater cross-fertilisation and networking between the Liberia and Myanmar work streams.

Access to other opportunities: FFI seeks wherever possible to link learning needs with learning opportunities within the local context, thereby helping to support training and learning providers in less-developed countries and support the development of local professional networks, and reduce reliance on external expertise and investment.

FFI, through close work with partners, also inherently offers skills transfer opportunities through working closely with partners. At the back of our mind is always that we are able to provide added value through skills transfer and for a small amount of extra work up front we are able to leave a lasting legacy in terms of in country capacity. Our ultimate goal is to work ourselves out of a job where our partners have the capacity to be able to deliver the sustainable future in country that we strive for.

8.5 Please describe the programme's duration, exit strategies and sustainability:

Duration: The proposed project is for four and a half years and it builds and expands upon on FFI's previous five years of Norad funded REDD+ readiness support and implementation (piloting) in Liberia, and two and a half years of Norad funded support in Myanmar. The project will form a significant and critical component of FFI's nationwide commitment to reducing deforestation and building capacity for sustainable development in both countries, which at present has no specific end date.

Exit Strategies and Sustainability: In Liberia, FFI will implement this work in close partnership with Skills and Agricultural Development Services (SADS), a national NGO, and the Government. SADS will continue in their current role as local implementing partner, allowing FFI to concentrate on executive/administrative oversight, technical management and capacity building, largely to SADS themselves. The long term vision is that SADS will be able to take over coordination of the REDD+ project, and this a specific aim for the coming five-year project. This vision is reflected in the level of sub-grant that will go to SADS as part of this project, ensuring they develop internationally recognisable systems and processes to project management. The Forest Development Authority (FDA) is the main government partner, within which the REDD+ Implementation Unit (RIU) are the focal point. FFI, with FDA/RIU, will also engage with numerous other government agencies and line ministries whose mandates overlap with and/or include potential impacts on agriculture, forestry, land use, community rights, climate change, and so on. This approach will ensure that knowledge and learning generated by the project remains in Liberia and can be used to inform future developments.

FFI has discussed with project partners about the scope and duration of this project and the situation post-2020. While FFI's commitment to reducing deforestation, and specifically REDD+ and sustainable landscapes (and at the site level, the Wonegizi landscape initiative), is timeless, the projects includes, as key aims, that by 2020 it will be financially sustainable and that coordination has been, where appropriate, handed over to SADS (as above). As such, while the programme of work in Wonegizi and the greater landscape there has no end date, there is an exit strategy for FFI (or at least a change/reduction in required input) and the need for/use of donor finance. With regard to the national/policy level elements of the project, these too are designed to be fully operationalised and internalised into state systems/agencies, or as standalone private sector initiatives, by the close of the project. FFI are therefore already laying the foundations for a smooth exit, by ensuring expectations are aligned from the outset. This openness will continue throughout the project and will be reflected in project specific agreement. Capacity needs within our partner organisation will be assessed at the beginning of this project and a package of support implemented, so that by project end they are able to manage their own development, sustainability and project implementation, in line with all necessary legal obligations and compliance criteria.

The project itself is designed to address critical capacity gaps within the governance of Liberia and Myanmar, in particular by generating evidence and bringing together global good practice to inform policy development. As such, the project is contributing to the sustainable development of both countries.

From a financial perspective, by the end of the project the model should become at least partially self-financing with income from carbon/climate finance, impact investment and other environmental markets. As such, by 2020, innovative, market-based finance and public funding (both national and potentially from international REDD+ funds set up by the World Bank, Green Climate Fund, UN etc.) will be covering transaction costs, operational costs (for continuation of the project activities). Both at the pilot project/landscape scale and nationally, this finance will help achieve a shift in the economy toward a greener profile, ensuring greater finance is driven into sustainable activities and businesses (e.g. within the plantation agriculture) in future. The project is designed to be inherently sustainable through the establishment of both local and national infrastructure and human capacity to lead, replicate and scale up the work in the future, beyond the project timeframe.

Finally, by also working towards international policy agreements regarding REDD+, and all efforts to reduce emissions from the forest and agriculture sectors, the project is designed to help secure sustainability in Liberia, through the development of a new, international climate regime and associated REDD+ incentives. These achievements will also help secure a sustainable future for the entire world, through the adoption of these key principles and programmes, including REDD+ finance, at a globally significant scale.

In Myanmar, as Liberia, FFI's commitment to the target landscapes is a long-term one, and not restricted to the duration of this project. That said, the aim is that the communities directly supported through this project will achieve a level of capacity that enables significantly reduced input from FFI and grant funding sources, whilst the policy benefits will improve the enabling environment for many more communities to go on to secure Community Forestry licenses. The strategy for sustainability and exit is based on (a) securing legally strong rights and tenure, (b) incorporating community priorities into zonation at the level of land use planning and protected area planning, (c) linking forest conservation with sustainable community economic activity.

Overall the project is designed to address critical capacity gaps within the governance of Liberia and Myanmar, in particular by generating evidence and bringing together global good practice to inform policy development. As such, the project is contributing to the sustainable development of both countries.

9.0 Cross-cutting concerns

Please explain how the project will contribute to:

(a) Reduced corruption

Corruption is a pervasive challenge and active threat to good governance in both Liberia and Myanmar. However, in the both cases, the quality of systems and increased transparency introduced, particularly with respect to rights, responsibilities to land, and associated benefits, will play a valuable role in limiting corruption.

Despite overall improvements in the 2000's, Liberia has dropped 4 points on the Corruption Perception index in the last three years (Transparency International). Corruption is endemic, enabled by low capacity and inefficient systems, and driven by the vast national natural resource wealth, including timber, rubber, diamonds and gold.

This project's first intended outcome - *The government of Liberia has in place policy framework(s) that enable and promote low carbon, green growth and land use planning* – is in itself a tool to challenge corruption. By working through a participatory process to develop an evidence-based framework for land use and planning, we will be tackling the policy vacuum that enables corrupt and degrading practices to continue in the area of environmental management.

The development of the project will be participatory at local, national, and international levels, both to mitigate corruption and to offer an example of good practice. The policy briefs developed will include guidance on governance, transparency, and accountability, and will be developed through the inclusion of civil society representatives. Further policies on transparency and accountability will be developed as appropriate.

The investment decisions made through this project will be in line with pre-agreed protocols and the decisions will be publically shared to reduce the opportunity for corruption within the local investment fund. Part of the business plan developed for the Wonegizi landscape will also address corruption, and by using a participatory approach to design the business plan itself, this project will both prevent the plan itself from becoming a tool for future corruption.

In Myanmar, promoting transparency in land use decision making, securing community rights and ensuring that all stakeholders are aware of what these rights mean, the project will remove opportunities for corruption. As in Liberia, quantitative measurement of the impact on corruption is unlikely to be possible without extensive research, but qualitative information will be compiled – for example, local peoples' perceptions of the levels of corruption amongst Government officials concerned with natural resource management, before and after the project.

The project will take an anti-corruption stance throughout its implementation. FFI has a clear anti-corruption policy which will be followed throughout the implementation of this project. Partners in this project will be expected to sign and adhere to the same standards. Decisions, plans and stakeholders engaged in the project will be publically communicated as the project progresses, to reduce opportunities for corrupt practices.

(b) Gender equality:

Too often conservation and development projects fail to address the gender dimensions of poverty, natural resource use and biodiversity conservation. The proposed project builds on lessons already captured by FFI in our briefing document 'Gender: Lessons learned from REDD+ and other conservation strategies' published in January 2014. It addresses gender-equality throughout, addressing inclusion and the empowerment of women within REDD design and implementation.

At the conceptual and design stage in Liberia, FFI will ensure the appropriate collection and analysis of disaggregated data on gender and age, to enable project baselines and development of measurable safeguards against inadvertent exclusionary behaviour and gender-blindness. This will be informed by analysis to consider, for example, whether men and women own different assets, whether they have access to or use natural resources differently, and whether they experience policy failures/pressures differently. Analysis of power will also be included, to determine who makes decisions and about which resources, and consider any barriers to either men or women participating in the project.

Based on this analysis, during implementation the project will take steps to enable the inclusion of women and men, including those from marginalised groups, for example through appropriate and adaptive consideration of how and where consultative meetings and events are held and how people are empowered/facilitated to speak. FFI also seeks to contribute to gender equality and women's empowerment through education and capacity building initiatives. In the specific proposed project we will facilitate opportunities for women related to land use planning, farm management, agriculture and supplementary livelihood options that aim to diversify income sources. Similarly, capacity building for all community members, including women as a focal user group, that enables participation in sustainable enterprise development and local investment funds management, will also promote gender equality.

In Myanmar, a gender assessment of the first phase of the project showed that women, and especially female-headed households, were less able to participate in the community forestry programs. To correct this the project has (a) introduced criteria for village management committees and user group membership, (b) has increased the proportion of agroforestry activities funded through the small-grant programme, as this allows inter-cropping of annual crops within the trees crops and is more appropriate to the needs of female-headed households.

During the projects' review stages, assessments will be conducted on distribution of project resources amongst different social groups, including women and men.

(c) Respect for human rights, and how this will be measured:

FFI is committing to ensuring that its conservation activities do not disadvantage or undermine poor, vulnerable or marginalised people who are dependent upon or live adjacent to natural resources, and wherever possible will seek to conserve biodiversity in ways that enhance local well-being and social equity. FFI is committed to respecting human rights, promoting their protection and realisation within our conservation programmes, and supporting the governance systems that can secure those rights.

FFI is an active member of the Conservation and Human Rights Initiative, which aims to ensure the effective integration of human rights in conservation policies and practices. We intend to actively link our partnership network, to inform processes and ground them in known real issues. FFI fully recognises human rights, in particular those of communities, and the most poor and marginalised within them, which will most affected by future REDD+ arrangements, approaches need to be respected, protected, and fulfilled during all phases of conceptualization, design and implementation. Without our understanding and compliance, donors could be complicit to a new global drive reinforcing old top-down policies that may lead to an erosion of social, economic and cultural rights as well as civil and political rights.

In both countries, this project will uphold relevant human rights standards throughout its delivery, and enable the government of Liberia to recognise those rights for its citizens where appropriate. The Universal Declaration of Human Rights assures every individual the right to work, and equality within the workplace (Article 23) and a decent standard of living for each individual and his/ her family(ies) (Article 25). This project will support the realisation of those rights by generating new income-earning options within Liberia and Myanmar, thereby increasing income at household level

enabling a higher standard of living, whilst simultaneously reducing risks associated with climatic change and pest-related food insecurities, market fluctuations and impacts of human-disease and conflict.

This project will also contribute to the realisation of rights specified in the Convention to Eliminate Discrimination Against Women, through the active engagement of women in livelihoods opportunities generated by this project (Article 11) and by taking account of the valuable economic role that rural women take in supporting their families (Article 14) and promoting their inclusion in all community-based activities. Throughout, this project will uphold people's rights to Free, Prior and Informed Consent, which forms the basis of our social-governance framework

Environmental rights are not yet clearly defined in human rights conventions, yet there is growing consensus that environmental and social ills are inter-related and that all people should have the right to live in a healthy environment, with access to enough environmental resources for a healthy life (ESRC, 2001). To this end, this project is fully supportive of environmental rights, seeking to safeguard the forests and landscapes of Liberia and Myanmar, for the conservation of biodiversity and the sustainable development of their economies. Moreover, the project recognises that consulting communities is not enough and instead a highly participatory, rights-based, pro-poor approach will be adopted (building on previous project development). Furthermore, this participation will not be seen as an activity and will instead be an on-going, 'state', with a participatory decision-making and awareness raising process, regarding all issues relating to risks, rights, obligations, responsibilities and benefits (including sharing of benefits) for forest dependent peoples and/or local communities.

In Liberia, each stage of the REDD+ project design will include a tentative 'agreement to proceed', rather than an outright pledge to full-scale, long-term implementation. In this way, genuine engagement should be continuous, step-by-step and guided by the principles of on-going Free, Prior and Informed Consent (FPIC). Central to the project is the participatory design/development of the benefit sharing system, a grievance redress mechanism, and bottom-up forest land allocation (tenure) and land use plans, as well design of project activities, using the theory of change methodology. As the project moves from design to implementation, participation will give way to co-management or collaborative management at the site (pilot) level.

In Liberia, there is a strong enabling environment for inclusion of pro-poor REDD+ in the overall forest sector reform process, however, there remains a lack of clarity in relation to land tenure, ownership and access rights in relation to "carbon" and pro-poor REDD+ governance and benefit sharing mechanisms in general. The proposed project will therefore closely identify all stakeholders affected by the action with particular attention to those most marginalised in society. Specifically, through facilitation of long term equitable and sustainable management of land and forest resources - on which the vast majority of (rural) livelihoods depend – we will directly contribute to growing respect for human rights among those most vulnerable end-stakeholder groups.

In Myanmar, by securing communities' rights to Community Forest areas under legally recognised licenses, and supporting sustainable development, the project will directly address the denial of human rights associated with failure to recognise community land rights. Impact on increased respect for human rights will be quantified through project monitoring of increases in secure rights and access to economic opportunities, and success in defending

10.0 Budget

The proposal budget has been revised to include a re-scoping of the Liberia component to reflect revised Outcomes and Outputs, and also to integrate the Myanmar component within this united project document. Our supporting letter from the Liberian Forest Development Agency (FDA) demonstrates this work is fully aligned with national efforts being the first national REDD+ pilot.

It is worth noting that activities excluded from the Liberia component during the re-scoping exercise remain of strategic importance and that FFI is committed to seeking additional finance to support these components. It is also worth noting that there is significant alignment of the latter activities with the understood priorities of the Norway-Liberia Letter of Intent, and the project will work to both engage and dovetail with activities carried out under the Lol.

10.1 A summarised budget for the grant:

10.2 Project budget summaries:

10.3 Detailed budget for year 1

Budget information is included in attached spreadsheet

10.3 Please justify the use of resources relative to the activities and expected results of the project (this includes a justification of the wages and other fixed costs relative to the program/project costs, allowance system, cost-efficiency in the programme/project etc.)

We have presented here a programme of work which we feel can provide real and lasting change in Liberia and Myanmar.

The level of finance requested reflects the scale of results we believe are achievable during this period. In order to deliver a fully operational REDD+ project in Liberia, we have included a significant agricultural programme that enables landscape level changes to agricultural practices, supports the Liberian government develop its REDD+ and green investment policies and processes as well as catalysing direct investment into more sustainable business and livelihood opportunities. Given our 10+ years in Liberia and 4+ years in Myanmar we are also confident in our cost estimates and our ability to ensure that the project is very good value for money. This includes having a robust allowance system in place. Attached, as Annex 1, is a detailed breakdown of the indicative budget should that be useful for Norad's review.

These sorts of projects are often personnel heavy, as this one is, but that is a fair representation of the significant investment in human capacity we know from experience is necessary. In terms of wages, FFI benchmarks wages against other organisations and similar positions. We are not the highest payer in the conservation field but we do offer significant investment in and support for our staff, which makes us an attractive employer and able to attract the highest calibre staff. Wages are reviewed periodically and adjusted accordingly by our remuneration committee. In Myanmar, Norad contributions to personnel, particularly field project staff, are lower in the earlier years of the project - this is due to the availability of co-funding that has been secured to contribute to these roles, from donors such as the EU. The balance of Norad's contribution to these roles increases in the later years of the project to reflect the need to cover additional time during this period.

The budget for activities in Liberia includes significant investment in infrastructure and agricultural equipment required for the significant on the ground impact that the project will deliver. Investment in infrastructure will leave a long-term legacy in the country, with improved local infrastructure at the site level as well as nationally through the Monrovia based operations. All procurement will be rigorously assessed to ensure value for money.

The Liberia budget also has a relatively significant amount of funding for consultants to allow flexibility to deliver the work needed on the ground. All consultants will 'train trainers' and support capacity building as written into their contracts and this will influence selection of consultants. We do not want highly paid international consultant that fly in for a few days carry out their work then return to 'head office' to deliver their outputs. We want consultants who spend time in country, support local and national teams to understand the technical components they have been hired to deliver and who identify opportunities for skills transfer to leave a lasting capacity legacy.

The Myanmar component includes significant funding for grants to community organisations. This is a continuation and expansion of the small-grant programme that was established with support from Norad under the previous grant. Continued rigorous administration of this grant facility, and capacity building of grantees, will ensure a high success rate in terms of desired impacts achieved, and therefore value for money.

Results framework

Please find attached in Annex 4 the results framework prepared for this project

Notes

In addition to this full proposal document, also included within the application package are:

Annex 1 - Budget

Annex 2 - The project results framework