

UN-REDD PROGRAMME



Food and Agriculture
Organization of the
United Nations



Empowered lives.
Resilient nations.



2017 PROGRAMME DOCUMENT

Technical Assistance for REDD+
Implementation

9 December 2016

UN-REDD Programme Document

Programme Title: Technical Assistance to REDD+ Implementation

Cover Page

Programme Outcomes:

Outcome 2: National contributions to the mitigation of climate change through REDD+ are measured, reported and verified with the necessary institutional arrangements in place.

Outcome 3: Drivers of deforestation and forest degradation are addressed through the implementation of policies and measures (results-based actions), with social and environmental safeguards addressed and respected

Programme Duration: 12 months

Anticipated start /end date:

1 January 2017 / 31 December 2017

Fund Management Option(s): Pass-Through
Managing or Administrative Agent: UNDP

Total estimated budget*: US\$11,595,260

Out of which:

1. Funded Budget: US\$11,595,260

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



Sources of funded budget: UN-REDD
Programme Fund

Distribution of Funds:

FAO: US\$ 3,702,140

UNDP: US\$ 4,503,720

UNEP: US\$ 3,389,400

UN organizations	
<p><i>Name of Representative</i> : Ms. Eva Muller <i>Title</i>: Director, Forestry Policy and Resources Division Forestry Department</p> <p><i>Signature</i> _____</p> <p><i>Name of Organization</i>: Food and Agriculture Organization of the United Nations</p> <p><i>Date & Seal</i></p>	
<p><i>Name of Representative</i>: Mr. Nik Sekran <i>Title</i>: Director/ Chief of Profession - Sustainable Development Bureau for Policy and Programme Support</p> <p style="text-align: center;"></p> <p><i>Signature</i> _____</p> <p><i>Name of Organization</i>: United Nations Development Programme</p> <p><i>Date & Seal</i> <u>13 December 2016</u></p>	
<p><i>Name of Representative</i>: Ms. Mette Loyche Wilkie <i>Title</i>: Director, Ecosystems Division</p> <p style="text-align: center;"></p> <p><i>Signature</i> _____</p> <p><i>Name of Organization</i>: United Nations Environment Programme</p> <p><i>Date & Seal</i> <u>15 December 2016</u></p>	


UN organizations	
<p><i>Name of Representative</i> : Ms. Eva Muller <i>Title</i>: Director, Forestry Policy and Resources Division Forestry Department</p> <p><i>Signature</i> _____ </p> <p><i>Name of Organization</i>: Food and Agriculture Organization of the United Nations</p> <p><i>Date & Seal</i> 15.12.16</p>	
<p><i>Name of Representative</i>: Mr. Nik Sekran <i>Title</i>: Director/ Chief of Profession - Sustainable Development Bureau for Policy and Programme Support</p> <p><i>Signature</i> _____</p> <p><i>Name of Organization</i>: United Nations Development Programme</p> <p><i>Date & Seal</i></p>	
<p><i>Name of Representative</i>: Ms. Mette Loyche Wilkie <i>Title</i>: Director, Ecosystems Division</p> <p><i>Signature</i> _____</p> <p><i>Name of Organization</i>: United Nations Environment Programme</p> <p><i>Date & Seal</i></p>	

Table of contents

Table of contents.....	4
List of Tables.....	5
1. Executive Summary	1
2. 2016-2020 UN-REDD Programme	2
2.1. Situation Analysis.....	2
2.2. Strategies including lessons learned	3
2.3. Results Framework (RF).....	7
Table 1: 2016-2020 UN-REDD Programme Results Framework.....	9
2.4. Management and coordination arrangements	11
2.5. Fund management arrangements.....	11
2.6. Legal context or basis of relationship.....	13
3. 2017 UN-REDD Programme Workplan and budget.....	13
3.1. Introduction.....	13
3.2. Technical Assistance	14
3.3. Country prioritization	16
3.4. Workplan and budget.....	18
Table 2: UN-REDD Programme Financial Plan – USD	19
Table 3: Budget overview	20
3.4.1. Country Support.....	21
3.4.2. Knowledge management and global support.....	21
Table 4: KM Deliverables and indicative activities	23
3.4.3. Consolidated budget by Outcome, Agency and Country	25
Table 5: Budget by Outcome & UN Agency (USD).....	25
3.5. Monitoring, evaluation and reporting of the 2017 Programme Workplan.....	25
Table 6: 2017 Programme Workplan Monitoring Framework	27
4. Annexes	30
4.1. Country summaries and budgets.....	30
4.2. Regional Project Budgets (USD).....	30
Table 7: Consolidated Regional Budget by Outcome & UNDG categories - Africa	30
Table 8: Consolidated Regional Budget by Outcome and UNDG categories – Asia-Pacific	31
Table 9: Consolidated Regional Budget by Outcome UNDG categories - LAC	32
Table 10: Consolidated Budget by Outcome UNDG categories - KM and Global Coordination ..	32

List of Tables

Table 1: 2016-2020 UN-REDD Programme Results Framework	9
Table 2: UN-REDD Programme Financial Plan - USD.....	19
Table 3: Budget overview.....	20
Table 4: KM Deliverables and indicative activities.....	23
Table 5: Budget by Outcome & UN Agency (USD)	25
Table 6: 2017 Programme Workplan Monitoring Framework.....	27
Table 7: Consolidated Regional Budget by Outcome & UNDG categories - Africa	30
Table 8: Consolidated Regional Budget by Outcome and UNDG categories – Asia-Pacific.....	31
Table 9: Consolidated Regional Budget by Outcome UNDG categories - LAC.....	32
Table 10: Consolidated Budget by Outcome UNDG categories - KM and Global Coordination	32

1. Executive Summary

1. Realizing REDD+ mitigation potential is an essential part of global efforts to address climate change. The role of forests has been reaffirmed in the Paris Agreement itself and in many of the Nationally Determined Contributions (NDCs), many of them from UN-REDD partner countries. A number of these partner countries are in the advanced stages in their readiness efforts and are now seeking to consolidate their readiness and implement REDD+ policies and measures, sometimes through an increasing number of specific bilateral agreements and multilateral facilities. Supporting countries' transition from readiness into implementation is a role the UN-REDD Programme can usefully play.

2. The 2016-2020 UN-REDD Programme has responded to this context by supporting implementation of REDD+ and recognizing the critical role of partnerships and alliances, and by providing specialized technical assistance to accompany countries in their transition, and to transfer experiences from one country to another. With its three Agencies, the UN-REDD Programme has specific assets to support REDD+ implementation efforts, and deploy high quality expertise and policy support. This broad vision and the mechanisms to deploy support have been defined in the Terms of Reference for the Joint Programme.

3. Recognizing that the level of resources required to meet the objectives and approaches of the 2016-20 Strategy is not yet available, a modular approach was adopted which enables progressive programming as and when resources become available. This modular approach consists of three modules, of which the first is the deployment of Technical Assistance (TA). In 2017, the Programme will only provide TA to support a select number of countries to advance implementation. A two-pronged approach was taken to define TA in countries currently benefiting from National Programmes, as well as those that are not. There are four countries, Colombia, Cote d'Ivoire, Peru and Myanmar, that will have NPs being implemented in 2017, whilst also receiving this parallel support to move to implementation. Cote d'Ivoire and Colombia will be in their last year of implementation of the National Programme. The technical assistance they will receive in this case will relate primarily to wrapping up the last substantive elements of the programmes, undertaking a final evaluation, preparing the final report of the programme, undertaking the national validation and consultation processes necessary for the adoption/endorsement of key products, and undertaking the financial closure of the programmes. In the case of Myanmar and Peru, the National Programmes will just be starting in 2017, and there is a clear distinction from the support deployed for the initiation (e.g. inception meeting, consultations, recruitments, initiation of national strategy consultations etc.). Indeed in Peru, the support to NP is focused on the NP elements, whereas the additional TA relates strictly to the Joint Declaration of Intent, well beyond Warsaw framework elements of REDD+ readiness. In the case of Myanmar, the 2017 TA aims to initiate dialogue on implementation, with a view to influence development choices the country makes at the onset, while the NP and its associated support will focus more on the four elements of the Warsaw framework. Seeing as implementation and readiness are not strictly linear, in both cases it was deemed feasible to support the countries on both readiness and implementation simultaneously.

4. Much of the policy and technical support will be provided in an integrated, inter-agency manner, with agencies making specific contributions in these areas according to their expertise and capacity.

Teams of experts are based at the country, regional and global levels and are deployed to provide substantive and country-specific technical support to countries. Include here the sentence preceding comparative advantages.

5. Criteria for country eligibility and selection were developed and applied in-house, resulting in the selection of 14 countries (Colombia, Costa Rica, Côte d'Ivoire, Ecuador, Ethiopia, Guyana, Indonesia, Liberia, Mexico, Myanmar, Peru, Viet Nam and Zambia) and one region (the Congo basin, with countries part of the Central African Forest Initiative - CAFI). Individual country support was developed on the basis of an analysis of gaps, focusing on actions required to transition into REDD+ implementation but which were not currently covered by existing efforts, and the opportunities for intervention to address those gaps where UN-REDD could provide value added. Provision is also made to support governance, global coordination, knowledge management, communications and the Secretariat. This resulted in a 2017 Programme with 58 deliverables and a total budget of US\$ 11,595,260.

6. Most 2017 Workplan deliverables relate to consolidating National Forest Monitoring Systems, updating and refining Forest Reference Emissions Levels/Forest Reference Levels, Policies and measures to address drivers of deforestation and forest degradation, Investment plans, Safeguards, Stakeholder participation and Institutional arrangements, with specific outputs at the country level.

7. This document has three main parts. It starts by introducing the key elements of the 2016-2020 UN-REDD Programme (Section 2). These were determined during the design process in the past two years and led to the signature of the new Agreement with donors and the MOU with UN Agencies. It then provides a specific description of the 2017 Workplan and budgets (Section 3) based on the appraisal carried out in August-October 2016, and an Annex which includes a full description of all the national support (Section 4).

2. 2016-2020 UN-REDD Programme

8. This section introduces key elements of the 2016-2020 UN-REDD Programme which were determined during the design process over the past two years and culminated in the signature of the new Agreement with donors (Norway, Switzerland, EC) and the MOU with UN Agencies (FAO, UNDP and UNEP). As such, this section is based on already established documents, which have been summarized here to provide context for the 2017 Workplan.

2.1. Situation Analysis

9. Deforestation and forest degradation are significant sources of greenhouse gas (GHG) emissions and are ranked as the third largest source of GHG emissions globally. Emissions from tropical deforestation alone are estimated in the range of 2.8 - 3.4 GtCO₂eq per year. Each year more than 13 million hectares of forests disappear, with devastating impacts on local and global climate, biodiversity, ecosystem services, communities, indigenous peoples and national economies. Efforts to mitigate climate change and tackle global sources of GHG emissions focus not only on reducing emissions but also on increasing carbon stocks (in forests, peatlands, etc.). Such Climate Change mitigation efforts include a set

of activities aimed at Reducing Emissions from Deforestation and Forest Degradation (REDD+), while also generating a broader range of social, economic, environmental and biodiversity conservation benefits.

10. With REDD+ finalized during COP 21 in Paris, a global incentive mechanism has effectively been created whereby countries that are preserving and increasing carbon stocks (e.g. forests) will be rewarded for their efforts, as this will generate benefits for the global community. Rewards will come from payments made to them for results achieved. In order for them to materialize, a complex and equitable system of monitoring, certification and redistribution of resources needs to be set-up. This is being undertaken through the UN Framework Convention on Climate Change (UNFCCC). Beyond setting these basic capacities in countries, perhaps the most significant aspect of the REDD+ mechanism is that it aims to encourage countries to change their development trajectories in favour of those that also reduce, halt and/or reverse forest loss.

11. A number of countries are now at advanced stages in their readiness efforts, which comprises foundational work in four areas: (i) definition of priorities and strategic actions in a REDD+ Strategy or Action Plan; (ii) National Forest Monitoring System; (iii) Reference Emission Levels; (iv) Safeguard Information Systems. These countries are now seeking to consolidate their readiness while moving towards implementation of REDD+ actions - hereinafter referred to as Policies and Measures (PAMs)¹. The political momentum to transition into implementation has also been further promoted and facilitated with the Paris Agreement and its associated Nationally Determined Contributions, as the vast majority of UN-REDD partners have included actions in the forest sector as part of their proposed package of actions. The Green Climate Fund could potentially serve to further mobilize countries into implementation. As discussed below, this provides a strong rationale for the 2016-2020 phase of the UN-REDD Programme to expand the scope and include Phase II REDD+ (implementation) support.

2.2. Strategies including lessons learned

Background/context:

12. Since 2008, a number of other initiatives supporting REDD+ have emerged besides the UN-REDD Programme. These include the Forest Carbon Partnership Facility (FCPF) of the World Bank, with its readiness fund and carbon fund windows; the Global Environment Facility (GEF), with its sustainable forest management/REDD+ windows; the Forest Investment Programme (FIP) of the Climate Investment Funds of the multinational development banks, which is also a potential source of support for REDD+ implementation, as well as The Green Climate Fund. Norway's International Climate and Forest Initiative (NICFI) and Germany's REDD Early Movers (REM) are also examples of major programmes intended to incentivize the reduction of emissions from forests through results-based payments.

13. The increased mobilization of funds and the ambitious pledges in a number of partner countries require absorptive capacities able to match this potential funding, and in most cases an expansion of

¹ These 'PAMs' include a range of country-specific reforms and actions that may vary in nature such as policy actions (e.g. a moratorium on deforestation), technical measures (e.g. promoting improved agricultural practices or integrated landscape management) or fiscal measures (e.g. introduction of tax incentives/disincentives). These PAMs therefore refer to the responses required in a specific country to eliminate drivers or barriers to deforestation and forest degradation. These are normally identified in a country's REDD+ strategy or Action Plan.

existing capacities. Supporting this expansion is a role that the UN-REDD Programme can usefully play as countries transition from readiness into implementation. Over time, the UN-REDD Programme and individual agencies have increased their collaboration and coordination with other REDD+ initiatives in an effort to avoid duplication and enhance synergies. As the Programme moves into supporting implementation of REDD+, such partnerships and alliances will play a more critical role. The REDD+ financing landscape shifted its focus to support implementation and the deployment of funds (i) to countries directly; (ii) to the financial mechanisms of the convention. To accompany these changes and provide good value for money, the UN-REDD Programme proposes to adjust its approach - from one providing grants through an intensive programming cycle to one providing specialized technical assistance to help countries in their transition and to transfer experiences from one country to another.

Lessons learned:

14. The 2016-2020 phase of the Programme builds on the practical experience acquired since 2008 and takes stock of lessons learned and recommendations emerging from internal reviews as well as comprehensive external and independent audits and evaluations, including feedback collected from a wide range of stakeholders at the national and global levels². In summary, the design addresses recommendations related to: (i) design of support articulated in a theory of change; (ii) streamlined decision-making and governance; (iii) clarification of prioritization processes for programming and fund allocation; and (iv) adoption of a results-based approach enabling the codification and attribution of impacts.

15. Specific lessons learned from past experience that informed the 2016-2020 Programme include:

- Ensuring that countries are in the driving seat in the development of REDD+ is vital for success.
- Tailoring external assistance to the needs of each country is fundamental for success.
- The establishment of effective, transparent national forest monitoring systems is a high priority.
- Capturing carbon value alone may not always be sufficient to alter land use, budgetary and natural resource management decisions and practices. Linking REDD+ processes to national sustainable development agendas can contribute to supporting the shift towards building a low-carbon society.
- REDD+ requires extensive cross-sectoral efforts in order to address the large drivers of deforestation and degradation. Addressing drivers takes time, and progress to date has been slow.
- Early participation and inclusion of all stakeholders (women and men) is essential in national and international decision-making on REDD+.
- REDD+ payments will not always be sufficient to meet opportunity costs. REDD+ needs to be considered as part of broader national transformation processes, as an incremental contribution to national efforts.

² The Programme's audit report and associated management response is publicly available at http://audit-public-disclosure.undp.org/view_audit_rpt_2.cfm?audit_id=1561

- Clarification of land tenure is important for enabling implementation of REDD+.
- The generation and distribution of forest ecosystem goods and services should be considered.
- Development of safeguards and safeguard systems should be associated with the development of the National REDD+ Strategy or Action Plan. Developing safeguards too early in the readiness phase has led to expensive safeguard systems with literally hundreds of indicators.
- Ensuring alignment between REDD+ initiatives is important in order to map out the support needed and to determine appropriate REDD+ policies and measures.
- Through the development of tools, guidelines and enhanced knowledge, an important and potentially influential REDD+ “community of practice” is emerging.

16. In the participatory process of designing the new phase of the programme, alternative options to a joint UN agency Multi-Partner Trust Fund Office (MPTF) took into consideration the following challenges and lessons learned: (i) ensuring that the UN-REDD Programme agencies and their partners can mobilize the required competencies in all components of REDD+ to help countries respond to the complexities that REDD+ presents; (ii) strengthening harmonization and sequencing with other REDD+ initiatives, approaches and mechanisms; (iii) developing effective partnerships and coordination arrangements with other REDD+ initiatives at a technical and substantive level; (iv) mobilizing significant resources to assist countries with actions leading to implementation; (v) ensuring that design and implementation of Programme support is consistent with the overall REDD+ framework of the UNFCCC process; and (vi) continued adherence to social and environmental safeguards by Programme agencies and partner countries.

The proposed joint programme

17. The rationale and approach of the Programme has evolved quite significantly since 2008. The main changes include: (i) 53 additional countries have joined the Programme since it began, thus there are now 64 partner countries with ecosystems ranging from dense tropical forests to scarce forest cover, providing opportunities for the full range of REDD+ actions from conservation to enhancement of carbon stocks; (ii) technical work areas of the Programme have evolved in response to UNFCCC guidance and decisions and to the emerging understanding of REDD+; (iii) new modalities of support were introduced to respond to the needs of partner countries, including improved coordination measures for those receiving substantial support from other REDD+ initiatives; (iv) enhanced coordination at country level in recognition of the need to engage with a broader range of stakeholders (i.e. expanding actions beyond the forest sector) to promote a better understanding and mainstreaming of REDD+ into national sustainable development policies.

18. The Programme has gradually evolved to maximize synergy and collaboration with other initiatives at the country level, particularly with the FCPF. The key features of the Programme in this context include: (i) the focus on developing long-term capacities of key in-country stakeholders; (ii) a collaborative endeavour that deploys the best technical expertise and policy support from three UN technical agencies across all areas of REDD+; (iii) harnessing the long-standing relationships of the three UN agencies with national counterparts.

19. Going forward, this offers a neutral and unbiased support platform to member countries, in particular on the development of Policies and Measures (PAMs). In the context of REDD+, PAMs address the drivers of deforestation and forest degradation, or the barriers to enhancing forest carbon stocks, in order to implement REDD+ activities (emissions reductions and/or removals) as decided by a country, potentially in combination with other objectives (such as integrated rural development and sectoral transformation). The UN-REDD Programme has specific assets to support these efforts in terms of:

- Identification of the drivers of deforestation and forest degradation and the subsequent design of PAMs that will address and tackle these. Institutional and context analyses to determine the political, social and environmental viability of PAMs will contribute to this important analytical and decision-making process.
- Capacity to embed REDD+ in national policy processes and support consistency across different sectorial policies.
- Potential to facilitate, sustain and maintain political dialogue on sensitive political matters, which, when coupled with the identification of political, social and economic bottlenecks for PAM implementation leads to ensuring the enabling conditions for PAM implementation.
- Ability to assume the risks of piloting and testing, with subsequent transfer of capacities to government entities.

20. Through its presence at country level and capacity to support policy dialogue at national and global level, the UN system - and through it the Programme - has the ability to stay the course on technical matters irrespective of the political orientations or changes in any given country.

21. Four cross-cutting themes have been identified as being particularly significant in order to ensure that the outputs and outcomes of the Programme achieve the desired results:

- 1) Stakeholder engagement is often recognized as critical for the transformative changes expected through REDD+. Since 2008 the Programme's work has served to: i) build trust and partnerships between governments and non-governmental stakeholders; ii) help indigenous peoples, forest-dependent communities, and civil society participate in REDD+ processes; iii) create multi-stakeholder dialogue platforms; and iv) put vital issues on the agenda, such as rights to land and natural resources as well as the enactment of Free Prior and Informed Consent (FPIC). This will continue, expanded to include interaction with private sector actors and initiatives.
- 2) Improved governance of forests was included in the Cancun REDD+ decisions (COP16). Analytical efforts are required to identify: firstly, the governance deficits that lead to deforestation, forest degradation and unsustainable management as well as, conversely, governance enablers that have or would facilitate successful policies and measures; secondly, the key players and their interests in reform; and thirdly what available public policy options are most likely to be effective in addressing the drivers and in which sequence.
- 3) As far as tenure security is concerned, it has been recognized that this is often an important enabling condition for REDD+. Each country will determine appropriate ways to deal with tenure issues. The Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests (VGGT) may be useful for addressing these.

- 4) Gender equality is also recognized as a major issue in REDD+, consistent with the human rights-based approach (HRBA) to development. Concerted efforts will be made to ensure increased gender responsiveness in activities supported by the Programme.

Sustainability of results:

22. The sustainability of UN-REDD Programme results is sought through various design features:

- Maintaining close connections with national counterparts and adopting a country-led approach to ensure that support is well connected with national priorities
- Ensuring high quality expertise and policy support to provide effective solutions
- Effectively complementing other initiatives to enhance impact, and provide continuity and scale-up beyond UN-REDD support.

2.3. Results Framework (RF)

23. The **overall development goal** of the Programme is to reduce forest emissions and enhance carbon stocks in forests while advancing national sustainable development. To achieve this, the 2016-2020 Programme will support partner countries - through country-led approaches - to reduce forest emissions, enhance carbon stocks and contribute to sustainable development. The approval of the Sustainable Development Goals (SDGs) – particularly those concerned with climate change and terrestrial and forest ecosystems – gives significant impetus to this goal. The **impact** of the Programme will be to enable countries to implement REDD+ actions that deliver carbon and non-carbon benefits, in accordance with UNFCCC decisions.

24. Two critical assumptions link this impact with the achievement of the development goals, namely, the provision of sufficient results-based financing through international funding institutions; and sufficient political will within participating countries to undertake the reforms necessary to comprehensively reduce deforestation and forest degradation, and generate carbon as well as non-carbon benefits. The impact described above will be driven by three outcomes that support countries moving towards REDD+ readiness and on to REDD+ implementation.

25. The 2016-2020 Programme will support changes in capacity and behaviour that impact both (i) how countries can meet the requirements of the UNFCCC agreements on REDD+; and (ii) the implementation of national REDD+ policies and measures as results-based actions (RBAs) that in time will generate measurable carbon³ and non-carbon benefits.

26. In order to generate results that are eligible for results-based payment and that contribute to a country's aspirations, the key hypotheses underlying the Theory of Change and the RF are the following: (i) actions need to be designed to address key strategic priorities identified in a consensual way and that will address the key drivers of deforestation and barriers to enhancement or conservation; (ii) these actions need to stem from a robust understanding of drivers agreed upon by all the interest groups concerned; (iii) in order to verify effectiveness, avoid any leakage, and ensure accountability, measuring,

³ Carbon benefits encompass both emission reduction and enhancement of carbon stocks.

reporting and verification (MRV) systems need to connect with and inform both the diagnostic as well as the implementation; (iv) considering the multiple uses and benefits of forests, safeguards of an environmental and social nature should be identified during the design of actions, monitored and adjusted during implementation.

27. The RF's supporting Theory of Change emanates from the understanding that: (i) forests constitute an important source and sink of carbon; (ii) REDD+ phases are not linear but rather intertwined and can proceed in parallel; (iii) the gap in financing and support for implementing the actions that will generate emission reductions or enhancement of stocks delays the generation of results and their associated results-based payments; (iv) readiness is not a finite process and therefore countries can be supported to implement actions that will generate emission reductions while concurrently continuing their readiness efforts; (v) progress on readiness is necessary to move towards implementation; however, it has been uneven across countries, and a number of them still need support for readiness.

28. The first of the three outcomes is the **design and development of REDD+ readiness processes**. As defined by the UNFCCC, this includes the development of national strategies (NS) and action plans (AP). Associated with these processes is the establishment of a Safeguards Information System (SIS) as well as the determination of additional social and economic benefits. A key assumption that underpins the achievement of this first outcome is the presence of sufficient "political space" within participating countries for the full and effective participation of different stakeholder groups in design and planning activities.

29. The second outcome will support countries to **develop and implement all elements related to the MRV** needs as defined under the UNFCCC. This will include the development of National Forest Monitoring Systems (NFMS), forest reference emission levels (FRELs)/Forest reference levels (FRLs), and developing the necessary systems and capacities to estimate emissions and removals resulting from actions taken by determining the effectiveness of pursued actions. Assumptions relating to the use and transparency of information, as well as governance, are central to this outcome: those causing and impacted by deforestation must be involved in the development of MRV-related elements and the MRV results must be publicly disclosed in a transparent manner. Importantly, as the Programme starts supporting the design and implementation of PAMs, transparent and robust information is crucial to access results-based payments but also to determine whether those PAMs are indeed delivering the intended results and effect, what adjustments are needed and whether drivers and barriers are being lifted, displaced or unaffected. A novelty in the support on MRV therefore entails the connection and linkage between MRV and PAMs, taking into consideration the necessary institutional coordination needed to benefit from these feedback mechanisms. These systems of MRV have proven useful for national policy-setting as well as in determining whether policies and measures are delivering the desired results.

30. The third outcome will support the **implementation of results-based actions (RBAs)** in a limited number of countries. The Programme will provide assistance to countries for carrying out RBA by reforming domestic laws and policies, planning interventions and safeguarding them to ensure positive social and environmental co-benefits. Credible and agreed policies and measures require consultations and negotiations as well as careful design of investment programmes and actions. Identification of appropriate reforms is the first step, but follow-up will often be needed to ensure implementation. While

the Programme will support countries in implementing these reforms and actions, payment for any resulting emissions reduction or enhancement of stocks will not be provided by the Programme itself. Implicit in this outcome is the support for transition activities that will ensure continuity, and the consolidation of readiness elements into implementation (e.g. operation of SIS and NFMS systems in support of PAMs).

31. These three outcomes are often seen as sequential and part of the “step-wise” or phased approach to REDD+. However, experience suggests that the process is less linear than originally thought. For example, countries may embark on reforms to policies, laws and measures before developing full systems for MRV or generating information on how safeguards have been addressed. It should be noted that Outcome 2 and Outcome 3 are closely linked; REDD+ implementation can only be successful with satisfactory country capacity and institutional arrangements in place to measure, report and verify mitigation impacts. Feedback from implementation may then lead to going back to earlier stages to adjust and reformulate provisional plans and designs.

32. Several of the proposed programme indicators rely on assessing indices. The specific components of these indices are excluded from the table below to facilitate a quick scan of the entire set of indicators. Specific details of the components of the indices are provided as an Annex (see section 4.2). As the REDD+ community as a whole moves into the post-Paris phase, there is a growing interest and need to develop a meaningful results framework that would allow a more robust measurement of progress in REDD+ readiness and implementation. The current results framework is an attempt to develop such measurement, and some of its indicators may also prove useful for other initiatives. It may, nonetheless, need to be refined as greater experience is gained in REDD+ implementation. Table 1 below provides an overview of the 2016-2020 Results Framework, down to the Outcome level. As indicated in the Programme’s Terms of Reference, outputs and output level indicators for all three outcomes will be defined at country level. A more detailed results framework, which is yet to be approved by the Governing Body, can be found in the UN-REDD Programme Terms of Reference 2016-2020 which can be consulted [here](#).

Table 1: 2016-2020 UN-REDD Programme Results Framework

Goal/Impact/Outcome(s)	Indicator(s)
Development Goal (beyond programme life): Reduce forest emissions and enhance carbon stocks in forests, while advancing national sustainable development	DG.1 Emission reductions (measured in tCO ₂ e/year) from reduced deforestation and forest degradation, as well as carbon stock enhancement achieved in UN-REDD partner countries.
	DG.2 Progress in UN-REDD partner countries towards targets under SDG 15 regarding the protection, restoration and sustainable use of terrestrial ecosystems – with a focus on forests
Programme Impact (5 years): Countries implement actions that deliver both carbon and non-carbon benefits from forests in accordance with UNFCCC decisions	PI.1. Percentage of UN-REDD partner countries that are ready to implement and monitor results-based actions leading to emissions reductions (i.e. “REDD+ -ready”) in accordance with relevant UNFCCC decisions

	PI. 2. Percentage of UN-REDD partner countries that demonstrate quantifiable social and environmental benefits generated through the implementation of REDD+, policies and measures
	PI. 3. Percentage of UN-REDD partner countries that have implemented policy and/or institutional reforms designed to improve forest governance for REDD+ results
Outcome 1: National contributions to the mitigation of climate change through REDD+ are designed and adopted, including the provision of additional social and environmental benefits, and in conformity with the UNFCCC's REDD+ safeguards.	PO 1.1 Degree of completeness of national REDD+ strategies and/or action plans (NS/AP)
	PO 1.2 Degree to which the NS/AP incorporates principles of social inclusion and gender equality.
	PO 1.3 Degree of anchoring of the NS/AP in the national development policy and institutional.
	PO 1.4 Degree of completeness of the design of a country approach to address the social and environmental safeguards for REDD+.
Outcome 2: National contributions to the mitigation of climate change through REDD+ are measured, reported and verified with the necessary institutional arrangements in place	PO 2.1 Robustness of FREL/FRL submissions.
	PO 2.2 Robustness of BUR REDD+ annex.
	PO 2.3 Degree of completeness of the NFMS in UN-REDD partner.
	PO 2.4 Degree of operational effectiveness of NFMS in UN-REDD partner countries.
Outcome 3: Drivers of deforestation and forest degradation are addressed through the implementation of policies and measures (results-based actions), with social and environmental safeguards addressed and respected	PO 3.1 Effectiveness of implementation of policies and measures to address identified drivers of deforestation and forest degradation, as well as the barriers to the implementation of plus (+) activities in UN-REDD partner countries.
	PO 3.2 Total finance mobilized by countries from domestic, bilateral, multilateral sources to implement their NS/AP for REDD+ as a result of UN-REDD support
	PO 3.3. Percentage (number) of UN-REDD partner countries that have secured results-based payments/finance for REDD+ that is consistent with the UNFCCC methodological guidance (such as the Green Climate Fund).
	PO 3.4 Degree to which the implementation of PAMs for REDD+ respects and addresses the social and environmental safeguards as defined by UNFCCC decisions

2.4. Management and coordination arrangements

33. The UN-REDD Programme Fund governance structure as presented in the Programme's Strategy 2016-2020 and the Terms of Reference (ToRs) and subsequent amendment of 2 September 2016, is comprised of the Executive Board (EB)/Interim Committee (IC), Programme Assembly, National Steering Committee, the Secretariat, Participating UN Organizations (PUNO) and the Administrative Agent.

34. The EB has general oversight of the Programme, taking decisions on the allocation of UN-REDD Fund resources. The Board is also responsible for providing operational guidance, reviewing and approving funding allocations for each country, global thematic activities and regional programmes, and approves the use of non-earmarked or earmarked funds for Programme outcomes.

35. The UN-REDD Programme Assembly is a multi-stakeholder forum whose role is to foster consultation, dialogue and knowledge exchange among the UN-REDD stakeholders. Its responsibilities include discussing progress, challenges and lessons learnt, promoting collaboration with other initiatives, discussing developments in the international REDD+ processes, and advising the EB on these issues.

36. The National Steering Committee is a multi-stakeholder body which has oversight over country programmes approved or confirmed by the Executive Board. Its main task is to guide and oversee the implementation of the national UN-REDD Programme support.

37. The UN-REDD Programme Secretariat supports the governing bodies and the overall operation of the Fund. It advises the EB on strategic priorities, programmatic and financial allocations and organizes the programming and appraisal processes. It is the UN-REDD Programme's central point of contact and liaises with other REDD+ initiatives.

38. The three Participating UN Organizations -- FAO, UNDP and UNEP -- are responsible for the implementation and delivery of Programme outcomes as approved by the EB and the National Steering Committee.

39. The Administrative Agent to the UN-REDD Programme Fund is the UNDP Multi-Partner Trust Fund Office (MPTF). The Administrative Agent is responsible for fund administration and design.

2.5. Fund management arrangements

40. The UNDP MPTF Office serves as the Administrative Agent (AA) of the UN REDD and is responsible for the receipt of donor contributions, the transfer of funds to the Participating UN Organizations, the submission of consolidated narrative and financial reports to donors. As the Administrative Agent, MPTF Office transfers funds to PUNOS on the basis of the funding decisions made by the UN-REDD governance structure and on the basis of the signed Memorandum of Understanding between each PUNO and the MPTF Office.

41. On behalf of the PUNOs, and in accordance with the UNDG-approved "Protocol on the Administrative Agent for Multi Donor Trust Funds and Joint Programmes, and One UN funds" (2008), the MPTF Office as the AA of the UN REDD will:

- Open four specific projects for this funding allocation (one global project for knowledge management and global support and three regional projects; Africa, Asia-Pacific, LAC), and disburse funds to each of the PUNOs in accordance with instructions from the Interim Committee. The AA will normally make each disbursement within three (3) to five (5) business days after having received instructions from the Interim Committee along with the relevant funds transfer request, the Interim Committee(IC) decision document and Project document signed by all participants concerned;
- Provide to Donors, consolidated narrative reports and financial statements for each project (Annual and Final), based on submissions provided to the AA by the UN REDD secretariat and PUNOs;
- Proceed with the operational and financial closure of the projects in the MPTF Office system once the completion is notified by the PUNO in accordance with the work plan described above (accompanied by the final narrative report, the final certified financial statement and the balance refund).

42. Participating United Nations Organizations will assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. Such funds will be administered by each PUNO in accordance with its own regulations, rules, directives and procedures.

43. Each PUNO shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent each of the four projects described above. This separate ledger account shall be administered by each PUNO in accordance with its own regulations, rules, directives and procedures, including those relating to interest. The separate ledger account shall be subject exclusively to the internal and external auditing procedures laid down in the financial regulations, rules, directives and procedures applicable to the PUNO.

44. Each PUNO will provide the Administrative Agent and the UN REDD secretariat with:

- Annual progress reports to be provided no later than 31 March;
- Final (end of project) narrative reports, to be provided no later than three (3) months after the operational closure of the project;
- Annual financial statements as of 31 December with respect to the funds disbursed to it from the PBF, to be provided no later than four months (30 April) after the end of the calendar year;
- Certified final financial statements after the completion of the activities in the approved programmatic document, to be provided no later than five (5) months (31 May) after the end of the calendar year in which the financial closure of the activities in the approved programmatic document occurs.
- Unspent Balance at the closure of the project would have to be refunded and a notification sent to the MPTF Office, no later than six months (30 June) of the year following the completion of the activities.

2.6. Legal context or basis of relationship

45. PUNOs have signed an MOU to implement the UN-REDD Programme, which came into effect on 20 June 2008 and ends on 31 December 2021, as a part of their respective development cooperation, as more fully described in the UN-REDD Programme Strategic Framework.

46. FAO, UNDP and UNEP have agreed to adopt a coordinated approach in collaborating with donors who wish to support the implementation of the UN-REDD Programme. They have agreed to establish a common development fund and establish a coordination mechanism (the UN-REDD Programme Executive Board) to provide overall leadership and strategic direction to UN-REDD Programme implementation and to facilitate the effective and efficient collaboration between the three PUNOs, the Forest Carbon Partnership Facility (FCPF) of the World Bank, and other partners and stakeholders. Each of the three organizations has agreed to comply with the UN-REDD Programme Strategic Framework 2016-2020, the MoU between FAO, UNEP and UNDP regarding the operational aspects of the MPTF, the ToRs and Standard Administrative Agreements with donors.

47. PUNOs agree to undertake all reasonable efforts to ensure that none of the funds received pursuant to the UN-REDD Programme are used to provide support to individuals or entities associated with terrorism, and that the recipients of any amounts provided by PUNOs do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed [here](#). This provision must be included in all sub-contracts or sub-agreements entered into under this Framework document.

3. 2017 UN-REDD Programme Workplan and budget

3.1. Introduction

48. As noted in the previous section, for the new phase, 2016-2020, UN-REDD prepared a new and ambitious strategic framework, with the aim of supporting advanced countries in reaching REDD+ results. Planned modalities of support include Technical Assistance (TA), National Programmes (NPs) and Targeted Support (TS). While the existing commitments to countries with National Programmes will be supported in 2017 through 2020 as detailed in the document “Delivering National Programmes – Readiness 2017-2020”, this Workplan and document only covers additional activities aimed at expanding the scope of the programme into REDD+ implementation in 2017.

49. Recognizing that the level of resources required to meet the objectives and approaches of the 2016-20 Strategy is not yet available, a modular approach was adopted which enables progressive programming as and when resources become available. This modular approach consists of three modules, of which the first is restricted to the deployment of Technical Assistance (TA). In 2017, the programme will only provide this Technical Assistance to support a select number of countries in advancing on implementation.

50. The 2017 Workplan presented herewith focusses on supporting UN-REDD partner countries that are already in a path for REDD+ results to progress towards delivering such results, especially when the

provision of UN-REDD's TA can make a significant contribution to national efforts. To maximize impact, the Programme will primarily consider countries that would have already mobilized domestic resources or signed bilateral funding agreements for REDD+ results, or have made significant advances in the four pillars of the *Warsaw Framework* so they are, or will soon be, ready to seek additional REDD+ results (RBPs) under the UNFCCC, e.g., Green Climate Fund (GCF). By focusing on the above priorities, UN-REDD will fulfil its essential goals, while contributing in the most cost-effective way to REDD+ becoming active for the 2020 climate regime.

51. This one-year Workplan is covered in the following sections, providing additional details on the technical assistance to be provided in 2017 and the expected outputs. Since it is focused on REDD+ implementation, it will cover only Outcomes 2 and 3 of the Results Framework, and a set number of countries.

52. As mentioned above, if additional resources become available the Programme would also be able to cover modules 2 and 3, and for that a new Workplan and budget will be prepared to cater for the following priorities:

- Generate additional REDD+ results (RBPs) by 2020, providing Targeted Support, Country Programmes and TA to countries implementing PAMs for REDD+
- Expand REDD+ readiness portfolio providing Targeted Support, Country Programmes and TA to countries engaged in readiness for REDD+

53. By scaling up to cover the above priorities, the Programme would fulfil its full sets of objectives and be able to respond to demands from countries on the entire readiness/implementation spectrum.

3.2. Technical Assistance

54. The UN-REDD Programme is primarily recognized in the REDD+ arena for the value and quality of the policy and technical advice provided through its specialized teams of experts, and the broader institutional value they are able to mobilize from the three UN partner agencies. Technical Assistance (TA) under module 1 is the substantive body of support to countries provided by the UN-REDD Programme team based on needs and demands from countries. As grants will not be provided to countries in this module, TA considered here will not entail quality assurance type of work done along the different steps of the programming cycle. Instead the UN-REDD team will accompany its partner countries in the implementation of the technical elements of REDD+, be they critical readiness gaps or the design and implementation of REDD+ PAMs.

55. The United Nations adopted the Human Rights approach to development in 2003, to ensure the UN agencies, funds and programmes consistently address Human Rights in and through their work. The objective of this UN comprehensive policy is to ensure that every policy, programme and activity of the United Nations contributes, directly or indirectly, to the respect and the promotion of Human Rights. The UN-REDD Programme follows such corporate direction since its inception, including measures such as: engagement of representatives from indigenous peoples and civil society organisations in the UN-REDD global governance bodies; design and deployment of guidance for inclusive stakeholder engagement and gender mainstreaming; promotion of, and operational guidance for the right to Free, Prior and Informed Consent (FPIC) of indigenous and forest communities; and the inclusion of land tenure and gender

equality as core cross-cutting issues in the new Strategic Framework. In addition, the UN-REDD Programme has specialists on promoting stakeholder engagement, on indigenous peoples' affairs, on social inclusion, on FPIC and on gender mainstreaming, among others. Finally, most of the countries selected for the TA/2017 have adopted a number of milestones and objectives related to Human Rights in their REDD+ commitments and agreements, such as participatory processes, promotion of the land rights of indigenous peoples and gender equality – the UN-REDD programme will not only focus on their realisation, but it is probably the best international partner to guide countries in such endeavours.

56. Drawing on the lessons learned from the previous phase, and as highlighted in this document, in order to be responsive and add value to countries it is important to be able to make experts available rapidly. Of similar importance is the prior and intimate exposure of these experts to REDD+ processes in other countries so that they can share and transfer lessons learned. This is why the programme herewith is designed as global TA, which will bring economies of scale, allow interregional knowledge sharing, and enable a rapid transition of information among countries.

57. This programme document (section on Workplan and budget and Annex: country summaries) maps out the allocation of technical assistance to countries and by agencies, with the understanding that flexibility may be needed during the course of the year to adjust the TA configuration in order to meet evolving demand from countries. In order to define this TA, a two-pronged approach was taken:

1. In countries that are currently benefiting from UN-REDD National Programme funding – such as Colombia, Côte d'Ivoire, Myanmar and Peru – global TA assigned in this 2017 workplan is supplemental to what is included in the National Programmes. Such TA encompasses: (i) expertise deployed to accompany the substantive elements of the National Programmes; (ii) multiple in-country missions and facilitation of substantive components of the National Programmes; (iii) expertise to support new and additional activities identified during the implementation of UN-REDD support but not accounted for in the National Programme; (iv) new support stemming from progress at country level that is not included in the National Programme. These are based on needs assessments and gap analyses undertaken during scoping of UN-REDD support (and for which UN-REDD budget envelopes were insufficient) or during implementation of National Programmes. Adjustments and fine-tuning also ensued the NORAD-commissioned appraisal and feedback from donors, REDD+ partners and government partners. The TA envisaged here, is specifically aimed at ensuring that in implementing the NPs, a direct connection is made to the implementation phase, that necessary studies – e.g. feasibility assessments, institutional context analyses, etc. – are included in the NP that will ultimately inform how implementation can move forward. This is quite distinct from the Quality Assurance and Technical Assistance to ensure NPs deliver on their results, as this relates primarily to readiness dimensions rather than bridging readiness and implementation efforts.

2. In countries that are not currently benefiting from UN-REDD National Programme funding, TA assigned in this 2017 workplan was identified on the basis of dialogues with the counterparts and stems from an assessment of where the UN-REDD programme's expertise could help address technical bottlenecks preventing progress or support processes that would enable greater achievements. The expertise required will be sourced from the global level, and is pegged to the technical, policy and process needs of countries. This is further explained in the context of each

country summary. However, the gap analyses involved: (i) analysis of ongoing support and processes for REDD+; (ii) identification of bottlenecks and areas needing reinforcement; (iii) cross-analysis of these bottlenecks and areas with the UN-REDD Programme expertise; (iv) narrowing down the technical expertise to what can be most efficiently provided in 2017. The gap analysis covered national processes as well as international support; however, consultations recognized the lead role of governments and their ownership of all funding received.

58. Much of the policy and technical support will be provided in an integrated, inter-agency manner. This is particularly the case for areas where each agency has a contribution to make and can draw upon institutional knowledge and experience that is relevant to the needs of the country. In these areas the relative contributions of each agency will depend upon the needs and circumstances of each country.

59. Individual Agencies can make specific contributions in these areas according to their expertise and capacity. Designated technical experts will participate in the inter-agency UN-REDD technical support teams which have been jointly determined on a case-by-case basis according to country circumstances. That the Programme is country-driven remains the key principle, and areas of focus for an inter-agency UN-REDD technical support team will be determined in consultation with national counterparts.

60. These teams of experts are based at the country, regional and global levels and are deployed to provide substantive and country-specific technical support to countries. The expertise within the UN-REDD Programme teams encompasses the different elements of the UNFCCC processes and the cross-cutting issues identified in the strategic framework as necessary to deliver robust results on REDD+. To minimize transaction costs and provide optimal services to countries, the UN-REDD teams will be structured as 'inter-agency country support teams' with one lead advisor and constituted in a way that responds to a country's REDD+ profile, technical and substantive needs.

3.3. Country prioritization

61. The 2016-2020 TOR envisages that country eligibility will be determined by the Executive Board in two steps (i) eligibility; (ii) selection. As indicated earlier, the programming cycle was designed with a view to programming grants at country level, which would have warranted such a process for country selection. In a context of module 1 programming restricted to the deployment of technical assistance for one year only, such a process would have proven inefficient, time-consuming and would have been disproportionate with the level of resources to be allocated per country. Thus, the country prioritization process was undertaken in-house, based on the eight-year experience and knowledge of partner countries and of the REDD+ landscape and with the aim of focusing support on countries with a high potential for delivering implementation results.

62. As the 2017 Programme of Work aims to maximize its catalytic role by supporting countries with secured financing for phase 2 activities to have the necessary absorptive capacity and to support the consolidation of readiness activities into implementation, a simplified set of criteria was considered, consisting of:

Eligibility at country level

- i. **Partners:** only UN-REDD partner countries will be supported;

- ii. **Relevance** of forests in broader national commitments, as measured by the inclusion of forests in INDCs and other forest-related initiatives; and
- iii. There are existing **results-based finance** arrangements, initially considering bilateral arrangements, or multilateral platforms such as FCPF's Carbon Fund or Biocarbon Fund's IFSL. This has been a critical eligibility criterion. Indeed the whole TA is modelled on the premise that (i) countries have an ongoing process for REDD implementation with specific results and milestones; (ii) there are capacity gaps preventing progress on these results and milestones; (iii) the expertise deployed through this TA Programme will help bridge these capacity gaps; (iv) the combination of bilateral/multilateral funds together with the TA will ultimately deliver on the results envisaged in the REDD implementation process. This is why, in several instances, e.g. Vietnam, Liberia, Ethiopia, the Democratic Republic of Congo, the deliverables retained for this TA Programme seem to overlap with the deliverables included in the REDD implementation frameworks. From a results based management point of view, the current programme cannot claim full attribution for these results, but only a contribution to the realization of the country's REDD implementation efforts.

Prioritization of countries

- iv. **Progress in readiness.** This was measured with data from the readiness scorecard developed by the UN-REDD Programme, to measure progress in National Strategy and SIS, and was complemented with data from FREL/REL submissions to the UNFCCC and Tiers of reporting to the FAO's 2015 FRA. This helped to rank the countries as needed;

63. The application of these eligibility and prioritization criteria triggered a process to identify and assess potential interventions in prioritized countries through the regional teams. It is at the level of regional teams that further criteria were considered, including:

Country engagement and specific opportunities

- v. Additional countries that, while partially fulfilling the above criteria, presented unique opportunities to contribute to the national implementation of REDD+ actions through PAMs have been identified, and where conditions allow for significant progress with UN-REDD Programme support (inclusion criteria).
- vi. **Effective engagement** of UN Agencies at country level that enable the programme to operate in the country;

Identification and selection of specific activities

- vii. **Demand for support to address unmet needs** to implement REDD+ (Phase II) that the UN-REDD Programme could address through TA.

64. This last step was carried out at country level and once the countries had been selected. Associated activities involve identifying needs and mapping them against the current workplan of existing initiatives to then develop a rationale for the proposed approach. Each of the country plans includes the results of this process as part of the proposed rationale and approach.

65. With regards to **Partners**, the Programme has 64 Partner countries which together represent 30% of all natural forests in the world, and where 73% of all forest loss occurs, covering most countries with high deforestation rates. Exceptions are countries such as Brazil, Mozambique, Venezuela and Angola. About 50 partner countries included forests in their nationally determined contributions (**Relevance**), and out of those, half of them have secured some form of **results-based finance**.

66. All of the remaining countries were engaging multilateral platforms, such as FCPF's Carbon Fund or Biocarbon Fund's IFSL. In order to select potential additional countries from such a list, a **progress on readiness** index was used. The UN-REDD Programme has been able to assess progress through a set of scorecards in a sub-set of countries with National Programmes. To construct this variable, available scores for National Strategies and Safeguards Information Systems were combined with two other variables for the NFMS and FREL/FRL pillars: whether the country had submitted a reference level and the tier-score for their reporting to the 2015 Forest Resource Assessment, i.e. the sum of all tiers for the different variables. This enabled a basic ranking of the remaining countries with multilateral initiatives.

67. When applying criteria (iv), and considering the resources available, the following 18 countries were ranked: Ecuador, Mexico, Viet Nam, Indonesia, Colombia, Zambia, Costa Rica, Congo, Peru, Tanzania, Guyana, The Democratic Republic of Congo, Chile, Ghana, Ethiopia, Myanmar, Côte d'Ivoire, Equatorial Guinea. All of these were pre-selected for inclusion in the 2017 Workplan; by including them as selected countries, the Programme would aim to accelerate and enhance the impact of existing bilateral arrangements. Note that the identification of the number of countries to be pre-selected took into account the total resources available and the likely amount allocated to individual countries, e.g. whether to preselect 10 or 20 countries would depend on the likely size of the resources for each of them. Since we could approach countries within CAFI as a package, we also included in Central African Republic, Cameroon and Gabon.

68. A more specific assessment of **effective engagement** (criteria vi) was undertaken by the regional teams (for details see section under each country proposal in the Annex), as well as the identification of **demand for support** (criterion vii). This allowed a more refined evaluation of the potential opportunities for the programme to make a contribution in 2017. When considering these criteria Chile, Ghana and Tanzania were dropped, while Liberia was added.

69. An additional area of opportunity is the potential to promote South-South cooperation with Brazil. This responds to an expression of interest from Brazil which, despite not being a UN-REDD partner country, is a country with significant experience of great relevance for other regions. Support provided will not involve implementation activities, but rather, the documentation and dissemination of relevant lessons learned and the development of cooperation platforms.

3.4. Workplan and budget

70. The financial plan and associated notes for the for the Programme for period 2016-2017 is provided in table 2 below, it presents the projected inflows and outflows and details of how transfers will be made by the MPTF to existing and expected projects.

Table 2: UN-REDD Programme Financial Plan – USD

UN-REDD PROGRAMME FINANCIAL PLAN 2016 - 2017 IN USD		
Description	2016	2017
Inflow of funds:		
Cash balance with the MPTF/opening balance	11,376,028	(3,651,244)
<i>Donor Pledges/Commitments:*</i>		
Norway - 80M NOK (estimate)	9,522,676	
EC contribution for 2017 (estimate)		4,565,217
Switzerland - CHF100,000 (estimate)	98,619	
<i>Estimated carry over balance to 2017 from the SNA:</i>		
FAO**		1,752,620
UNDP		314,047
UNEP		2,773,012
Estimated inflows	20,997,323	4,001,033
Outflows listed in order of transfer to projects(see also notes for more details):		
<i>Funds approved yet to be transferred</i>		
1. Funds for Peru & Chile	8,345,779	
2. Funds for TA to existing NP commitments - FAO & UNEP	3,403,483	4,939,919
<i>Less funds to be submitted for approval to the IC for 2017 TA for REDD+ Implementation & Direct cost for Secretariat services</i>		
3. TA for REDD+ Implementation	11,595,260	
3. Direct cost - Secretariat services	1,304,045	
Total outflow of funds	24,648,567	4,939,919
Fund balance	(3,651,244)	(938,886)

* UN exchange rate 15 November: EUR 0.92/\$; NOK8.401/\$; CHF1.014/\$

Notes:

1. The carry over balance to 2017 for **UNDP and UNEP** is an estimate which will only be confirmed upon closure of 2016 financial accounts in 2017. The funds will become available by February 2017 after financial accounts closure of 2016 books; and refunded to the UN REDD MPTF account for further transfer from the MPTF to the TA for REDD+ Implementation & Direct cost projects of each Agency.

** **For FAO**, the estimated carry over balance to 2017 which will only be confirmed upon closure of 2016 financial accounts in 2017, refer to future financial obligations established as part of 2016 work plan, but not yet recorded in the FAO financial system as "Commitments". These funds are therefore not expected to be refunded to MPTF, and have not been added to the inflow of funds.

2. **Order of transfer of funds to projects:**

- (i) Funds for Peru & Chile - full amount set aside as above.
- (ii) Funds for TA to existing NP commitments - FAO & UNEP - full amount to be transferred in the scenario where the funds from Norway & Switzerland are deposited with the MPTF in 2016. In scenario where the funds are not deposited in 2016, the amount in the Fund (US\$3.03M) after deducting the funds for Peru & Chile should be transferred to FAO & UNEP proportionately and the balance of US\$0.37M transferred proportionately in 2017 when the funds from Norway & Switzerland are received.

(iii) In the case where the funds from Norway and Switzerland are received in 2016, the remaining balance in the Fund after deducting (i) & (ii) above will be transferred proportionately to 2017 TA for REDD+ Implementation and Direct cost for Secretariat services projects. The remaining balance to be transferred to these projects will be sourced from the refunds to the MPTF from the Agencies under the SNA and the EC funds that will be received in 2017. Where proportional calculations result in less than \$100,000 transfer to an agency, the calculations will be adjusted to accommodate a higher transfer amount as the MPTF cannot transfer amounts less than \$100,000.

In the case where the contribution from Norway and Switzerland are received in 2017 and not 2016, these payments will be made 2017 and transferred in the same order.

3. For the transfer of \$4.9M to FAO and UNEP for TA to ongoing commitments(2018-2020), this will be sourced from the balance on the EC contribution for 2017 and full contribution of 2018; a first tranche will be transferred proportionately to the agencies in 2017 up to the amount available in the fund and balance paid in 2018 when the EC contribution is received.
4. The EC contribution will be paid in 3 tranches; EUR 4.2M each in 2017 and 2018 respectively and final forecast payment of EUR 1.2M due upon delivery of final project report.

71. The following table provides an overview of the budgets per country as well as other budget elements associated with Governance, Global coordination, Knowledge management and communications. It provides information on the country level budget. As part of that support, there is a funding allocation requested to enable FAO to provide technical support to countries that demonstrate a willingness to move to Phase 2 – REDD+ implementation – in addition to those identified through the process of country prioritization. For example, this may include enhanced technical support to specific countries on NFMS or FREL/FRL as they attempt to move to REDD+ implementation.

Table 3: Budget overview

Description	Total
1. Total Country Programme TA	9'428'102
Africa	2'988'370
<i>Congo Basin/The Democratic Republic of Congo</i>	698'010
<i>Congo Basin/others</i>	261'045
<i>Cote d'Ivoire</i>	382'845
<i>Ethiopia</i>	677'603
<i>Liberia</i>	590'808
<i>Zambia</i>	378'059
Asia	2'414'438
<i>Indonesia</i>	1'233'742
<i>Myanmar</i>	435'335
<i>Viet Nam</i>	745'361
LAC	3'724'258
<i>Colombia</i>	891'119
<i>Costa Rica</i>	335'340
<i>Ecuador</i>	949'458
<i>Guyana</i>	278'985
<i>Mexico</i>	194'860
<i>Peru</i>	1'074'496
Others	301'037
<i>Specific TA request to other Phase 2 movers</i>	270'833
<i>South-South cooperation</i>	30'204

2. Global Coordination/KM & Communications	1'408'589
<i>Global Coordination</i>	<i>650'457</i>
<i>Knowledge Management & Communications</i>	<i>758'132</i>
Indirect support costs	758'568
Total	11'595'260

3.4.1. Country Support

72. As per the above table, the UN-REDD Programme will support 14 countries and one region (Congo basin countries, Colombia, Costa Rica, Côte d'Ivoire, Ecuador, Ethiopia, Guyana, Indonesia, Liberia, Mexico, Myanmar, Peru, Viet Nam, and Zambia). In addition to these, support will also be given to document and disseminate experiences from Brazil. The annex contains the full description of the country summaries, including the South-south cooperation with Brazil, providing details as to their deliverables and activities.

73. This country support was developed by the Agencies through their regional teams. Starting from an assessment of the REDD+ landscape in the country, including the role of initiatives supporting readiness and REDD+ implementation, gaps and opportunities were identified and specific approaches were developed to contribute to the implementation process in each of the countries. This process also involved various forms of engagement with government and other actors, as well as cross-checking with government priorities, to ensure demand and country ownership. Key activities and deliverables were identified, with one lead agency identified per deliverable (the lead agency will coordinate the delivery, but can/shall work with the other agencies as needed).

74. As the Programme in 2017 focuses on countries with ongoing results-based finance, and many of them participate in more than one REDD+ initiative, particular attention was given to map areas of common support in order to avoid overlaps and inefficiencies.

3.4.2 Knowledge management and global support

Knowledge Management (KM) and Communications

75. Building on previous work and successes the UN-REDD Programme will continue serving partner countries and practitioners worldwide as a global REDD+ knowledge hub. Entering the implementation phase will see a further increase in requests coming from partner countries to strengthen capacity and share knowledge and experience with relevant decision-makers, in order to find the most cost-effective and impactful ways to reduce and reverse deforestation and forest degradation. Knowledge Management is a key process for the delivery of the Programme's 2016-2020 strategic framework, designed to strengthen support to countries in accessing and sharing well-documented, evidence-based REDD+ readiness and implementation knowledge aligned with UNFCCC REDD+ requirements.

76. The UN-REDD Programme knowledge hub consists of two distinct areas, designed to capture, adapt and share knowledge and experiences from the field and science: (i) knowledge management via the collaborative workspace and South-South exchanges, and (ii) capacity building via the REDD+ Academy. There will be elements of common tools, systems and knowledge exchange opportunities for all partner

countries, while other aspects of knowledge management and capacity building will be tailored to the context and needs of a particular country or region. The workspace is the primary online platform to collect and share information and experience of the activities of partner countries. Knowledge is also a key building block of capacity development, which countries have identified as critical to delivering REDD+. Capacity to implement REDD+ is enhanced through the REDD+ Academy, which currently entails regional and in-country training session as well as an online course. The REDD+ Academy learning journals, covering 12 modules from safeguards to REDD+ finance, is currently the most comprehensive free online course on REDD+. The syllabus, which will be updated in December 2016, forms the basis for learning online, and in regional and national REDD+ Academies.

77. The knowledge management and communications component of the UN-REDD Programme will be led by UNEP. FAO and UNDP will support knowledge management and communications through their own agency resources, networks and communication channels. The knowledge management and capacity building framework will build on existing assets and human resources at the regional and country level. It is also designed to harness the combined knowledge of the Programme's three collaborating UN organizations. The focus will be on capturing successes, innovations and lessons learned from the more advanced REDD+ countries to inspire others and assist them in responding to the key UNFCCC requirements, and to create synergies with their wider progress towards the Sustainable Development Goals. Regional knowledge management focal points will regularly capture relevant information and experience from the national and regional activities of the UN-REDD Programme, and (if time and resources allow) from other REDD+ actors.

78. As the Programme moves from readiness to implementation, communication efforts will focus on showcasing impact and results from partner countries to make a case for REDD+. Target audiences are: REDD+ decision-makers at the sub-national, country, regional and global level; key civil society and private sector stakeholders, including indigenous and local communities; potential donors; and the concerned public. The main vehicles for communication efforts will be social media, the UN-REDD website, and the weekly and monthly newsletters, as well as events at key international gatherings.

79. The budget will cover staff cost for the Communications Officer (P3) and the Knowledge Management Specialist (see table 9 in Annex 4.2). They will implement all knowledge management and communication activities at global level and support and coordinate the regional activities. Three part-time regional knowledge management focal points will harvest information and lessons learned from national and regional progress for communication purposes, and organize regional knowledge exchanges, as well as bilateral South-South Cooperation activities (for which additional resources will be sought). The budget will also cover the activity funds for three regional knowledge exchanges, and activity funds for travel, website maintenance, promotional material, design and layout of annual report and key publications. These regional knowledge exchanges will be prepared (as in past years) based on expressed needs for thematic focus from partner countries. Countries have expressed a need to further build on successful regional exchanges, e.g. on finance and Policies and Measures for Latin America. Other possible topics include safeguards and the design of Safeguards Information Systems (SIS); and on the other elements of the Warsaw framework, and on successful approaches for PAMs and REDD+ implementation. While the budget already covers funds for three regional knowledge events (including one for Latin America funded by Switzerland through an earmarked contribution), further activity funds will be sought

within existing national REDD+ projects and from additional donors to increase the number of targeted knowledge exchange events and South-South Cooperation exchanges.

80. The budget and activities presented here are below the level provided in the period 2011-2015, as UN-REDD has not yet achieved its envisaged level of capitalization for the period 2016-2020. However, it is recognized that knowledge management and communications remain an under-funded area of work, compared to its importance and the high demand from countries. Effective knowledge sharing and in particular South-South Cooperation has the potential to accelerate REDD+ progress through the sharing of experience and knowledge gained in national and sub-national REDD+ efforts. Additional activity funds for South-South exchanges and regional knowledge exchanges will be sought from further sources. A proposal to scale up knowledge management and communication functions and build a global REDD+ knowledge hub will be submitted to key donors. The communications and knowledge management team will actively seek further resources to scale up activities, as with the recent contribution from Switzerland for the Latin America regional knowledge exchange.

81. National REDD+ Academies will continue to be self-organized by requesting countries, with limited support provided by the UN-REDD staff. Academies in 2016 were funded by countries' own funds, including from other REDD+ and bilateral sources. The UN-REDD Programme provided, upon request, technical experts who acted as resource persons for national Academy courses, and helped to tailor the online materials to countries' needs.

82. Based on previous needs assessments by national focal points and via in-country missions, the following will be delivered in 2017:

Table 4: KM Deliverables and indicative activities

Deliverables	Indicative Activities
Knowledge is continuously identified, captured, analyzed, made easily accessible and disseminated	<ul style="list-style-type: none"> • Further improve the Workspace, as a REDD+ knowledge repository, that collects and makes accessible resources and knowledge products prepared by partner countries and the Programme. • Produce and disseminate REDD+ knowledge products based on country needs.
Knowledge sharing and cooperation among partner countries is strengthened	<ul style="list-style-type: none"> • Identify matches for South-South cooperation and facilitate knowledge exchanges. • In consultation with partner countries, identify relevant topics and organize three regional knowledge exchanges (one funded by Switzerland, in Latin America, through a recently confirmed earmarked contribution) • Promote and manage communities of practice on the Workspace.
In-country KM capacity is enhanced	<ul style="list-style-type: none"> • Develop knowledge management templates and processes. • Facilitate the use of knowledge tools and systems, including through regional and in-country trainings. • Mainstream knowledge management practices into Technical

	Assistance and National Programmes.
Capacity of countries for REDD+ readiness and implementation is enhanced	<ul style="list-style-type: none"> • Backstop self-organized National REDD+ Academies – as requested and organized by partner countries - and share results (<i>a limited number of national Academies can be supported with existing capacity, given budget constraints</i>) • Customize and develop specific REDD+ Academy content to meet evolving needs for REDD+ implementation and results-based payments phases. • Administer and further improve Online Academy
REDD+ visibility and awareness have been raised among target audiences	<ul style="list-style-type: none"> • Strengthen ties with news media (interviews, press releases and op-ed articles) • Engage audiences strategically on social media channels

83. Staff resources and budget

- Global Knowledge Management and Communications:
 - P3 Communications Officer
 - P2/B level Knowledge Management Consultant
 - Travel and activity funds (website maintenance; promotional materials)
- Regional part-time knowledge management focal points:
 - P3 level 50% regional knowledge management focal points for Latin America, Africa and Asia-Pacific
- Budget for regional knowledge exchanges Africa and Asia-Pacific: USD 150,000 (75,000 per workshop)
Additional support by Switzerland for knowledge exchanges on REDD+ and forest finance in Latin America: US\$ 100,000 (*pending contribution by Switzerland to Multi-Partner Trust Fund*)

84. **Global coordination and management** - this function is to provide the global management and administration by Agencies. It includes the following specific functions:

- Management of the Agencies' REDD+ team, budget/finances, and legal instruments, providing linkage and liaison for each region and teams (working in close collaboration with decentralized staff) to ensure the delivery of uniform, accountable, and high-quality technical support to UN-REDD partner countries.
- Contribution to the management of the UN-REDD partnership, including participation in the Strategy & Management Groups, engagement with partners, and liaison with the UN-REDD secretariat, channeling of specific agency inputs to UN-REDD strategic planning, outreach and communications activities.
- Providing oversight to the overall portfolio and providing input to monitoring and reporting of activities.

85. The estimated budget by outcome and UNDG budget categories is presented in table 11 in Annex 2.

3.4.3 Consolidated budget by Outcome, Agency and Country

86. Individual country sections with descriptions of the deliverables, budget by outcome and UN agency for each of the countries is included in the Annex (section 4.1 below).

Table 5: Budget by Outcome & UN Agency (USD)

Outcome 2: National contributions to the mitigation of climate change though REDD+ are measured, reported and verified with the necessary institutional arrangements in place				
UNDG Budget categories	FAO	UNDP	UNEP	Total
Staff and other personnel costs	1'649'952			1'649'952
Supplies, Commodities, Materials	73'261			73'261
Equipment, Vehicles and furniture including Depreciation	53'824			53'824
Contractual Services	412'650			412'650
Travel	410'159			410'159
Transfers and Grants to Counterparts				-
General Operating and Other Direct Costs	183'016			183'016
Sub-total	2'782'862			2'782'862
Outcome 3: Drivers of deforestation and forest degradation are addressed through the implementation of policies and measures (results-based actions), with social and environmental safeguards addressed and respected				
UNDG Budget categories	FAO	UNDP	UNEP	Total
Staff and other personnel costs	385'576	3'655'858	2'576'792	6'618'226
Supplies, Commodities, Materials	23'876	-	-	23'876
Equipment, Vehicles and furniture including Depreciation	19'303	-	-	19'303
Contractual Services	97'390	-	62'000	159'390
Travel	103'374	251'196	363'436	718'006
Transfers and Grants to Counterparts		-	107'769	107'769
General Operating and Other Direct Costs	47'563	302'030	57'667	407'260
Sub-total	677'082	4'209'084	3'167'664	8'053'830
Programme cost	3'459'944	4'209'084	3'167'664	10'836'692
Indirect Support cost (7%)	242'196	294'636	221'736	758'568
Total	3'702'140	4'503'720	3'389'400	11'595'260

Note: The TA to be provided to the countries is linked to outcomes 2 and 3, therefore only these outcomes are referenced to in the workplan. The outputs and activities are not reflected as per the usual workplan format because each country has different outputs and activities and this is detailed under the section for each country narrative. The budget is thus presented as outcome and input budget category levels for simplicity.

3.5. Monitoring, evaluation and reporting of the 2017 Programme Workplan

87. The global 2016-2020 results framework defines the hierarchy of impacts and results intended to be delivered by the Programme in such a way that it also defines how resources are deployed and programmed at country level. Outputs and output level indicators are not defined at Programme but are

to be developed at the national level. In line with this, each of the country programmes includes the set of outputs (deliverables) that are expected from the provision of Technical Assistance, which can then be aggregated at the global level. The proposed programme for 2017 consists of 75 distinct deliverables across the 14 countries and the Congo basin (which includes specific activities for three countries).

88. These deliverables are anchored on the identification of the challenges, institutional and technical, that countries are facing; and where UN-REDD has policy and technical expertise to address some of these challenges in an effective way. The monitoring framework indicates the typology of results that will be generated by applying these supportive capacities. Areas of results that will be expected from the 2017 Programme for all countries were regrouped in three programme level outputs related to: NFMS, FREL/FRL, PAMs and Institutional arrangements. A detailed description of these results areas is provided below together with the proposed indicators.

89. Regular reporting will be an integral part of the monitoring and evaluation for systematic and timely provision of information on progress of the Programme. In 2017, the Participating UN Organizations will be reporting on the progress on Programme management -- a semi-annual update and annual narrative reports. The report will consolidate inputs from the three Agencies, and will include sections by (three) regional geographical areas of focus, as well as a consolidated data against the results framework. As indicated earlier, there is need for flexibility to ensure the teams and experts can be deployed in the most effective way that responds to country needs and evolving country circumstances. The semi-annual update will be designed in a way to enable informed decision-making of the governing body, together with the PUNOs and concerned countries.

90. The Monitoring Framework presented in Table 6 consists of three outputs mapped against outcomes 2 and 3 of the results framework: one on MRV and reference levels, a second one on PAMs and a third one on Institutional arrangements for PAMs. A total of ten processes rather than impact indicators would be measured across the programme: three for MRV, five for PAMs and two for institutional arrangements. These proposed indicators were derived on the basis of an analysis of the set of deliverables in the country documents. All proposed indicators would be measured as number of countries where deliverables would be supported.

91. Certified financial reports will be submitted by the three agencies in the calendar schedule set out in the MOU. Reports will be broken down into the (three) areas of regional geographic focus, as well as global focus, in accordance with the rules and procedures of each UN agency involved and the AA⁴. As per the fund TORs, a Fund-level evaluation will be commissioned for assessing the impacts of the Fund as a whole. Final evaluations will also be considered for individual programmes beyond US\$ 3,000,000. Considering that the present document fleshes out the 2017 Workplan of a broader support (up to 2020), it will be included in the final fund-level independent evaluation to be undertaken a year prior to fund closure. This evaluation will cover both the geographic and regional scope of the programme. In an aim to

⁴ For the AA, those correspond to separate Atlas projects set up for the full period up to 2021. For FAO, the single project document will be broken down into "baby" accounts. For UNDP, an overarching project will be set up with Atlas activities corresponding to the four Atlas projects set up within the MPTF. For UNEP, the focus will primarily be at the global level, however with separate accounts created for each of the four MPTF projects.

reduce transaction costs and obtain meaningful programme level evaluation, the final evaluation will be undertaken as an inter-agency exercise.

Table 6: 2017 Programme Workplan Monitoring Framework⁵

Outcome 2: National contributions to the mitigation of climate change through REDD+ are measured, reported and verified with the necessary institutional arrangements in place. Indicators: See Results framework table in section 2.3		
Expected Results	Indicators	Means of verification
Output 2.1. Countries establish and consolidate National Forest Monitoring Systems and submit Reference Levels that conform to international UNFCCC requirements and align to the NS/AP for REDD+.	<ul style="list-style-type: none"> Number of capacity-building missions conducted to design a NFMS - Baseline : 0 / Target: 3 Number of operational and institutionalized NFMS. (in # countries) - Baseline : 0 / Target: 6 plus 1 conditional (*) Number of FREL/FRL submitted to the UNFCCC with attribution to UN-REDD. (in # countries)- Baseline : 11 / Target: 12 (plus 3 updates) Submitted REDD+ results in BUR REDD+ Technical Annex. (in # countries) - Baseline : 1 / Target: 2 plus 1 conditional (*) 	<ul style="list-style-type: none"> Annual reports / BUR Evaluations of UN- REDD global support UN-REDD mission reports Official correspondence UN-REDD internal planning Submissions to the UNFCCC (REDD+ Web Platform, FREL/FRL, BUR EDD+ TA.)
Outcome 3: Drivers of deforestation and forest degradation are addressed through the implementation of policies and measures (results-based actions), with social and environmental safeguards addressed and respected Indicators: See Results framework table in section 2.3		
Expected Results	Indicators	Means of verification
Output 3.1. Technically robust REDD+ PAMs are designed and implemented to address drivers of deforestation and forest degradation, while fully accounting for UNFCCC safeguards.	<ul style="list-style-type: none"> PAMs design supported in line with country priorities and/or REDD+ strategies. (in # countries) - Baseline : 0 / Target: 9 Multi-stakeholder participation mechanisms supported to effectively underpin PAM design. (in # countries) - Baseline : 0 / Target: 4 plus 2 conditional (*) (**) Support development of investment plans for REDD+ results or other financing in line with country priorities and/or REDD+ strategies. (in # countries) - Baseline : 0 / Target: 8 plus 1 conditional (*) REDD+ PAMs have safeguard measures associated and reported to the convention. (in # 	<ul style="list-style-type: none"> Country reports, including reports to existing RBP agreements. Submissions to the UNFCCC (BUR, REDD+ Web Platform), Documented country request Evaluations of UN- REDD global support UN-REDD mission reports Official correspondence Counterpart and

⁵ Baseline values were estimated using only those countries being supported by the Programme. In addition, there are four activities in the set of deliverables that will be reported separately, such as those related to South-South cooperation, since they do not directly match the indicators but are relevant to the output and outcome.

	countries)- Baseline : 0 / Target: 3	stakeholder surveys
Output 3.2. REDD+ PAMs have a robust institutional anchoring, with a wide range of economic sectors engaged in REDD+ objectives.	<ul style="list-style-type: none"> • Inter-institutional arrangements for REDD+ PAMs implementation in line with country context supported. (in # countries) - Baseline : 0 / Target: 4 • Mainstreaming REDD+ into relevant cross-sectoral policies and measures. (in # countries) - Baseline : 0 / Target: 5 plus 1 conditional (**) 	<ul style="list-style-type: none"> • Country reports. • Evaluations of UN- REDD global support • UN-REDD mission reports • Official correspondence • Archive of country requests

(*) One of these deliverables corresponds to the Democratic Republic of Congo is conditional on actual financing from the National REDD+ Fund to the planned investment programmes (The Steering Committee of the National Fund for REDD+ will deliberate during the last quarter of 2016).

(**) One of these deliverables corresponds to CAFI countries and depends on their decision of partners for investment planning, this deliverable is beyond the control of UN-REDD, but UN-REDD will use soft diplomacy to devote TA to ensure such investment plans for REDD+ to be submitted to CAFI are transformational, technically robust and inclusive (i.e. informed by multi-stakeholder consultations, considering gender equality and promoting the rights of indigenous peoples and forest communities).

Risk management

92. This section aims to anticipate some of the risks inherent in the approach proposed and to identify mechanisms to either address them upstream or to mitigate them as they occur. The peculiarity of this programme is that the sets of risks are much more restricted due to the very nature of the programming approach, which consists of deploying TA in support of the realization of the results and outputs of other sources of funds. The identified risks are therefore clustered as internal and external rather than the more traditional risk classification approach, and are aimed at the programme level, noting that each agency will apply its own risk management approach to individual country programmes.

93. Key external risks include, for instance, that the advice/recommendations of the UN-REDD team are not appropriated or adopted by the governments or stakeholders in country. In cases where advice or expertise is finally not taken on board, the impact will be quite high as the programme would have failed to deliver relevant, quality or applicable advice. Given that the TA has been jointly identified with counterparts, therefore limiting the likelihood of occurrence of this risk.

94. Similarly, there is an external risk that given the resources available, inputs would not be sufficient to make a difference in REDD+ implementation. This risk has been mitigated through two key measures:

- (i) focusing on a limited number of countries, enabling a higher concentration of resources and
- (ii) deliberately seeking to leverage other REDD+ implementation resources and agreements by working in coordination with them.

95. As internal risk, in-country support requested by governments could face unexpected conditions that would require longer missions or additional costs beyond what is planned for. Should certain support and expertise require longer missions/presence in country, the limited financial buffer would imply reallocating from one country to another or from one activity to another within the same country. This has relatively low probability given that it is a one-year programme. Nonetheless, the programme will undertake a mid-term revision of TA and budgets to determine what flexibility is available and table such reallocations for approval of the concerned country.

96. Risk management being one of the key elements of portfolio management and oversight, these risks will be monitored on a quarterly basis through the global coordination and management of the Programme and raised to the Executive Board as and when necessary.

Adaptive management

97. Recognizing the potential for changes at country level and the need to adjust the deliverables and TA as necessary, the TA will be implemented according to adaptive management principles. The agencies will regularly review the evolution of country needs and adjust/match staff support accordingly, ensuring deliverables can be met or revised to align with new circumstances. Furthermore, at each of its meetings, the governing body will be updated on progress of deliverables, changes in country demands and circumstances and subsequent changes in TA. This will ensure the governing body is well informed and, if needed, provides advice on adjustments to be applied by the agencies. Furthermore, if there is any substantial change in terms of country support, major deliverables or any budget revision between regional and global financial allocations, the governing body will be informed and convened to approve those revisions.

4. Annexes

4.1 Country summaries and budgets

For the country summaries and budgets please refer to the attached zip folder providing a separate file for each country as follows:

1. Brazil
2. Colombia
3. Costa Rica
4. Cote d'Ivoire
5. The Democratic Republic of Congo
6. Ecuador
7. Ethiopia
8. Guyana
9. Indonesia
10. Liberia
11. Mexico
12. Myanmar
13. Peru
14. Vietnam
15. Zambia

4.2 Regional Project Budgets (USD)

Table 7: Consolidated Regional Budget by Outcome & UNDG categories - Africa

Outcome 2: National contributions to the mitigation of climate change through REDD+ are measured, reported and verified with the necessary institutional arrangements in place				
UNDG Budget categories	FAO	UNDP	UNEP	Total
Staff and other personnel costs	431'940			431'940
Supplies, Commodities, Materials	31'912			31'912
Equipment, Vehicles and furniture including Depreciation	25'377			25'377
Contractual Services	139'244			139'244
Travel	145'571			145'571
Transfers and Grants to Counterparts	-			-
General Operating and Other Direct Costs	66'527			66'527
Sub-total	840'571			840'571

Outcome 3: Drivers of deforestation and forest degradation are addressed through the implementation of policies and measures (results-based actions), with social and environmental safeguards addressed and respected				
UNDG Budget categories	FAO	UNDP	UNEP	Total
Staff and other personnel costs	126'204	923'768	634'336	1'684'307
Supplies, Commodities, Materials	15'092	-	-	15'092
Equipment, Vehicles and furniture including Depreciation	13'247	-	-	13'247
Contractual Services	39'308	-	-	39'308
Travel	47'180	99'196	79'754	226'129
Transfers and Grants to Counterparts	-	-	58'768	58'768
General Operating and Other Direct Costs	22'815	65'796	22'337	110'948
Sub-total	263'846	1'088'759	795'195	2'147'799
Programme cost	1'104'416	1'088'759	795'195	2'988'370
Indirect Support cost (7%)	77'309	76'213	55'664	209'186
Total	1'181'725	1'164'973	850'858	3'197'556

Table 8: Consolidated Regional Budget by Outcome and UNDG categories – Asia-Pacific

Outcome 2: National contributions to the mitigation of climate change through REDD+ are measured, reported and verified with the necessary institutional arrangements in place				
UNDG Budget categories	FAO	UNDP	UNEP	Total
Staff and other personnel costs	693'246			693'246
Supplies, Commodities, Materials	18'790			18'790
Equipment, Vehicles and furniture including Depreciation	12'888			12'888
Contractual Services	124'248			124'248
Travel	120'280			120'280
Transfers and Grants to Counterparts	-			-
General Operating and Other Direct Costs	52'937			52'937
Sub-total	1'022'389			1'022'389
Outcome 3: Drivers of deforestation and forest degradation are addressed through the implementation of policies and measures (results-based actions), with social and environmental safeguards addressed and respected				
UNDG Budget categories	FAO	UNDP	UNEP	Total
Staff and other personnel costs	16'409	825'601	453'807	1'295'816
Supplies, Commodities, Materials	534	-	-	534
Equipment, Vehicles and furniture including Depreciation	365	-	-	365
Contractual Services	3'532	-	-	3'532
Travel	3'421	46'000	29'930	79'351
Transfers and Grants to Counterparts		-	49'001	49'001
General Operating and Other Direct Costs	1'505	85'360	12'000	98'865
Sub-total	25'766	956'960	544'738	1'527'464
Programme cost	1'048'155	956'960	544'738	2'549'853
Indirect Support cost (7%)	73'371	66'987	38'132	178'490
Total	1'121'526	1'023'947	582'870	2'728'343

Includes 'the specific TA requests to other Phase 2 movers' that relates to Asia

Table 9: Consolidated Regional Budget by Outcome UNDG categories - LAC

Outcome 2: National contributions to the mitigation of climate change though REDD+ are measured, reported and verified with the necessary institutional arrangements in place				
UNDG Budget categories	FAO	UNDP	UNEP	Total
Staff and other personnel costs	424'046			424'046
Supplies, Commodities, Materials	22'558			22'558
Equipment, Vehicles and furniture including Depreciation	15'560			15'560
Contractual Services	149'158			149'158
Travel	144'309			144'309
Transfers and Grants to Counterparts	-			-
General Operating and Other Direct Costs	63'552			63'552
Sub-total	819'182			819'182
Outcome 3: Drivers of deforestation and forest degradation are addressed through the implementation of policies and measures (results-based actions), with social and environmental safeguards addressed and respected				
UNDG Budget categories	FAO	UNDP	UNEP	Total
Staff and other personnel costs	153'029	1'668'602	830'575	2'652'206
Supplies, Commodities, Materials	8'250	-	-	8'250
Equipment, Vehicles and furniture including Depreciation	5'689	-	-	5'689
Contractual Services	54'550	-	5'000	59'550
Travel	52'777	86'000	40'693	179'470
Transfers and Grants to Counterparts	-	-	-	-
General Operating and Other Direct Costs	23'242	135'875	6'415	165'532
Sub-total	297'537	1'890'477	882'683	3'070'696
Programme cost	1'116'719	1'890'477	882'683	3'889'878
Indirect Support cost (7%)	78'170	132'333	61'788	272'292
Total	1'194'889	2'022'810	944'471	4'162'170

Includes 'the specific TA requests to other Phase 2 movers' that relates to LAC.

Table 10: Consolidated Budget by Outcome UNDG categories - KM and Global Coordination

Outcome 2: National contributions to the mitigation of climate change though REDD+ are measured, reported and verified with the necessary institutional arrangements in place				
UNDG Budget categories	FAO	UNDP	UNEP	Total
Staff and other personnel costs	100'721			100'721
Outcome 3: Drivers of deforestation and forest degradation are addressed through the implementation of policies and measures (results-based actions), with social and environmental safeguards addressed and respected				
UNDG Budget categories	FAO	UNDP	UNEP	Total
Staff and other personnel costs	89'933	237'888	658'074	985'895
Travel		20'000	213'058	233'058
Contractual services			57'000	57'000
General Operating and Other Direct Costs		15'000	16'916	31'916
Sub-total	89'933	272'888	945'048	1'307'869
Total Programme cost	190'654	272'888	945'048	1'408'590
Indirect Support cost (7%)	13'346	15'332	66'153	98'601
Grand Total	204'000	291'990	1'011'201	1'507'191
