



# 2018-2020 Workplan and Budget: Technical Assistance for REDD+ Implementation

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UN-REDD PROGRAMME FIRST  
EXECUTIVE BOARD MEETING

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14-16 June 2017  
Rome, Italy

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## Overview

With the Paris Agreement now in force, forest countries are moving from REDD+ readiness to implementation. Forest management remains the most effective climate solution in the short term, and the UN-REDD Programme is well placed to accompany countries in achieving their REDD+ objectives while reinforcing synergies with the global climate architecture, including the Paris Agreement and Sustainable Development Goals. A number of UN-REDD's 64 partner countries are well advanced but still require technical support to move into the implementation phase. For the period 2018-2020, the UN-REDD Programme will build on its foundational work carried out from 2008 -2017. The Programme proposes a dual approach to REDD+ action through technical assistance in nine countries where support will be catalytic, complemented by a global knowledge component that will reach a broader set of countries and thematic areas. Nevertheless, the demand for UN-REDD technical assistance continues to outweigh the Programme's capacity (more details are outlined in the 2017 Programme Document, while an ongoing survey to UN-REDD partner countries will provide further insights).

For 2018-2020, the UN-REDD Programme will provide technical assistance to nine countries where the Programme's support will be catalytic: Colombia, Côte d'Ivoire, Indonesia, Mexico, Myanmar, Peru, Republic of the Congo, Viet Nam and Zambia. These countries have been identified as matching with Norwegian Government objectives as well as being recognised for their progress towards the Warsaw Framework for REDD+ and synergies with the Paris Agreement and 2030 Agenda for Sustainable Development. Since the UN-REDD Programme's inception in 2008, several other REDD+ initiatives have emerged, including many that focus on results-based payments. The UN-REDD Programme recognises the importance of these partnerships, and technical assistance to the nine countries identified will ensure that the Programme makes a tangible contribution to the achievement of these shared goals in the REDD+ implementation space.

The UN-REDD Programme will also continue to perform a key role at the global level. The Programme will build on its expertise and experience in knowledge management and capacity building to reach a broader set of countries and stakeholders in 2018-2020, providing innovative solutions, harmonized approaches, best practices, high quality knowledge products and South-South collaboration. The UN-REDD Programme has identified six key thematic areas for delivery, including landscape approaches; private sector engagement; REDD+ contribution to the sustainable development goals and the implementation of the Paris Agreement; monitoring, reporting and verification tools; forest tenure and the rights of indigenous peoples; and supporting national REDD+ funding mechanisms.

The UN-REDD Programme has structured the 2018-2020 work programme so that the country and thematic components are closely linked. Additionally, a global cross-cutting and communication work area has been designed to bind the knowledge management and country elements together, boosting their individual and collective impact. This component establishes the pivot that enables the scaling up and cross fertilization of ideas and approaches across countries and agencies. Essentially, it forms the foundation that makes UN-REDD a 'Programme'. The different knowledge components, and their proposed activities, are intended as the point of departure, guiding the work in 2018. They will be revised over time to better reflect progress, emerging priorities country needs and stakeholders demand. The Executive Board will discuss such annual reviews and calibrate priorities, components and activities as necessary.

The work carried out in countries and thematic areas will feed the cross-cutting component with a wealth of experiences, stories and lessons. The UN-REDD Programme will repackage this knowledge and

information in a manner that is both digestible and relevant for country partners and teams involved in the implementation of REDD+. These materials will be disseminated through the country and thematic networks and applied in the field. This cross-cutting component supports the specialized content producers (country teams, other partners, UNREDD agencies) by systematizing the collection of know-how and converting this localized knowledge into lessons learned and best practices that will be easily accessible and targeted to different audiences at the global, thematic and local levels.

This workplan and budget has been developed to address the Government of Norway's indication of 80M Krone per year to support the UN-REDD Programme over the period 2018–2020 in anticipation of a confirmation of the government's pledge. The document will also be shared with the UN-REDD Programme Executive Board for consideration at its meeting on 15-16 June 2017. The document builds on the context and lessons learned from the 2017 UN-REDD Programme and the 2016-2020 Results Framework. It outlines the technical assistance and knowledge management support to be provided by the UN-REDD Programme over the coming three years. The document consists of five sections:

1. Country Support
2. Global Knowledge Management
3. Theory of Change
4. Budget
5. Monitoring and Evaluation

A complete description of the country-level support is presented in Annex 1, and a detailed description of the global knowledge management thematic areas is presented in Annex 2. These documents provide a level of detail commensurate with a multiyear workplan and budget. Further details will be shared for information and comment as part of the annual inception exercise that will be undertaken for every country and knowledge management thematic area by the end of the preceding year. Additional engagement and consultations will also be part of the annual inception process.

This work plan and budget remains within the overall formulation of the Programme, the legal context, fund management and coordination arrangements remains the same as per the [2017 Technical Assistance for REDD+ Implementation Programme document](#).

## 1. Country Support

The UN-REDD Programme is recognised in the REDD+ space for the value and quality of its technical assistance, provided through a specialised team of experts, as well as the broader value, legitimacy and credibility of delivery through the UN system.

Nine countries have been identified as aligning with Norwegian Government objectives in providing REDD+ funding and also enabling the catalytic role of UN-REDD Programme assistance. Additional criteria included progress towards the Warsaw Framework for REDD+, synergies with NDCs and SDGs, leverage of existing REDD+ partnerships, advances towards results-based payments and demand for UN-REDD support. The countries identified are Colombia, Côte d'Ivoire, Indonesia, Mexico, Myanmar, Peru, Republic of the Congo, Viet Nam and Zambia, and cover the three regions in which the Programme works: Africa, Asia and the Pacific, and Latin America and the Caribbean.

The nine countries are existing UN-REDD partner countries and as such technical assistance will build on the foundational work already being carried out at the national level. The country support outlined in the 2018 - 2020 work programme has been developed against the backdrop of the specific national context, including the REDD+ landscape, commitment to existing initiatives, and Nationally Determined Contributions. In each country, local support teams have designed outputs and indicators in consultation with relevant stakeholders, including national government, civil society and indigenous peoples, and the Norwegian government REDD+ focal points. Furthermore, country teams have aligned baselines and indicators with existing national efforts, including bilateral programs. In the case of the three countries with ongoing national programmes – Peru, Viet Nam and Myanmar - technical assistance will complement other UN-REDD Programme support. Finally, each technical assistance programme has been developed to provide catalytic value for the results-based payment roadmap of the country, and to build on those milestones that have already been achieved.

Further detail on the technical assistance at the national level is provided in Annex 1. This three-year workplan and budget will be complemented by annual, in-country work planning that will review progress and apply adaptive management if necessary.

## 2. Global Knowledge Management

For the period 2018-2020, the UN-REDD Programme will provide global knowledge management support across a set of thematic areas in which the Programme can play a valuable role over the coming years. The Programme will develop knowledge management and capacity building tools and products based on the experience and needs of partner countries as well as the collective expertise of the participating UN agencies.

Support for global knowledge management has two objectives:

1. Provide partner countries with a set of key innovative solutions, harmonized approaches, best practices and knowledge products on the prioritized themes, and easily accessible through knowledge platforms;
2. Enable countries to better embed REDD+ into the Sustainable Development Goals and the Nationally Determined Contributions for the United Nations Framework Convention on Climate Change, or UNFCCC.

The UN-REDD Programme will have a core communications and knowledge management team that will capture lessons learned, successes and innovation to galvanise and assist countries in advancing towards full-fledged implementation of REDD+. The Programme has defined the thematic focus of this global component through a series of consultations and technical prioritization exercises, including recommendations from previous evaluations and results from capacity-needs assessments on REDD+ as well as the evolution of the REDD+ domain. The thematic focus will be on the following areas:

- Landscape approach and planning
- Forest Tenure and the rights of indigenous peoples
- Financing and private sector
- Forest monitoring systems and MRV
- Linking REDD+, the Paris Agreement, NDCs and the SDGs

- REDD+ funding mechanisms
- Cross-cutting – communication

These thematic areas will ensure that the work of the UN-REDD Programme on knowledge management and communication covers the topics essential to the process of advancing towards results-based payments. Each of these components will generate and harvest knowledge from partner countries, UN agencies, and other stakeholders, which will then be made widely available through the cross-cutting component on communications and knowledge management, including through knowledge exchanges between partner countries.

This knowledge will be channeled through a number of avenues, including: communications, knowledge products, new tools, briefs, web trainings, and South-South learning. It will serve to raise the capacities of countries, stakeholders and partners committed to REDD+ results.

The global knowledge management component will be differentiated from and complementary to the in-country technical assistance in the following ways:

1. Knowledge and experience will be gathered from UN-REDD partner countries, in particular countries that are well advanced in implementation, and shared broadly; countries with similar opportunities and challenges will benefit from targeted South-South exchanges;
2. The country-specific technical assistance for 2018-2020 will focus on in-country issues, whereas the global component will address issues that are regional, multi-national or global in scope, and can benefit multiple UN-REDD partner countries;
3. The global component will also be available to a wider number of countries than those targeted by technical assistance, and be linked to other global and regional mechanisms and platforms.

### **3. Theory of Change 2016 - 2020**

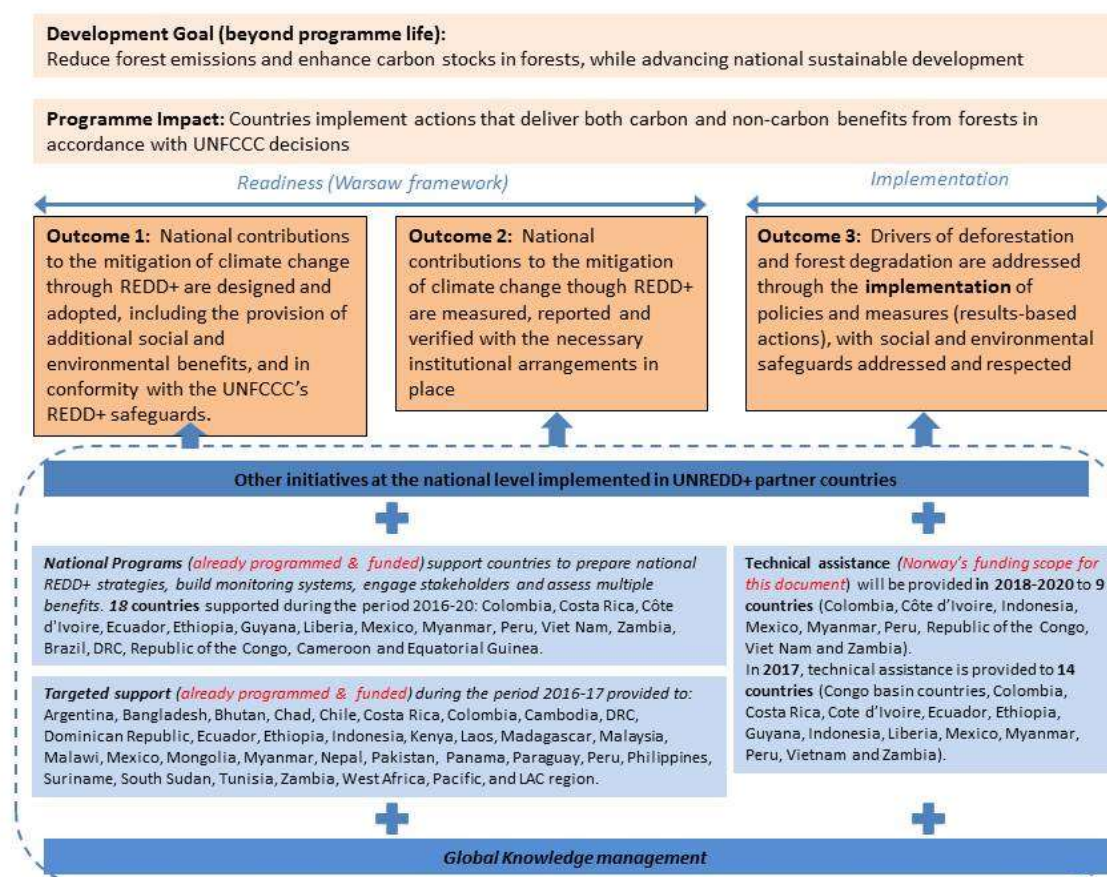
The UN-REDD Programme theory of change was presented in the 2016-20 Strategy and the Fund Terms of Reference. It describes how countries will be supported in the context of UNFCCC guidance and decisions on REDD+ readiness and the transition to implementation and delivery of results based actions.

UN-REDD's theory of change is based on four core assumptions, that if:

- i) political commitments made for REDD+ within the UNFCCC are consistent with national sustainable development strategies;
- ii) there is sufficient provision of results-based financing through international funding institutions;
- iii) there is sufficient political will within participating countries to undertake the reforms necessary to reduce deforestation and forest degradation and;
- iv) there is willingness to engage in comprehensive multi-stakeholder consultative processes at national level, seeking sustainable natural resource management solutions

then, GHG emissions from forests will be reduced and carbon stocks will be enhanced while at the same time sustainable, equitable, low carbon development paths will be identified and put into practice.

**Figure 1: UN-REDD Programme Theory of Change**



The programme operates at a country level by delivering technical support, capacity development and knowledge management. The programme will help countries achieve three main outcomes: the first two relate to the design and implementation of REDD+ readiness actions, while the third outcome area relates to the implementation of policies and measures for results based action. UN-REDD supports countries implement national REDD+ processes, supported and funded by a range of domestic, bilateral and multi-lateral interventions. By working with and supporting these national programmes, outputs delivered by UN-REDD support the achievement of country level outcomes, which are in turn aggregated to achieve programme level outcomes presented in the results framework (Figure 2).

Support for the first two outcomes during the period 2016-2020 is limited to the national programmes and targeted support that were carried forward from the first phase of the UN-REDD Programme. The funding to be provided by Norway to which this document refers will focus on outcome three to support countries in accessing and unlocking results-based funding from sources outside the UN-REDD Programme.

The three outcome areas presented in the results framework are often seen as sequential and part of the 'step-wise' approach to REDD+. However, experience from UN-REDD supported countries suggests that the process is less linear than originally thought. For example, countries may embark on reforms to policies, laws and measures before developing systems for monitoring, reporting and verification and safeguards. Feedback from implementation often results in countries returning to earlier stages to adjust and reformulate provisional plans and designs.

Cross-cutting elements of the programme include stakeholder engagement, governance, tenure and gender all of which are seen as essential conditions for ensuring that REDD+ delivers sustainable and broad-based development outcomes.

**Figure 2: 2016 – 2020 Results Framework**

Goal/Impact/Outcome(s)	Indicator(s)
<b>Development Goal (beyond programme life):</b> Reduce forest emissions and enhance carbon stocks in forests, while advancing national sustainable development	DG.1 Emission reductions (measured in tCO <sub>2</sub> 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 <sup>1</sup> .
<b>Programme Impact (5 years):</b> 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
<b>Outcome 1:</b> 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.

<sup>1</sup> Specifically, indicator 15.1.1 of SDG15 on forest area as a proportion of total land area. Using data from the Global Database of SDG Indicators (<http://unstats.un.org/sdgs/indicators/database/?indicator=15.1.1>), we can generate a value for the 19 countries involved in the 2017 program (Cameroon, Central African Republic, Colombia, Congo, Costa Rica, Côte d'Ivoire, Democratic Republic of the Congo, Ecuador, Equatorial Guinea, Ethiopia, Gabon, Guyana, Indonesia, Liberia, Mexico, Myanmar, Peru, Viet Nam, Zambia). For example, for the baseline, if we use 2015, the value would then be 49.5%. For the target, while the program contributes to the target **15.2** of SDG 15 (“By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally”), a value for the same 19 countries would need to be generated from the individual national targets and commitments on this variable.



	PO 1.4 Degree of completeness of the design of a country approach to address the social and environmental safeguards for REDD+.
<b>Outcome 2:</b> 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.
<b>Outcome 3:</b> 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

### Mainstreaming Human Rights and Gender Equality

Acknowledging the need and importance of ensuring REDD+ design and implementation is inclusive, fair and gender responsive both in policy and in practice, the UN-REDD Programme has placed gender and human rights as cross-cutting themes in the 2018-2020 Technical Assistance Programme. Emphasis will be placed on assisting countries to go beyond simple gender-sensitive action, such as ‘doing no harm’, to instead promote and achieve a gender-responsive and human rights-based approach through the design and implementation of policies and measures for REDD+. In this sense, gender equality and human rights will be advanced and mainstreamed throughout the REDD+ policy cycle, including in design, implementation and monitoring.

To promote this process and guide its country-level support, the Programme will be utilising an integrated gender approach centered on five work streams: 1) gender-responsive assessments and gender-specific analyses; 2) awareness raising and capacity building on gender equality and women’s empowerment; 3) gender-responsive participation in REDD+; 4) gender-responsive budgeting, planning and monitoring; and 5) knowledge exchange on gender good practices. To proactively support the operationalisation of these

core work streams within its support, the Programme has also recently published (January 2017) a practical, action-orientated [Methodological Brief on Gender](#). The brief provides guidance on integrating the five work streams into REDD+ actions at the country level through gender-responsive activities for each of the work area, a list of possible indicators to help measure such work, and good practice examples. Under the gender approach for the 2018-2020 UN-REDD Technical Assistance Programme, UN-REDD partner countries will receive technical support and tools to assist them in integrating gender-responsive activities throughout the REDD+ policy cycle.

In order to track and monitor the gender responsiveness of components of the 2018-2020 Technical Assistance Programme, the Programme will utilise a 3-point Gender Marker Rating System. This system has been modelled after the similar point scale and rating systems of UNDP, FAO and UN Environment. Under the Gender Marker Rating System for all three agencies, all projects receive a Gender Marker Rating to establish how and to what degree they advance or contribute to achieving gender equality and the empowerment of women. The system created for the 2018 - 2020 UN-REDD Technical Assistance Programme establishes synergies with these existing gender reporting processes while developing a concrete and effective method of tracking and reporting on gender under the 2018-2020 programme. It seeks to blend the Gender Marker Rating Systems of the three agencies, while also aligning the rating definitions to the scope of the 2018-2020 programme. The proposed UN-REDD 3-point Gender Marker Rating System is outlined in the monitoring and evaluation section below.

By identifying good practices and areas of improvement through this assessment and monitoring process, it is envisioned that the gender responsiveness of the components will steadily improve over time. It is the target of the UN-REDD Programme that 50 percent of the components have fully mainstreamed gender by the close of the technical assistance Programme (end of 2020).

The UN-REDD Programme's work on REDD+, tenure reforms and indigenous peoples' rights tackles the most prominent human-rights issues in the REDD+ agenda: the interface between indigenous peoples, forest tenure and national REDD+ policy. This component will provide advice to governments to ensure that national policy work serves equally to promote human rights in forest areas, as well as sustaining participatory platforms where rights-holders such as indigenous peoples and forest communities can participate in, inform and monitor policies and measures for REDD+.

Anti-corruption is another principal goal of UN-REDD Programme support to national REDD+ funding management. This support aims to ensure integrity, transparency and accountability in fund management, which is critical to delivering effective results, as well as boosting domestic and international confidence in the way funds are managed. More details on this anti-corruption dimensions in REDD+ funding management are included in the knowledge component on REDD+ funding mechanisms. One example is the support on detailed investment plans, which is elaborated with large participation of all relevant stakeholders and advocates transparent processes. In addition, UN-REDD will promote mechanisms and best practice to ensure high fiduciary standards, which will be key to securing sustainable funding from multiple sources.

## 4. Budget

### UN-REDD Programme Financial Plan

Table 1 outlines the financial plan for the UN-REDD Programme period 2018-2020, including projected inflows and outflows, as well as details of MPTF transfers to existing and expected projects.

**Table 1: UN-REDD Programme Fund Financial Overview 2017 – 2021 in USD**

Description	2017	2018	2019	2020	2021
<b>Funds inflow</b>					
1. Current cash balance with the MPTF/opening balance	9,006,115	(3,652,942)	907,318	907,318	907,318
2. EC instalments	4,560,261	4,560,261			1,304,348
3. Norway commitment 80M NOK per year for 3 years		9,295,840	9,295,840	9,295,840	
<b>Total</b>	<b>13,566,376</b>	<b>10,203,158</b>	<b>10,203,158</b>	<b>10,203,158</b>	<b>2,211,666</b>
<b>Funds outflow</b>					
4. Funds yet to be transferred for Peru & Chile NPs	8,345,779				
5. Funds yet to be transferred for TA existing NP commitments (2017-20) - FAO & UNEP	4,939,919				
6. Bal to be transferred to agencies + 25% yet to be approved -2017 TA for REDD+ Implementation	3,798,815				
7. Bal to be transferred for 2017 Direct cost - Secretariat services	134,805				
8. TA for REDD+ implementation country and global(2018-20)		9,295,840	9,295,840	9,295,840	
<b>Total</b>	<b>17,219,318</b>	<b>9,295,840</b>	<b>9,295,840</b>	<b>9,295,840</b>	<b>-</b>
<b>Potential surplus/(deficit) to subsequent year</b>	<b>(3,652,942)</b>	<b>907,318</b>	<b>907,318</b>	<b>907,318</b>	<b>2,211,666</b>
<b>Notes:</b>					
I. The remaining EC contribution will be paid in 3 tranches; EUR 4.2M in 2017 and 2018 respectively upon delivery of progress reports while the final tranche of EUR 1.2M will be paid upon delivery of final programme report					
II. Current UN exchange rates used for conversion of Euros & NOK					
III. For purpose of simplicity, the funds outflow for 5 & 6 above are shown as being needed in 2018. However, in practical terms, the funds are required at the end of the preceding year.					

## UN-REDD Programme 2018-2020 Consolidated Budget

The budget to implement the country support and the global knowledge management component as indicated above and presented in detail in the annexes to this document, is summarized in Table 2 below.

**Table 2: Consolidated UN-REDD Programme 2018-2020 Budget by Country and Knowledge Management Area**

Description	2018				2019	2020	Grand Total
	FAO	UNDP	UNEP	Total			
<b>1. Total Country Programme TA</b>	<b>1'988'598</b>	<b>1'891'720</b>	<b>657'924</b>	<b>4'538'242</b>	<b>4'523'062</b>	<b>4'474'042</b>	<b>13'535'346</b>
<b>Africa</b>	<b>660'336</b>	<b>439'580</b>	<b>189'300</b>	<b>1'289'216</b>			
<i>Cote d'Ivoire</i>	<i>202'402</i>	<i>366'540</i>	<i>95'000</i>	<i>663'942</i>			
<i>Republic of Congo</i>	<i>240'352</i>	<i>-</i>	<i>-</i>	<i>240'352</i>			
<i>Zambia</i>							

	217'582	73'040	94'300	384'922			
<b>Asia</b>	<b>834'908</b>	<b>533'960</b>	<b>231'000</b>	<b>1'599'868</b>			
<i>Indonesia</i>	442'755	241'800	185'000	869'555			
<i>Myanmar</i>	189'751	157'420	46'000	393'171			
<i>Viet Nam</i>	202'402	134'740		337'142			
<b>LAC</b>	<b>493'354</b>	<b>918'180</b>	<b>237'624</b>	<b>1'649'158</b>			
<i>Colombia</i>	227'702	227'960	58'903	514'565			
<i>Mexico</i>	151'801	289'660	85'126	526'587			
<i>Peru</i>	113'851	400'560	93'595	608'006			
<b>2. Global Knowledge Management</b>	<b>817'298</b>	<b>1'488'020</b>	<b>1'870'000</b>	<b>4'175'318</b>	<b>4'209'338</b>	<b>4'303'357</b>	<b>12'688'013</b>
<i>Landscapes Approach</i>	210'152		94'000	304'152			
<i>Private Sector Engagement</i>			467'000	467'000			
<i>Tenure &amp; IP Engagement</i>	208'943	495'560		704'503			
<i>MRV Platform</i>	323'203			323'203			
<i>REDD+ &amp; SDGs &amp; Paris Agreement</i>	75'000	562'260		637'260			
<i>National REDD+ Funding Mechanisms</i>		430'200		430'200			
<i>Cross-cutting &amp; Coordination</i>	-		1'309'000	1'309'000			
<b>Programme cost</b>	<b>2'805'896</b>	<b>3'379'740</b>	<b>2'527'924</b>	<b>8'713'560</b>	<b>8'732'400</b>	<b>8'777'399</b>	<b>26'223'359</b>
Indirect support costs	196'413	236'582	176'954	609'949	611'268	614'418	1'835'635
<b>Total</b>	<b>3'002'309</b>	<b>3'616'322</b>	<b>2'704'878</b>	<b>9'323'509</b>	<b>9'343'668</b>	<b>9'391'817</b>	<b>28'058'994</b>

## UN-REDD Programme Consolidated Budget: Regional and Global Support

Tables 3a and 3b below provide a breakdown of the budget by UNDG category and UN Agency. The second table provides an overview of budget by country as well as the budget for the global capacity building component of the 2018-2020 programme.

**Table 3a: 2018 Consolidated UN-REDD Programme Budget by UNDG Category, UN Agency & By Regions in USD**

### i. Africa – Consolidated Budget by outcome, UNDG category & 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				
Budget categories	Total	FAO	UNDP	UNEP
Staff and other personnel costs	332'195	332'195		

Travel	37'594	37'594		
General Operating and Other Direct Costs	21'100	21'100		
<b>Sub-total</b>	<b>390'889</b>	390'889		
<b>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</b>				
<b>Budget categories</b>	<b>Total</b>	<b>FAO</b>	<b>UNDP</b>	<b>UNEP</b>
Staff and other personnel costs	815'869	228'989	419'580	167'300
Travel	62'645	25'645	20'000	17'000
General Operating and Other Direct Costs	19'812	14'813	-	5'000
<b>Sub-total</b>	<b>898'327</b>	269'447	439'580	189'300
Total Programme cost	1'289'215	660'336	439'580	189'300
Indirect support cost 7%	90'245	46'223	30'771	13'250
<b>Grand Total</b>	<b>1'379'460</b>	<b>706'559</b>	<b>470'351</b>	<b>202'550</b>

ii. Asia - Consolidated Budget by outcome, UNDG category & UN Agency - USD

<b>Outcome 2: National contributions to the mitigation of climate change through REDD+ are measured, reported and verified with the necessary institutional arrangements in place</b>				
<b>Budget categories</b>	<b>Total</b>	<b>FAO</b>	<b>UNDP</b>	<b>UNEP</b>
Staff and other personnel costs	494'152	494'152		
Supplies, Commodities, Materials	7'984	7'984		
Equipment, Vehicles and furniture including Depreciation	5'455	5'455		
Contractual Services	46'000	46'000		
Travel	59'650	59'650		
General Operating and Other Direct Costs	23'060	23'060		
<b>Sub-total</b>	<b>636'301</b>	636'301		
<b>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</b>				
<b>Budget categories</b>	<b>Total</b>	<b>FAO</b>	<b>UNDP</b>	<b>UNEP</b>
Staff and other personnel costs	904'514	184'555	498'960	221'000
Travel	58'876	13'876	35'000	10'000
General Operating and Other Direct Costs	177	177		
<b>Sub-total</b>	<b>963'567</b>	198'608	533'960	231'000

Total Programme cost	1'599'869	834'909	533'960	231'000
Indirect support cost 7%	111'990	58'444	37'376	16'170
<b>Grand Total</b>	<b>1'711'859</b>	<b>893'353</b>	<b>571'336</b>	<b>247'170</b>

### iii. LAC – Consolidated Budget by outcome, UNDG category & UN Agency - USD

<b>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</b>				
<b>Budget categories</b>	<b>Total</b>	<b>FAO</b>	<b>UNDP</b>	<b>UNEP</b>
Staff and other personnel costs	1'506'318	419'276	873'180	213'862
Contractual Services	30'000	30'000		
Travel	112'401	43'638	45'000	23'763
General Operating and Other Direct Costs	440	440		
<b>Total Programme cost</b>	<b>1'649'159</b>	<b>493'354</b>	<b>918'180</b>	<b>237'625</b>
Indirect support cost 7%	115'441	34'534	64'274	16'633
<b>Grand Total</b>	<b>1'764'600</b>	<b>527'888</b>	<b>982'454</b>	<b>254'258</b>

**Table 3b: 2018 Consolidated UN-REDD Programme Budget by UNDG Category & UN Agency (Global Knowledge Management) in USD**

<b>Outcome 2: National contributions to the mitigation of climate change though REDD+ are measured, reported and verified with the necessary institutional arrangements in place</b>				
<b>Budget categories</b>	<b>Total</b>	<b>FAO</b>	<b>UNDP</b>	<b>UNEP</b>
Staff and other personnel costs	640'465	540'465		100'000
Supplies, Commodities, Materials	1'552	1'552		
Contractual Services	750	750		
Travel	109'771	59'771		50'000
General Operating and Other Direct Costs	55'212	5'212		50'000
<b>Sub-total</b>	<b>807'750</b>	<b>607'750</b>		<b>200'000</b>
<b>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</b>				
<b>Budget categories</b>	<b>Total</b>	<b>FAO</b>	<b>UNDP</b>	<b>UNEP</b>
Staff and other personnel costs	2'550'069	179'049	1'168'020	1'203'000
Supplies, Commodities, Materials	1'552	1'552		
Contractual Services	30'750	750		30'000

Travel	360'009	28'009	70'000	262'000
General Operating and Other Direct Costs	425'188	188	250'000	175'000
<b>Sub-total</b>	<b>3'367'568</b>	<b>209'548</b>	<b>1'488'020</b>	<b>1'670'000</b>
Total Programme cost	4'175'318	817'298	1'488'020	1'870'000
Indirect support cost 7%	292'272	57'211	104'161	130'900
<b>Grand Total</b>	<b>4'467'590</b>	<b>874'509</b>	<b>1'592'181</b>	<b>2'000'900</b>

## 5. Monitoring and Evaluation

The global 2016-2020 results framework (Figure 2) defines the hierarchy of impacts and results to be delivered by the Programme. Moreover, it defines how resources are to be deployed and programmed across countries and global thematic interventions and how deliverables will be tailored to specific circumstances. For this reason, the result framework only presents the metrics for the upper part of the strategy's causal chain, while outputs and output level indicators and baselines are defined for each country and global knowledge management intervention (Annexes 1 and 2). Each of the country programmes and global knowledge management components includes the set of outputs (deliverables) that are expected from the provision of UN-REDD Programme technical assistance, which can then be aggregated in terms of results, impact and goal at the global level.

These deliverables are anchored in the identification of the institutional and technical obstacles that countries are facing; and where the UN-REDD Programme has the policy and technical expertise to address 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 Programme for all countries were regrouped in three programme level outputs related to: National Forest Monitoring Systems (NFMS), Forest Reference Emission Levels/Forest Reference Levels (FREL/FRL), policies and measures, and Institutional arrangements. A detailed description of these results areas is provided below, together with the proposed indicators.

Regular reporting will be an integral part of the monitoring and evaluation for systematic and timely provision of information on the Programme's progress. The Participating UN Organisations will be reporting on this progress through a semi-annual update and annual narrative report (outlined in the relevant Memorandum of Understanding and Terms of Reference). The report will consolidate inputs from the three agencies to include sections by (three) regional geographical areas of focus and global knowledge management as well as compile 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, evolving country circumstances and demands for global knowledge management. The semi-annual update will be designed in a way to enable informed decision-making by the governing body, together with the Participating UN Organisations and concerned countries.

Each country and global knowledge management support component will be assessed for its gender responsiveness, and based on this review a corresponding Gender Marker Rating System will be assigned to each component (Table 4). It is important to note that this Gender Marker Rating System will be used as a gender tracking and reporting tool. This means that the ratings for components can change over the course of the project cycle. In the case of more detailed gender information becoming available, for

example, or more gender-responsive activities being undertaken as a component develops and is implemented. For this reason a Gender Marker Rating baseline will first be established for each component (Table 5). This baseline will be determined in December 2017, using the 2018-2020 Technical Assistance Programme Document as well as any initial inception documents and exercises that have been prepared and undertaken. Thereafter, gender marker assessments will be carried out in the first quarters of 2019, 2020 and 2021 to track the gender responsiveness of each of the components, recognise successes and identify areas for improvement.

**Table 4: Gender Marker Rating**

Code	Meaning	Criteria
GEN 0	Project not expected to contribute to gender equality or promote women's empowerment	Outputs of the component do not contribute to gender equality or women's involvement or empowerment. Gender is not reflected in the component design or its activities, and gender indicators or sex disaggregated data are not used when collecting data and measuring performance.
GEN 1	Gender-sensitive component, gender partially mainstreamed	<ul style="list-style-type: none"> <li>- Only some of the outputs and activities of the component address gender, and do so in a limited way. For example, gender-sensitive elements are reflected in the context, results framework, implementation plan, etc., but not all aspects.</li> <li>- Gender equality is not consistently mainstreamed and has not been a relevant issue in component design and implementation.</li> </ul>
GEN 2	Gender-responsive component, gender is fully mainstreamed	<ul style="list-style-type: none"> <li>- Gender equality, even though not the main objective of the component, is mainstreamed, wherein components' outputs, activities and approaches promote gender equality and/or women's empowerment in a significant and consistent way. -This means gender is reflected in the design (planning documents, results framework, implementation arrangements, etc.), and such aspects are then integrated into implementation of the component.</li> <li>- Data on gender is also measured and collected, and the component demonstrates evidence that gender aspects of the component have promoted gender equality and/or addressed gender gaps.</li> </ul>

By identifying good practices and areas of improvement through this assessment and monitoring process, it is envisioned that that the gender responsiveness of the components will steadily improve and increase over time. It is the target of the UN-REDD Programme that 50% of the components have a Gender Marker Rating of 2 by the close of the technical assistance Programme (end of 2020).<sup>2</sup>

<sup>2</sup> Given that some of the Programme components have stronger entry points for gender-responsive activities than others, it is proposed to set this target tentatively at 50%.



**Table 5: Proposed Monitoring Matrix for the Gender Marker Rating**

UN-REDD 2018-2020 TA Components	Baseline (inception, Dec. 2017)	Target	Gender Marker Rating assessments			Means of verification
			2018	2019	2020	
Côte d'Ivoire		At the end of 2020, at least 50% of components have a GEN-2 rating				<ul style="list-style-type: none"> <li>❖ Inception documents</li> <li>❖ Annual reports</li> <li>❖ Final programme report (2021)</li> <li>❖ Stakeholder surveys</li> <li>❖ Workshop reports/summaries</li> <li>❖ Activity reports</li> <li>❖ Gender specialist &amp; regional gender focal points' log book</li> </ul>
Colombia						
Indonesia						
Mexico						
Myanmar						
Peru						
Republic of the Congo						
Viet Nam						
Zambia						
Landscape approach & planning						
Tenure reforms and indigenous peoples						
Financing & private sector						
Forest monitoring systems and MRV						
Linking REDD+, the Paris Agreement, NDCs and the SDGs						
REDD+ funding mechanisms						
Cross-cutting - communication						

Certified financial reports will be submitted by the three UN agencies in the calendar schedule set out in the Memorandum of Understanding. 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 Terms of Reference, 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 expands on the 2017 workplan with 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 reduce transaction costs and obtain meaningful programme level evaluation, the final evaluation will be undertaken as an inter-agency exercise.

## **6. Annex 1 - Country Support**

For the country summaries and budgets, please refer to the separate zip files, providing individual file for each of the following:

**6.1** Côte d'Ivoire

**6.2** Colombia

**6.3** Indonesia

**6.4** Mexico

**6.5** Myanmar

**6.6** Peru

**6.7** Republic of Congo

**6.8** Viet Nam

**6.9** Zambia

## **7. Annex 2 - Global Knowledge Management**

The thematic areas and activities associated with this component are intended to guide the work in 2018, with the flexibility to respond to emerging country needs and stakeholder demands. The Executive Board will discuss and reflect on this work during annual reviews and calibrate priorities, components and activities as useful.

**7.1** Landscape approach and planning

**7.2** Forest Tenure and the rights of indigenous peoples

**7.3** Financing and private sector

**7.4** Forest monitoring systems and MRV

**7.5** Linking REDD+, the Paris Agreement, NDCs and the SDGs

**7.6** REDD+ funding mechanisms

**7.7** Cross-cutting - communication

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