UN-REDD
PROGRAMME

Support to National REDD+ Action

Global Programme Framework 2011-2015

UN-REDD PROGRAMME

Adopted as of 9 August 2011

FAO FIAT PANIS
UNDP
UNEP

UN-REDD: PROGRAMME DOCUMENT

1. Cover Page

Country: **Global**

Programme Title: **Support to National REDD+ Action Global Programme Framework**

Outcome 1: REDD+ countries have systems and capacities to develop and implement MRV and monitoring

Outcome 2: Credible, inclusive national governance systems are developed for REDD+ implementation

Outcome 3: National systems for transparent, equitable, credible and accountable management of REDD+ funding are strengthened

Outcome 4: Indigenous Peoples, local communities, civil society organizations and other stakeholders participate effectively in national and international REDD+ decision-making, strategy development and implementation

Outcome 5: Multiple benefits of forests are realized and safeguarded in REDD+ strategies and actions

Outcome 6: Green economy transformation processes catalyzed as a result of REDD+ strategies and investments

Outcome 7: UN-REDD Programme knowledge is developed, managed, analyzed and shared to support REDD+ efforts at all levels

Outcome 8: Timely and effective UN-REDD Programme Secretariat services provided to UN-REDD Programme partner countries, Policy Board and participating UN agencies

Programme Duration: 4.5 years

Start/end dates: 1 July 2011* / 30 December 2015

Fund Management Option(s): Pass-Through
Managing or Administrative Agent: UNDP
(if/as applicable)

**** Note:***
For reporting purposes, the actual start date of the programme is 1 November 2011 to coincide with the date funds were transferred from the MDTF to the participating UN agencies to start programme activities.

Total estimated budget for first two years:
US$ *51,530,315*

Out of which:

1. *Funded Budget Year 1:	US$24,185,981
2. **Funded Budget Year 2:	US$21,000,000
3. Unfunded portion:	US$6,344,334

* Total estimated budget includes both programme costs and indirect support costs
**comprised of pledges from Norway and the EC

Sources of funded budget:

- Donor: UN-REDD Fund 51,530,315 US$
- Distribution of Funds

FAO	18,684,564US$
UNDP	17,584,279US$
UNEP	15,261,472US$

Names and signatures of participating UN organizations

UN organizations	National Coordinating Authorities
Name of Representative: Peter Holmgren Director, Environment Climate Change and Bioenergy Division *Signature* [redacted] *Name of Organization:* Food and Agriculture Organization of the United Nations *Date & Seal*	*Not Applicable*
Name of Representative: Veerle Vandeweerd Director, Environment and Energy Group *Signature* [redacted] *Name of Organization:* United Nations Development Programme *Date & Seal* 5 October 2011	*Not applicable*
Name of Representative: Ibrahim Thiaw Director, Division of Environmental Policy Implementation (DEPI) *Signature* [redacted] *Name of Organization:* United Nations Environment Programme *Date& Seal* 26/09/2011	*Not applicable*

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Acronyms

AA– Administrative Agent
AFOLU– Agriculture, Forestry and Land Use
AWG-LCA– Ad Hoc Working Group on Long-term Cooperative Action
CBFF – Congo Basin Forest Fund
CBD– Convention on Biological Diversity
CG– Coordination Group of the UN-REDD Programme
COP– Conference of the Parties, United Nations Climate Change Convention
COMIFAC– Commission des Forêts d'Afrique Centrale
CSO– Civil Society Organization
FAO– Food and Agriculture Organization of the United Nations
FCPF– Forest Carbon Partnership Facility
FIP– Forest Investment Program
FPIC– Free, Prior and Informed Consent
FRA– Global Forest Resources Assessment
GEF– Global Environment Facility
GHG– Greenhouse gas emissions
GIZ– Deutsche Gesellschaft für Internationale Zusammenarbeit
IIASA– International Institute for Applied Systems Analysis
IP– Indigenous Peoples
IPCC– Intergovernmental Panel on Climate Change
ITTO– The International Tropical Timber Organization
JICA– Japan International Cooperation Agency
KM– Knowledge Management
LECRDS– Low Emission, Climate-Resilient Development Strategies
MOU– Memorandum of Understanding
MDB– Multilateral Development Banks
MDTF– Multi-donor Trust Fund
MRV– Measurement, Reporting and Verification
NAMA– Nationally Appropriate Mitigation Action
NFMA– National Forest Monitoring and Assessment
Norad– Norwegian Agency of Development Cooperation
PACDE– UNDP's Programme on Anti-corruption for Development Effectiveness
PGA– Participatory Governance Assessment
POs– Participating UN Organizations (FAO, UNDP and UNE)
REDD+– Reducing Emissions from Deforestation and Forest Degradation; and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries
REL/RL– Reference Emission Levels/Reference levels
R-PP– Readiness Preparation Proposal
SBSTA– Subsidiary Body for Scientific and Technical Advice

TEEB– The Economics of Ecosystems and Biodiversity
UNCAC– United Nations Convention Against Corruption
UNDG– United Nations Development Group
UNDP– United Nations Development Programme
UNDRIP– United Nations Declaration on the Rights of Indigenous Peoples
UNEP– United Nations Environment Programme
UNFCCC– United Nations Framework Convention on Climate Change
UNFF– United Nations Forum on Forests
UNODC– United Nations Office on Drugs and Crimes
UNPFII– United Nations Permanent Forum on Indigenous Issues
UN-REDD – United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries
WCMC - World Conservation Monitoring Centre

Executive Summary

The central goal of the UN-REDD Programme's National and Global Programmes is to support the efforts of partner countries to develop and implement REDD+ strategies. It is at this country level that the REDD+ concept is taking shape and making the most tangible inroads.

The UN-REDD Global Programme seeks to benefit all UN-REDD Programme partner countries simultaneously by developing and delivering knowledge-based services, products and expertise that support countries as they progress through the phases of REDD+, from initial readiness to full implementation and results-based actions. The expected impact of the Global Programme is to help partner countries establish sufficient capacity at all levels to design and implement results-based REDD+ actions and use their own natural resources in ways that maximize poverty reduction.

At its fifth meeting in November 2010, the UN-REDD Programme Policy Board welcomed the plan to move to a five-year (2011-2015) funding Framework for the new Global Programme. This new Framework builds on the Programme's support to partner countries through international functions over the past two years. The Global Programme Framework reflects the outcomes and opportunities of the Cancun Agreements on REDD+ as well as the need to scale up REDD+ actions and finance.

The Framework seeks to operationalize the UN-REDD Programme Strategy 2011-2015, through technical support to countries in six interlinked work areas:

1. Measurement, reporting and verification (MRV) and monitoring
2. National REDD+ governance
3. Transparent, equitable and accountable management of REDD+ funds
4. Engagement of Indigenous Peoples (IP), civil society and other stakeholders
5. Ensuring multiple benefits of forests and REDD+
6. REDD+ as a catalyst for transformations to a green economy

These work areas combine support to country-led efforts toward transparent governance systems, clearer tenure rights, poverty alleviation and improved food security, sustainable land use policies and management of forests, reduced loss of natural forests and biodiversity, the empowerment of women, robust monitoring of REDD+ activities, and positive sectoral change overall.

To achieve these goals, the UN-REDD Global Programme Framework defines a range of tangible outputs under six key outcomes (in Part A of the document), as well as outputs for two support function outcomes related to the Programme's knowledge management and Secretariat services (in Part B of the document). This Framework also proposes a consolidated work plan and budget for a two-year period, an indicative budget for year three and anticipates a similar trend until the end of 2015. The Framework is a living document and will be reviewed annually. The Global Programme will also be evaluated periodically as set out in the UN-REDD Programme Strategy.

AT A GLANCE:

Title: UN-REDD Global Programme Framework 2011-2015

Framework Programme duration: 1 July 2011 – 31 December 2015

First funding request: 1 July 2011 – 30 June 2013 (two years)

Fund Management: Pass through (UN-REDD Programme Fund)

Fund Management Agent: UNDP Multi-Donor Trust Fund Office for funds from the UN-REDD Programme Fund

Total estimated budget: US$51,530,315

1. Introduction

The United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (UN-REDD Programme) assists developing countries in building capacity to reduce emissions and participate in a future REDD+ mechanism under the United Nations Framework Convention on Climate Change (UNFCCC).

The UN-REDD Programme is implemented through two complementary modalities, namely National Programmes and the Global Programme. In providing support to National REDD+ design and implementation, the Global Programme develops common approaches, methodologies, tools and guidelines that can form a common basis for realising REDD+. The Global Programme seeks to benefit all UN-REDD Programme partner countries simultaneously by developing and delivering knowledge-based services, products and expertise that support countries as they progress through the phases of REDD+, from initial readiness to full implementation and results-based actions. The Global Programme activities, which are guided by the principles of the Paris Declaration on Aid Effectiveness and the Accra Agenda for Action, focus on building capacity, convening expertise, developing common approaches, guidelines, methodologies and tools, and collecting and synthesising data to support countries in their REDD+ efforts, while also providing overall programme support functions. They are also designed to be forward-thinking and innovative so as to contribute to the continued development of the REDD+ concept in the global context.

The Global Programme is developed through joint planning by the three participating UN agencies (FAO, UNDP and UNEP) and guided by the UN-REDD Programme Policy Board. At its fifth meeting in November 2010, the Policy Board welcomed the plan to move toward a new Framework for its Global Programme. This Framework is rooted in, and seeks to operationalize the global activities of the UN-REDD Programme Strategy 2010-2015[1], endorsed at the same meeting. It is therefore built around the six interlinked work areas as defined in the Strategy, which reflect countries' demands for further technical support.

In each of these work areas, the Programme identifies an agency best suited to facilitate the delivery and interagency coordination of sets of cutting edge outputs (e.g. products and services) that are based on joint programming, yet with clear organizational accountabilities. In doing this the lead agency will convene planning and progress reviews, and liaise closely with the UN-REDD Programme Secretariat. Guidance and oversight of the Global Programme will be provided by the UN-REDD Programme Policy Board.

Central to achieving results will be systematic planning, monitoring, reporting and evaluation. Thus each lead agency will ensure that the intended outcomes for the respective work area are achieved,

[1] UN-REDD Programme Strategy 2011-2015, approved by the Policy Board in November 2010
http://www.unredd.net/index.php?option=com_docman&task=doc_download&gid=4598&Itemid=53

and that the results are monitored and reported through indicators, baselines, targets, means of verification and taking into account risks and assumptions (see Monitoring Framework, Annex 2).

These work areas are also aligned with the Cancun Agreement on REDD+ that was reached by the 16th session of the Conference of the Parties (COP16) of the UNFCCCC in Cancun, Mexico, in December 2010. The Agreement on REDD+ and any further agreements at COP17 (in Durban, South Africa, December 2011)- and beyond - will guide the work of the entire UN-REDD Programme, including its international support functions (see Table 1 on linkages between the UN-REDD Global Programme and the Cancun Agreement on REDD+).

Table 1. UN-REDD Global Programme work areas in relation to the Cancun Agreement on REDD+

UN-REDD Global Programme Work Areas	**Relevant paragraphs of Decision 1/CP.16**
1. Measurement, reporting and verification (MRV) and monitoring	69, 71b, 71.c, 71d
2. National REDD+ governance	69, 71.a, 71d, 72
3. Transparent, equitable and accountable management of REDD+ funds	72, 73
4. Engagement of IP, local communities and other relevant stakeholders	69, 72
5. Ensuring multiple benefits of forests and REDD+	69, 71.d
6. REDD+ as a catalyst for transformations to a green economy	71.a, 73

The Cancun Agreements and the REDD+ Partnership, established at the Oslo Climate and Forest Conference in May 2010, recognize that achieving REDD+ requires significant scaling up of activities and financing. This will require REDD+ countries to carry out a broad range of actions, from bridging knowledge and technology gaps to establishing or improving whole new institutions. The design of the Global Programme Framework recognizes the above as well different country contexts, needs and the progress achieved so far. It also recognizes the need to link and integrate other international guidance and agreements at the national level to avoid duplicative processes, and ensure integrated actions related to forestry, biodiversity, agriculture and low carbon development to provide options and guidance for REDD+ readiness and implementation in a cost effective way.

The Framework is a living document and will be reviewed annually in response to new developments. This is consistent with the decision of the Policy Board at its sixth meeting that "After the endorsement of the framework for country programmes, the Board will consider its implications to the international support functions and the revision of the Global Programme Framework Document" (Decision 12/PB6). The first budget allocation in the Global Programme Framework is requested for a two-year period (1 July 2011 to 30 June 2013). If new developments so require, the budget can be revised after the first year.

2. Situation Analysis

2.1. Forests and climate change

The last few decades have witnessed an unprecedented global climate disruption anomaly caused by greenhouse gas emissions from predominantly anthropogenic sources. The Fourth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC, 2007) indicates that the forestry sector, mainly through deforestation, accounts for about 17 per cent of global greenhouse gas (GHG) emissions, making it the third largest source after the energy sector. Between 1990 and 2010, the global forest area shrank at an annual rate of about 0.2 percent (an average of 13 million hectares/year) (FAO, 2010). Losses were greatest in Africa, and Latin America and the Caribbean.

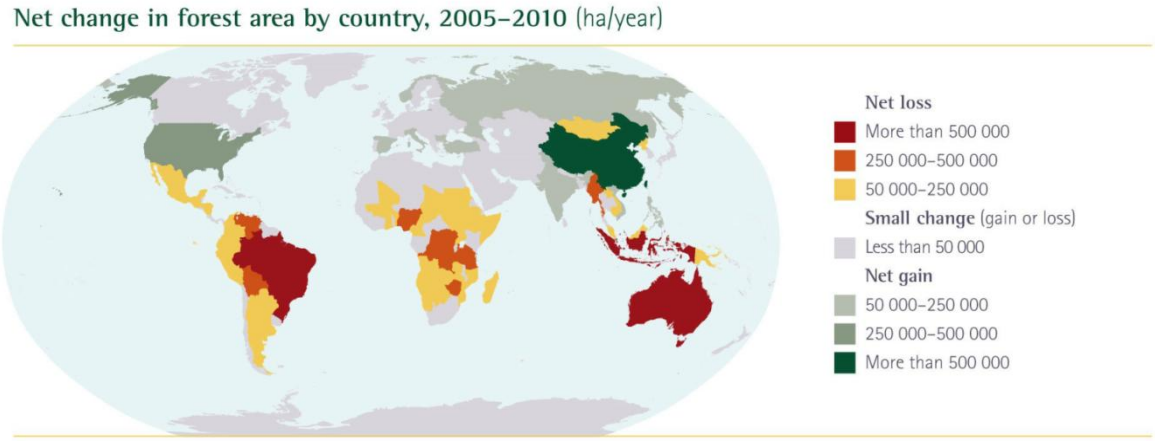

Figure 1: Net change in forest area by country, 2005 – 2010 (FAO, 2010)

Deforestation and forest degradation also have severe adverse impacts on forest biodiversity, the availability of wood and non-wood forest products, soil and water resources and local livelihoods. Therefore, improving land-use is essential not only to achieve REDD+ but to make progress towards the implementation of the Millennium Development Goals, specifically those of reducing poverty and ensuring environmental sustainability.

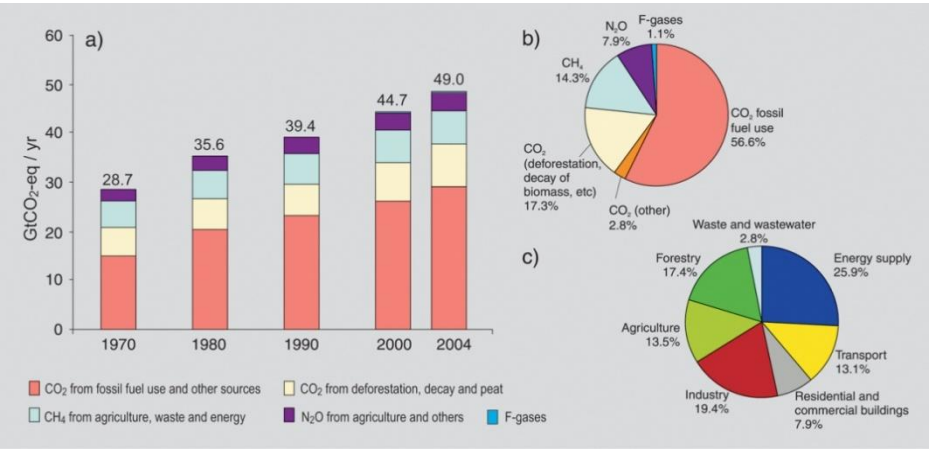

Figure 2: a) increasing amounts of greenhouse gas levels between 1970–2004; b) share of the different greenhouse gases; c) share of global greenhouse gas per sector (IPCC, 2007)

2.2. REDD+ in the UNFCCC negotiations

In 2005, at the 11th session of the Conference of the Parties (COP11) of the UNFCCC, Costa Rica and Papua New Guinea initiated a request to consider "reducing emissions from deforestation in developing countries." The matter was referred to the Subsidiary Body for Scientific and Technical Advice (SBSTA). In 2007, at COP13 of the UNFCCC, an agreement was reached on “the urgent need to take further meaningful action to reduce emissions from deforestation and forest degradation,” and was included under the Bali Action Plan at COP13. It encouraged Parties to explore a range of actions, identify options and undertake efforts to address the drivers of deforestation. It also determined a process under the SBSTA to address the methodological issues related to REDD+ emissions reporting.

At COP15 in Copenhagen, Denmark, in December 2009, the Parties took a decision on methodological guidance on REDD+, which further defined the concept and expanded it from deforestation and forest degradation to also include conservation, and enhancement of carbon stocks and sustainable forest management. The Parties also took note of the non-legally binding Copenhagen Accord that emphasized the role of REDD+ in combating climate change and stated the need for substantial funding to support REDD+ readiness work.

In Cancun, Mexico in December 2010, COP16 reached an Agreement on REDD+ as part of a balanced set of decisions. This Agreement lays the foundation to operationalize the concept of REDD+, and provides critical guidance for the work of the UN-REDD Programme.

2.3. Defining REDD+

The UNFCCC decision 1/CP.16 defines the scope of REDD+ by the following activities:

- Reducing emissions from deforestation
- Reducing emissions from forest degradation
- Conservation of forest carbon stocks
- Sustainable management of forest
- Enhancement of forest carbon stocks

It lays out the following elements of REDD+, to be established by developing country Parties:

- **Plans**: National strategy or action plan
- **Reference levels**: Forest reference emission levels and/or forest reference levels
- **Monitoring**: A robust and transparent national forest monitoring system for the monitoring and reporting of activities
- **Safeguards**: A system for providing information on how safeguards will be addressed and respected throughout the implementation of REDD+ activities

These safeguards – that parties affirmed should be promoted and supported – address: a) consistency among the objectives of national forest programmes and relevant international conventions and agreements, b) governance structures, c) knowledge and rights of indigenous peoples and members of local communities, d) full and effective stakeholder participation e) conservation of natural forests and biological diversity, f) risks of reversals, and g) displacement of emissions.

The Agreement on REDD+ also recognizes that REDD+ should be implemented in three phases:

- Phase 1: development of national strategies or action plans, policies and measures and capacity building
- Phase 2: implementation of national policies and measures and national strategies or action plans
- Phase 3: results- based actions that should be fully measured, reported and verified

When developing and implementing their national strategies or action plans, the Cancun Agreements state that countries should address, inter alia, drivers of deforestation and forest degradation, land tenure issues, forest governance issues, gender considerations and the safeguards identified, and the full and effective participation of relevant stakeholders, including IP and local communities (UNFCCC decision 1/CP.16, para. 72).

Decision 1/CP.16 decision on REDD+ also establishes the scale of REDD+. The accounting of emissions based on reference emission levels and/or reference levels should be at a national level or, if appropriate as an interim basis, at a sub-national level. The SBSTA has been asked to provide further guidance concerning this issue.

The work areas of the UN-REDD Global Programme reflect the components of the REDD+ concept and support countries in getting ready to be able to enter into Phase 3.

2.4. REDD+ financing

An emerging international commitment to REDD+ is reflected through the considerable funding provided by donors to REDD+ readiness work through bi-lateral and multi-lateral channels. By the end of 2010, approximately US$4.3 billion had been pledged to support early action on REDD+. There is however still a considerable financing gap in order to achieve a tangible reduction in annual global deforestation rates.

Financing of REDD+ Phases 1 and 2 will include bilateral and multilateral grants. These funds will assist countries to develop their national REDD+ strategies, build capacities on MRV and monitoring and undertake demonstration activities. In the second phase (the *implementation* phase) grant support would be provided to continue building capacity, while large-scale payments would be provided to establish necessary infrastructural developments and systems. Funding for Phase 3 is expected to come from results-based payments for demonstrated results in reducing emissions relative to an agreed reference level.

The UN-REDD Global Programme can play an important role in strengthening country capacity, especially during the first two phases. The Global Programme, through its six work areas, seeks to contribute to narrowing the current funding gap and to build country readiness on REDD+ in a way that REDD+ is firmly integrated as part of national development objectives, with an overall objective to respond to the need to scale up REDD+ actions.

3. The Global Programme

3.1. Characteristics

In providing support to National REDD+ design and implementation, the Global Programme develops common approaches, methodologies, tools and guidelines that can form a common basis for realising REDD+. It builds on lessons learned from the two first years of readiness and implementation efforts–within both the UN-REDD National and Global Programmes. To facilitate knowledge management and sharing of lessons and experiences, the Global Programme collects and synthesizes data, produces reports and disseminates relevant information through web-based tools, workshops and other means of outreach, to support countries in their REDD+ efforts. Additionally, the Global Programme will deliver demand-driven targeted support to countries within its six work areas (see section 4.4).

3.2. Capacity development

Capacity development, including strengthened expertise at both national and international levels, is a crucial element of the Global Programme and it is integrated in each of its work areas. An area where the UN-REDD Programme aims to continue to make a significant contribution will be in the generation, sharing and management of REDD+ knowledge. South-South and regional exchange of experiences will continue to be emphasized, enabling countries to learn and share their experience while strengthening their voice internationally.

The Programme has a direct, explicit role in strengthening country capacity for:

- Inclusive, transparent and more democratic governance systems
- Effective policy and legal enforcement
- Clearer tenure rights
- Respect and promotion of the rights of IP and other forest-dependent communities
- Better forest management
- Reduced loss of natural forests and hence reduced loss of biodiversity
- Addressing other safeguards
- More sustainable land use policies and practices– especially agricultural –that decrease the pressure on natural forests
- Accountable fund management
- Empowerment of women in the REDD+ process
- Positive influence on sectoral change
- Robust and transparent monitoring of REDD+ activities, outcomes and impacts.

The items listed above are for the most part interdependent prerequisites to the long-term success of REDD+. They contribute to create an enabling environment for implementing REDD+ and additional financing to the forest sector and provide the platform for further and more far-reaching positive and sustainable change in order to achieve REDD+.

3.3. Linkages between the UN-REDD Global and National Programmes

The Global Programme ties in closely with the National Programmes and seeks to capture and disseminate lessons learned and facilitate progress on operationalization of REDD+, for example by supporting regional workshops and South-South cooperation. In doing so, the Global Programme services the needs of countries and provides the international community with confidence and understanding of the technical and policy aspects of REDD+ at both the national and international level.

The Global Programme provides the backstopping of the National Programmes by agency staff seeks to bridge gaps identified during the implementation of National Programmes and responds to additional needs of countries related to the Programme's six work areas.

3.4. Targeted support

Targeted support is demand-driven specific support under one or more of the UN-REDD Programme's six work areas. It serves as a bridge between National Programmes and the Global Programme. All UN-REDD Programme partner countries are eligible to receive targeted support, depending upon availability of funds and capacity of the three agencies. In practical terms, targeted support means specific technical advice and other capacity strengthening support that a country may request on a critical REDD+ readiness aspect it has identified, which is not covered through other multilateral or bilateral initiatives and where the UN-REDD Programme has comparative advantage to provide such support.

Targeted support is intended to be small-scale, demand-driven, and technical or advisory in nature, and is provided to countries by the participating UN agencies in response to country needs. It can be provided in the form of backstopping of National Programmes, or other specific technical support under the Global Programme on a critical aspect of REDD+ readiness in a country, which is not available through National Programmes or through other initiatives.

Examples of targeted support include assistance to countries in the testing of agreed methods and approaches or building and strengthening systems and structures related to, for example, developing of monitoring and information systems, addressing safeguards, managing REDD+ payments, integrating multiple benefits of forests, and identifying additional investment opportunities. A concrete example already being implemented is support to initial stakeholder consultations prior to the validation meeting to countries preparing a National Programme.

Countries requesting targeted support are expected to have developed or be in the process of developing a National REDD+ strategy so that they can specify gaps that could be filled by this additional specific support.

The UN-REDD Programme partner countries may request such support either through the Secretariat or directly from the agencies. Secretariat will facilitate the channelling of any country requests on the targeted support to agencies leading the respective thematic work area, and coordinate the reporting to the Policy Board.

Finally, as decided by the Policy Board at its 6th meeting in March 2011, a process of needs assessment has started to identify the overall requirements in the UN-REDD Programme partner countries for REDD+ Phases 1 and 2 as defined in the Cancun Agreements. It will also identify work areas and activities where potential contributions from the UN-REDD Global Programme would enhance effectiveness and be complementary, including opportunities for targeted support.

3.5. Safeguards

The provisions on safeguards in the Cancun Agreements spell out a strong, demand-driven case for the UN-REDD Global Programme to assist countries in promoting and supporting the safeguards (para. 69) and developing a system for providing information on how safeguards are being addressed and respected (para. 71/d). To this end, the Global Programme's six work areas address the safeguards listed in the Cancun Agreement[2] on REDD+ in a variety of ways, including:

- Safeguard "a" in the Cancun Agreement on REDD+, which looks at ways to ensure REDD+ actions are consistent with objectives of national forest programmes and other relevant international agreements, is supported by Output 2.3 in the Global Programme Framework, which looks at effective forest management, as well as activities developed jointly with CBD in Outcome 5 and activities to promote the rights defined in UNDRIP in Outcome 4.

- Safeguard "b" in the Cancun Agreement on REDD+, related to transparent and effective national forest governance structures, is provided through a number of activities under Outcomes 2 and 3 in the Framework, for example through support in the development of credible, inclusive national governance systems for REDD+ implementation and the application of gender considerations.

- Safeguards "c" and "d" in the Cancun Agreement on REDD+, referring to respecting the knowledge and rights of IP and members of local communities and their full and effective participation, is addressed in Outcome 4 of the Framework, in the development of guidance and support for the implementation of effective stakeholder engagement practices.

- Safeguard "e" in the Cancun Agreement on REDD+, related to conservation of natural forests and biological diversity is supported in Outcome 5 of the Framework, through capacity strengthening and technical support to enhance ecosystem-based benefits and sustainable land use planning approaches.

[2] Annex 1 of 1/CP.16

- Safeguard "f", referring to avoiding reversals, is supported through Outcome 1 in this Framework, and underpinned by good governance systems supported in Outcome 2. Avoiding leakages (safeguard "g") is addressed through the support provided in Outcome 1, for example through tools and methods for MRV and technical support to country-level implementation of monitoring and infomation systems. In addition, regional coordination can also ensure that transnational leakages is addressed, and was for example the subject of a UN-REDD Programme sponsored workshop in Viet Nam in November 2010.

- Output 2.3 in the Framework is dedicated to supporting the provisions of paragraph 71.d of the Cancun Agreement on REDD+, on systems for providing information, drawing on the experience and results provided in all the UN-REDD Global Programme work areas.

- The UN-REDD Programme's "Social and Environmental Principles and Criteria" and associated tools, described in Outcome 5, provide a framework to ensure that activities supported by the UN-REDD Programme contribute to promoting and addressing all seven safeguards defined in the Cancun Agreement on REDD+.

Recognizing the linkages above, the UN-REDD Programme will create a small inter-agency task team on safeguards to facilitate coherent guidance and inputs to countries' work on safeguards.

3.6. Collaboration with other REDD+ initiatives

As part of the process of establishing strategic relationships and in order to improve delivery to countries, the UN-REDD Programme will strengthen and enhance collaboration with a range of other initiatives.

Strong collaboration has already been established with the World Bank hosted REDD+ initiatives: the Forest Carbon Partnership Facility (FCPF) and the Forest Investment Program (FIP)[3]. In implementing the Global Programme, existing coordination and collaboration with FCPF and FIP will be continued for efficiency reasons, and as requested by the respective governing bodies of the FCPF, FIP and the UN-REDD Programme. Specific areas of collaboration will include harmonizing social and environmental standards, stakeholder engagement principles and strengthening institutions and policies necessary for transformation to low-carbon economies. Approaches to technical support such as to MRV will also be streamlined. Additional opportunities for collaboration with the FCPF exist within the context of piloting multiple delivery partners for the FCPF Readiness Fund. Each work area in this Framework will elaborate on the modalities of collaboration.

The UN-REDD Programme will also continue to strengthen collaboration with other initiatives such as the Global Environment Facility (GEF), the Congo Basin Forest Fund (CBFF), the Commission des Forêts d'Afrique Centrale (COMIFAC), the International Tropical Timber Organization (ITTO) and the United Nations Forum on Forests (UNFF). Several areas of cooperation have also been established with other bilateral and international initiatives, for example with those funded by USAID, JICA, GIZ, Norad and the Coalition for Rainforest Nations (CfRN). In addition, the UN-REDD Programme has

[3] For more information, refer to the FCPF-FIC-UN-REDD joint pamphlet entitled "Working Together for REDD+".

working relationships with many technical and scientific organizations dealing with monitoring, social and environmental safeguards, governance and other REDD+ issues, with which the UN-REDD Programme is collaborating.

The UN-REDD Global Programme will also foster close collaboration with the Intergovernmental Panel on Climate Change and the UNFCCC Secretariat, so that its work complements and supports the implementation of relevant UNFCCC decisions. Furthermore, the UN-REDD Programme Team will continue to service the REDD+ Partnership as requested by the Partner countries.

4. Lessons learned

The UN-REDD Programme approved the first funding allocations for the Global Programme in March 2009. Since then, the Programme has learned some important early lessons which are summarized below[4].

Lessons from the UN-REDD Programme:

- **Joint Programming by the agencies enhances delivery.** When supporting REDD+ efforts it is important to build and capitalize on each agencies' strengths and capacity. Several of the UN-REDD Programme work areas have strong interlinking components, such as safeguards, creating a need for stronger interagency collaboration and integrated approaches. This coordination is particularly important for targeted support at the country level.

- **Harmonized procedures, tools methods and frameworks improve efficiency.** The rapid movement in REDD+ has created a need for standardized or harmonized procedures. Harmonized tools and guidance provided through the UN-REDD Global Programme have been welcomed by countries and other partners.

- **Demand for technical support to country efforts has grown**. An increasing number of countries have been requesting technical support from the Global Programme in REDD+ monitoring, stakeholder engagement and multiple benefits.

- **UN-REDD Programme offers opportunities for stakeholder engagement.** Through the Global Programme, opportunities have increased for IP, civil society and other stakeholders to effectively participate in national and international REDD+ decision making. Guidelines for stakeholder engagement and application of FPIC and recourse mechanisms have been well received by UN-REDD Programme partner countries, stakeholders and partner initiatives.

Other general lessons on REDD+:

- **National coordination, consultation and managing expectations are essential.** Most of the REDD+ support provided by the Programme relates to establishing national coordinating

[4] See also UN-REDD Programme Strategy 2010-2015.

mechanisms and realistic timeframes for consultative processes, and matching expectations to realities on the ground.

- **Moving toward a comprehensive MRV and monitoring framework is an urgent need.** This is evident from the Cancun Agreement on REDD+ and the experience on the ground. It makes sense to integrate monitoring requirements and information needs on different aspects of REDD+ and improve existing systems to meet the broad monitoring needs of countries.

- **Sharing knowledge is an essential part of REDD+.** There is a rapid increase in knowledge and experience on REDD+, which calls for improved systems for synthesis, sharing and coordination to avoid fragmentation.

5. Results Framework

The funding framework is presented in this chapter and it lays out impacts, outcomes and outputs of the UN-REDD Global Programme. As part of the entire results framework, this chapter also presents a consolidated work plan and budget, including indicative resource allocations to each Outcome over a three year period, starting in July 2011 (see the results framework in Annex 3). At this stage, the budget is not detailed beyond three years, but a similar trend is anticipated until the end of 2015. This Global Programme Framework will be revised in 2013 to finalize the five-year planning period and to bring on board any necessary adjustments.

Impact

The expected impact of the Global Programme is: ***Sufficient capacity is established at all levels for countries to design and implement results-based REDD+ actions and to use their own natural resources in ways that prioritize poverty reduction.***

A significant part of Global Programme activities can be implemented through targeted support, upon demand by countries. Section 4.5 above on safeguards already explained the UN-REDD Programme work on safeguards, which will be coordinated among the three UN agencies and across the different outcomes, with the aim of eventually evolving in a separate output.

Outcomes and outputs

Based on the impact analysis and drawing from the UN-REDD Programme Strategy 2011-2015, the UN-REDD Programme has identified global level strategic Outcomes in Part A and B of this Framework to support the accomplishment of the Programme's overall objective. Building on the experience and lessons learned in the Global Programme and increasing country demands for specific support, the proposed Outcomes and activities form a set of priorities for the next two years. Should additional funding become available, further work could be considered.

The first six Outcomes are drawn directly from the work areas identified in the UN-REDD Programme Strategy 2011-2015. In addition, the results framework presents two support functions namely the work of the Secretariat and knowledge management and dissemination, to support the implementation of the UN-REDD Programme as a whole. The following sections include, by each

work area, **(a) the content and rationale, (b) delivery approach and (c) description of outputs** including indicative activities. The respective work plan and budget is included the Results Framework in Annex 3.

PART A: Work Areas

Work area 1. MRV and Monitoring (FAO lead agency)

Outcome 1: REDD+ countries have systems and capacities to develop and implement MRV and monitoring

Content and rationale

Achieving sustainable and time-bound reductions in forest-related greenhouse gas emissions and meeting other REDD+ objectives will require fully functional and sustainable national forest monitoring systems, as outlined and agreed by the UNFCCC in the Cancun Agreements. These monitoring systems are suitable for MRV, and provide necessary information for analyzing and evaluating national REDD+ policies and measures. The National Forest Monitoring System (Par. 71 (c) of Decision 1/CP.16) will have to address two main functions of the REDD+ process: monitoring and MRV.

Monitoring involves a country keeping track of all actions related to the implementation of its national REDD+ policies and measures and to obtain information on their results. These actions should be related, directly or indirectly, to a country's national REDD+ strategy and may also include actions not directly related to carbon assessment, e.g. forest law enforcement.

Monitoring needs may change over time and in particular in the case of REDD+ they will follow the phased approach contained in paragraph 73 of Decision 1/CP.16 of the Cancun Agreements. In Phase 1 countries are expected to develop and set up a monitoring system. In Phase 2 the implementation of the national REDD+ policies and measures will be carried out through results-based demonstration activities that will require monitoring. This system will monitor the results obtained by all the demonstration activities and also provide information on land use and land use changes over areas where demonstration activities are being implemented to quantify their potential net mitigation outcomes. In Phase 3 the monitoring system will be expanded to cover the national territory, in order to validate that the implementation of national policies and measures are results-based. This will allow the country to track the success of its policies and measures and if necessary, adjust them accordingly. This monitoring system will also be a key element in supporting and operationalizing any national subsidy or payment distribution scheme.

A national MRV system fulfils the MRV commitment under the UNFCCCC (Art. 4) and only becomes operational in Phase 3. The purpose of this system is to report on the performance of REDD+ policies and measures, in CO2 emissions to the UNFCCC. It must follow the most recently adopted or

encouraged IPCC methodological approaches (Decision 4/CP.15). The MRV system will be the reference point for any potential Nationally Appropriate Mitigation Actions (NAMAs) in the Agriculture, Forestry and Land Use (AFOLU) sector (Annex II of Decision 1/CP.16).

REDD+ also includes specification of safeguards as well as underlying principles linking REDD+ to broader development efforts. Thus this work area is closely linked with the other work areas of the Global Programme. Depending on the country situation and priorities, national information and monitoring approaches will need to include information on social and environmental safeguards as described in the Decision 16/CP.1. There may be synergies between, for example, reduced emissions from deforestation and improved conservation of biological diversity. But there may also be trade-offs, for example between income from forest products and income from REDD+ actions. Monitoring efforts and the information systems indicated in the Cancun Agreements in connection to other national information systems should generate relevant knowledge to support policies and forest management. These will help countries navigate between multiple objectives and maximize total benefits, one of which is REDD+ payments. The approach to supporting national monitoring and information systems consequently aims to meet monitoring requirements across the work areas.

While some countries have significant experience in this field, there is limited capacity to develop and implement national monitoring systems, especially on a scale currently required for REDD+. The Global Programme emphasizes capacity development in monitoring and information systems following the requirements decided by the convention and its bodies. The Global Programme includes training in forest monitoring and GHG inventories, and assessment as well as advice related to institutional requirements. The capacity development support takes into consideration the phased approach to REDD+ and the requirements for early implementation of robust monitoring systems and the stage of the convention agreements to facilitate results-based payments in the short to medium-term, while aiming at more comprehensive monitoring systems in the medium to long-term. The Global Programme includes provision of international expertise to directly advise UN-REDD Programme countries in the development of national monitoring systems.

Delivery approach

Many in-country initiatives exist and there is a wide range of techniques and knowledge for the diverse aspects required for REDD+ monitoring. However, the knowledge base must be improved and increasingly shared. The Global Programme will continue development of strategic partnerships to this end.

The Global Programme will continuously update its MRV and monitoring support based on the REDD+ developments in the UNFCCC negotiations, taking into consideration the principles, emissions and safeguards as indicated in the REDD+ texts, the available knowledge (proven methodologies, science, relevant guidance and sourcebooks) and expertise in various elements to measure and monitor for REDD+.

The Programme will engage experts and scientists to support countries in the implementation of monitoring and information systems accordingly to COP decisions and the appropriate links to other national monitoring systems related to REDD+.

The Programme will deliver guidance on how to design and implement long-term arrangements for REDD+ that require legal, institutional and financial frameworks in countries to implement sustainable and effective monitoring and information systems. Education and capacity development are important means that are addressed by the Programme.

The UN-REDD Programme supports countries to develop and implement MRV and monitoring, as part of National Programmes, and also through the Global Programme. This work includes advice and technical assistance, within the limitations of available resources, to all countries taking part in the UN-REDD Programme. Provisions are made to make expertise available to UN-REDD Programme partner countries as part of its targeted support.

FAO, the UN-REDD Programme agency leading this work area, will build on its extensive experience in supporting the design and implementation of National Forest Monitoring and Assessment (NFMA) processes to generate biophysical and socio-economic forest information needed by national decision makers, as well as its experience in providing global-level information on forest resources and sustainable forest management through the Global Forest Resources Assessments (FRA). FAO has field experience in this work area for agriculture, livestock, land tenure, econometrics, gender aspects of natural resources management, and expertise on the science and methods of measurement and monitoring. The REDD+ related monitoring and information systems will need to build upon the systems and methods developed in these assessments and experience of countries, while adjusting to meet UNFCCC requirements. UNEP, through its World Conservation Monitoring Centre (WCMC), provides expertise specifically on the monitoring of ecosystem benefits. The joint development between FAO and UNDP on information systems for REDD+ and capacity building builds on the experience of the National Communication Support Programme and others, as well as supporting stakeholder engagement in MRV and monitoring for REDD+.

To maximize efficient support to countries, the UN-REDD Programme works with international partners that also support countries financially and technically on MRV and monitoring. These partners include: World Bank FCPF, Brazil/INPE, USDA Forest Service, Chatham House, Coalition for Rainforest Nations, Collaboration for Environmental Evidence, GEO, a wide range of universities and research institutes and Google, among others.

Description of outputs

Output 1.1: Information and monitoring needs for REDD+

Monitoring and information requirements for REDD+ as indicated in the Cancun Agreements includes carbon/emission activities, the wider environment, forest management and ecosystem services, as well as safeguards. Drawing from existing initiatives by countries, universities, the private sector and international organizations, the UN-REDD Global Programme will help develop capacity and guidance to increase the understanding of comprehensive monitoring and information requirements for REDD+ implementation, and to facilitate capacity development and investments in achieving efficient, robust and transparent national monitoring and information systems. This output draws from activities across the Global Programme and will bring together the requirements and

methods for monitoring and information systems taking in consideration the linkages to other national monitoring systems that could create synergies and efficiency at different phases and levels.

1.1.1. Integration of lessons learned in REDD+ pilot countries implementing REDD+ monitoring and MRV systems

This activity will lead to improved and shared knowledge on how the broad REDD+ monitoring requirements and needs are being addressed. It will analyze how COP decisions can be implemented in-country with synergies to other relevant national monitoring systems, relevant forest monitoring initiatives and guidelines. Approaches like participatory monitoring systems and specific sampling cases will be integrated. Ways in which REDD+ monitoring and information requirements are currently being addressed by pilot countries will be reviewed and shared. The results will be used to offer advice to countries in order to further strengthen their capacities.

1.1.2. Incorporating REDD+ monitoring requirements with broader monitoring needs for sustainable development

This activity will yield a report on synergies with other measurement and monitoring systems (as outlined in other Outcomes). It will also deliver enhanced awareness and seeks to establish a community of practice for integrated approaches to REDD+ monitoring systems, which will be more efficient and relevant if developed in the context of broader sustainable development goals and decision-making processes. The activity will engage stakeholders to review and make recommendations on how implementation of monitoring systems for REDD+ can benefit from synergies in this wider perspective. It will be carried out by reviewing methodological and institutional aspects of monitoring systems that address, *inter alia*, land management, biodiversity, food security, agriculture, livestock and water in light of COP decisions about information and monitoring requirements for REDD+, and by analyzing options for synergies.

1.1.3. Technical advice to support institutional arrangements for national monitoring systems

A guidance document will be produced on how to strengthen institutional frameworks that will guarantee the development of the measurement and monitoring over the long term. Legal, administrative and financial requirements will be analyzed.

Output 1.2: Tools and methods for MRV and Monitoring

This output takes into account guidance from outputs 1.1 and work area 4, and intends to develop tools and methods for monitoring systems that countries can access.

1.2.1. Remote sensing data supply and applications for data processing and analysis

A set of applications will be produced to provide remote sensing information. A web portal platform and software will also be developed for national satellite forest monitoring system for the different countries, to be tailored to nationally-specific conditions.

The investments and resources needed to use remote sensing data and geographic information will produce economies of scale and will reduce the time required in processing and analyzing the development of this activity. FAO is collaborating with various space research institutions in different

countries, such as Brazil's National Institute for Remote Sensing (INPE). This specific collaboration provides the opportunity among REDD+ countries to learn and provide experiences about setting up autonomous national satellite forest monitoring systems that will also be valuable as a tool to report GHG emissions following the IPCC Guidelines and Guidance. Collaboration with private sector entities, including Google is also under development.

1.2.2. Further development of methodologies for national forest inventories and monitoring of forest REDD+ activities

Based on the most recent scientific literature and the lessons learned by Annex I Parties in adapting their forest inventories to the new UNFCCC reporting requirements, the Programme will develop guidelines on forest inventories to support REDD+ activities, as well as an open source software platform (through the employment of new and existing tools) that could be used as a resource for countries to develop specific forest inventories according to their needs and contexts.

The National Forest Inventory is the key to access ground-based forest carbon inventories, field validation for remote sensing analysis and information on safeguards. Taking into consideration previous approaches for national forest inventories, FAO will enhance methods adapted to the environmental and socio-economic context of each country, existing data and methods, country capacity and capability, building upon decades of expertise in the forestry sector (NFMA, NAFORMA, FRA, ILUA etc.). This includes the development of methodologies, manuals, databases and software (e.g. a forest tracker powered by Google that is a free software and has the objective to disseminate the last technological and forest science research) to assess carbon stock and stock changes in the five carbon pools, that answer country needs and particularly the development of the necessary data, in line with the UNFCCC decisions and the IPCC guidelines and guidance.

This output will also include the development of tools to support the participatory monitoring approach for the implementation of national REDD+ policies and measures. In particular there will be a strong cooperation with the UNDP output 3.2.1 with the objective to enhance the participation of local communities, IP and other forest dependent communities.

1.2.3. Development of tools to support the compilation of National Communications and National GHG Inventories

The National Communications and GHG inventories are the key elements to report and assess country performances under UNFCCC. The methodologies and guidelines developed by UNFCCC and IPCC on GHG inventories are still relatively new and many aspects still need refinement or support in term of tools that may help countries in the compilation of their national GHG inventories. For that purpose, FAO and UNDP will develop, through a strong collaboration with other international organizations including IPCC, UNEP, and national organizations including the US Environmental Protection Agency and GIZ, tools that could be easily tailored to the environmental and socio-economic context of each country. This includes the development of methodologies, manuals, databases and software to assess carbon stock and stock changes in the five carbon pools, which answer country needs, particularly in the development of necessary data, in line with UNFCCC decisions and IPCC guidelines and guidance. This activity will support output 1.2

1.2.4. Integrate multiple benefits tracking and monitoring tools into monitoring and information systems (including those related to environmental standards)

To satisfy the need for information on the practice and progress of REDD+, it will be important that information from national systems of monitoring the management and flows of multiple benefits of forests and REDD+ are integrated with information on the progress related to other components of REDD+, in order to provide a complete picture for national planning and adaptive management processes. This activity focuses on integrating information from tools, systems and approaches developed under work area 5, together with information from other activities under this Output, into national and global information systems for REDD+, as well as developing guidelines, frameworks and exemplar reports on the results.

Output 1.3: Technical support to country-level implementation and capacity development

This output supports the strengthening of institutional, legal, administrative, financial, and human resources needed to develop efficient monitoring and information systems in countries. This output is targeted to provide technical support at the individual country level on MRV and monitoring, drawing from outputs 1.1–1.2 to facilitate exchanges of experiences between countries. An international core team of REDD+ MRV specialists (with expertise in UNFCCC and IPCC, forest inventories, satellite monitoring systems and GHG inventories for the LULUCF sector) will work directly with country teams to transfer knowledge on MRV and monitoring from the international level (technical negotiation, SBSTA, expert meetings and IPCC) to the country level. This output has strong links to the governance work area (see Outcome 2), since the institutions that will carry out monitoring and information system activities should be well-defined in governments and will require capacity in countries to operate the monitoring and information systems.

1.3.1. National-level institutional capacity development and training

This activity will provide support to the development of country-specific (as requested in Article 71 of the AWG-LCA Cancun Agreements):

- National REDD+ strategies or action plans
- National forest reference emission levels and/or forest reference levels (RELs/RLs)
- Robust and transparent national forest monitoring systems for the monitoring and reporting of national and sub-national REDD+ activities
- Systems for providing information on how safeguards are being addressed and respected throughout the implementation of REDD+ activities

Support for these activities requires expertise from diverse disciplines, including forest inventory (monitoring system), economists (REDD+ action plan), country-specific experts and sociologists (national circumstances for tailoring of RELs/RLs), communicators and database managers (information system on safeguards). These actions will support UN-REDD Programme partner countries where a National Programme is active, as well as UN-REDD Programme partner countries where country actions are supported by other funding sources.

The Programme will provide training courses on the development of methods for national forest inventories, databases for forest resource information systems and systems to monitor land use and land use change through satellite imagery. These courses will be based on the lessons learned by

Annex I Parties in adapting their forest monitoring/inventory systems to the new reporting requirements under UNFCCC and also on the lessons learned by FAO and other technical cooperation agencies in supporting the development of forest monitoring/inventory activities in developing countries. This activity will be carried out in collaboration with other FAO projects and programmes such as the FAO-Finland Programme, FRA and NFMA.

Activities include:

- All UN-REDD Programme partner countries with a National Programme will receive support to the development and establishment of the four components listed in (a) to (d) above, as well as training of forest monitoring and inventory teams, including data management capacities.
- All other UN-REDD Programme partner countries will receive capacity building support for the development of elements listed in (a) to (d) above, but not for their implementation;
- The Programme foresees that 60 backstopping missions will be undertaken every year for these purposes; and that forest monitoring and inventory teams, including IP and other relevant local communities (with support from UNDP), will be trained in all the countries with a National Programme approved, including data management capacities. Around 30 training courses will be undertaken every year, up to two training courses in each country with a National Programme).

1.3.2. National-level methodology development

Fifteen countries will receive support from the FAO-MRV unit to develop REDD+ monitoring methodologies and approaches tailored to their national circumstances, capacities and capabilities, as recognized in Article 74 of the AWG-LCA Cancun Agreements. The development of these methodologies will be realized in compliance with the content of UNFCCC Decision 4/CP.15 on Methodological Guidance for REDD+. This activity will be carried out in close consultation with national experts for each country and with experts who are members of the UNFCCC Roster of Expert. This objective will rely on the outcome of output 1.4 to develop country-specific methodologies and approaches.

Activities will include:

- Training of trainers seminars (two/yr)
- 30 backstopping missions will be undertaken every year

1.3.3. Build critical mass and methodological consistency across countries

This activity will support UN-REDD Programme partner countries (approximately 30 countries) to build their technical capacity on MRV and monitoring concepts, to support successful country implementation of the process.

The core team will follow and support the participation of national experts in the technical international process under the UN Climate Change Convention (SBSTA) and in the IPCC methodological work on MRV for REDD+ and NAMAs. The activity will also support national experts and members of the core team in participating in the UNFCCC roster of experts, the Editorial Board

of the Emission Factor Database (EFDB) of the IPCC. The activities will also support the initiatives of the IPCC Task Force on National Greenhouse Gas Inventories (TFI). Through these efforts, the team will provide technical support to UN-REDD Programme partner countries and improve their capacity to participate in the international negotiation processes. This activity will also facilitate methodological consistency across UN-REDD Programme partner countries.

1.3.4. Support to the CD-REDD process to develop GHG Inventories

The Capacity Development REDD (CD-REDD) process aims to support countries in the development of GHG inventories (GHGI) and create capacity in countries to achieve REDD+. The UN-REDD Programme is one of the leading partners in this process, together with other cooperating entities and development initiatives that have pledged resources and trainers to support countries in the development of GHGI and other important components for REDD+.

The UN-REDD Programme will support the CD-REDD process collaborating with the other partners in a coordinated manner to create capacity, guide countries and follow up the development of GHGI in countries upon the request of countries.

Workshops will be organized including global training and regional trainings in Africa, Asia and Latin America, including direct support for the participation of UN-REDD Programme countries.

1.3.5. Training courses in forest and natural resources monitoring

The requirements of professionals and decision-makers trained to manage monitoring systems are increasing considerably. With this activity, the knowledge generated by this work area will be transformed into curricula for MRV and monitoring courses for executives and technical staff in countries, as well as implementation of three courses per year. Universities and regional training centres will be engaged to implement the courses. Also training courses in selected pilot communities will be developed to create capacity in sampling the relevant variables for REDD+ and to inform the objectives of monitoring and information systems for REDD+ as defined in the Cancun Agreements.

1.3.6. Capacity building to assist Non-Annex I Parties to the UNFCCC in preparing their National Communications and their National GHG Inventory

This activity will enable training for National Communication and GHG inventory teams on NAMAs and REDD+ reporting requirements and procedures. It will also improve coordination with relevant climate change related initiatives at the national and regional levels.

The Cancun decision on AWG-LCA requested consistency between the reporting requirements of NAMA and REDD+. UNDP and UNEP have a programme to support National Communications, while FAO is involved in the CD-REDD programme that includes several other international and national organizations and that has the scope to support countries in preparing their national GHGs inventories. This activity aims to strengthen these two programmes and to enhance cooperation between them. The UN-REDD Programme will seek to become one of the leading partners in these processes and it will develop initiatives to generate expertise and capacity in all the UN-REDD partner countries.

Work area 2. National REDD+ Governance (UNDP lead agency)

Outcome 2: Credible, inclusive national governance systems are developed for REDD+ implementation

Content and Rationale

As set out in the scope of work on governance for REDD+, first presented to the Policy Board in 2009, the UN-REDD Programme operates from the conviction that *"Good governance will enable an environment conducive to the predictable and lasting delivery of emission reductions, ensure that REDD policies provide sufficient incentives and minimize negative social impacts, and promote structures of service delivery and payments geared towards sustainable development and poverty reduction outcomes."*[5]

The overall results for this work area seek the promotion and support of democratic governance systems for greater levels of accountability, transparency and participation during the planning and implementation of REDD+ strategies in UN-REDD Programme partner countries. Without such systems, there is little doubt that REDD+ will not only fail in delivering sustainable and predictable emission reductions, but also in catalyzing positive development outcomes for local stakeholders and respect and enhancement of their rights and livelihoods. The underlying assumption here is that democratic governance leads to positive outcomes.

Other pivotal elements for good governance systems are detailed in the following work areas on stakeholder engagement and transparent, equitable and accountable management of REDD+ funds. Taken together, these three work areas seek to: 1) *Promote good governance of REDD+ systems and processes*, including effective stakeholder participation in REDD+ planning and implementation, government coordination across different sectors and levels of government in REDD+ planning and implementation, transparent and accountable systems for managing and distributing REDD+ revenues and benefits, and transparent and effective oversight of REDD+ activities; 2) *Support aspects of governance that are key to managing the drivers of deforestation and forest degradation*, including clarifying and securing land and forest tenure, building capacity for effective forest management and strengthening forest law enforcement. These form the pillars of the UN-REDD Programme's approach to REDD+ governance. The first pillar draws on UNDP comparative advantages, whereas the second corresponds to the comparative advantages of FAO. They will be implemented in close coordination under the leadership of UNDP.

Delivery Approach

Early governance efforts in REDD+ countries, including those supported through UN-REDD National Programmes in pilot countries, have shown an initial focus on stakeholder engagement, building

[5] "Scope of work on Governance for REDD+" UN-REDD Programme 2009

institutional arrangements to manage REDD+ readiness processes[6], analyses of REDD+ relevant laws and legislation, the design of benefit distribution systems through studies (Viet Nam) or decrees (Indonesia) and information, education and communication activities that provide a basis for transparency. Analyses undertaken by the World Resources Institute (WRI)[7] and UNDP[8] have shown that while there is recognition of a number of additional governance challenges across a large number of UN-REDD National Programme documents and readiness preparation plans, specifics often lack on how to tackle these challenges. More recently, submitted proposals have gradually included more specific plans to address these challenges. This demonstrates i) a recognition of the importance of such elements, driven in part by increasing discourse and normative guidance provided by the UN-REDD Global Programme; and ii) the necessity to continue facilitating knowledge sharing and South-South exchanges. The UN-REDD Global Programme, through events, workshops and publications, has contributed to clarifying what underpins REDD+ governance. The importance of governance has been recognized in the COP16 Cancun Agreements with provisions related to coherence with national plans, good forest governance, and rights and livelihoods of IP.

The support to national REDD+ governance systems proposed by the UN-REDD Global Programme is embedded in an approach to capacity development that relies on empowering and strengthening endogenous capacities and provide guidance, methodologies and tools for REDD+ countries to own, design, direct, implement and sustain the REDD+ process themselves.

While guidance for capacity development exists, its application to REDD+ has not yet been consistent. This work area will deliver methodologies, tools, and policy and technical guidance that will support effective transparent and resilient governance frameworks that create confidence, sustain shocks and ensure reliable and predictable delivery of emission reductions.

The delivery of this work area will require a coordinated approach to the national implementation and piloting of activities. As the lead agency, UNDP will spearhead the development and testing of the UN-REDD Programme approach to a governance framework for REDD+. Activities at the country level will be coherent and cost-effective, forming one integrated UN-REDD Programme approach that builds on the process of participatory assessment and data collection. UNDP will ensure FAO inputs are integrated into the process. For example, guidance frameworks developed by FAO will be tested through the UNDP-led participatory governance assessment process, and applied through common pilot countries.

Description of Outputs

Output 2.1: Nationally-owned, credible and inclusive systems for collecting governance data and assessments

[6] The Democratic Republic of the Congo has provided a good practice example by establishing a national REDD committee with equal state and non-state actors representation.

[7] Available at the WRI web site http://www.wri.org/project/governance-of-forests-initiative. See also Davis et al., "Taking Stock of Governance issues", background paper prepared for the 1st Expert Workshop on Monitoring Governance safeguards, London, 2010.

[8] Analysis of governance interventions in UN-REDD pilot countries, July 2010 . Available upon request

The correlation between REDD+ activities and governance has been described in earlier notes presented to the UN-REDD Programme Policy Board[9]. The characteristics of weak governance manifest where there are few accountability mechanisms, low levels of transparency, as well as non-participatory decision-making processes. Under these conditions the potential for corruption, illegal and unplanned forest conversion and use, conflicts over land and forest ownership and access rights are high. REDD+ activities could exert a positive influence on human rights and governance. [10]

One way of improving a country's governance may be to improve existing systems or develop new ones for information sharing, which will affect the level of transparency and accountability in a positive direction given that the information is relevant and perceived as trustworthy, that capacity is developed to both demand and provide relevant updated information, and that the provision of information is institutionalized through the daily management of already existing institutions. The Cancun Agreements address this directly by requesting "*developing country Parties… to develop … [a]* ***system for providing information*** *on how safeguards referred to in annex I to this decision are being addressed and respected"* when implementing REDD+.

The comparative strengths of UNDP and FAO on governance assessments and support to data collection respectively will be combined where demanded at the country level, drawing upon existing knowledge and lessons learned from previous and current work in these two areas. In addition, the UN-REDD Programme's added value in this regard is the ability to convene relevant stakeholders - involving state and non-state actors– creating a space for dialogue and constructive collaboration in the context of REDD+.

The piloting of both Participatory Governance Assessments for REDD+ (PGAs) by UNDP and support to data collection by FAO will be subject to demand from the country level. Already, Indonesia, Nigeria, Vietnam and Ecuador have expressed interest in undertaking PGA pilots.

Joint and sequenced pilot phase

PGAs aim to facilitate the establishment of credible and inclusive information for improving national and local governance structures. They can also contribute to information-sharing mechanisms on how relevant safeguards (especially governance structures, knowledge and rights of IP and local communities and stakeholder participation) are promoted, addressed and respected (ref. paragraph 69 and 71 d in the Cancun Agreements text).

[9] See "UN-REDD Country-led Governance Assessments" 2009, "Participatory Governance Assessments for REDD+: a Policy Note", UN-REDD/ UNDP 2010 and "Supporting Effective and Inclusive National Systems of Governance for REDD+" UN-REDD/ UNDP 2010

[10] Angelsen et al, 2008: Moving Ahead with REDD

Support to data collection related to governance aims to assist countries with the provision of data/information on key governance issues for implementing REDD+. Guidance will be provided around three key questions: what data/information to provide, how to generate and provide these data/information and the institutional arrangements to gather the data/information. Such guidance can form a basis to inform the multi-stakeholder discussions at different stages of PGAs. The UN-REDD Programme can support countries with the design, implementation of samples, data integration and dissemination of information.

The piloting process, jointly supported by UNDP and FAO, will ensure efficiency in the support offered by the participating UN agencies through a sequenced process whereby support to design and data collection is piloted through the PGAs for REDD+.

Relevant stakeholders for these pilots include representatives from government agencies and institutions, civil society, local forest communities and academia who will provide analysis and recommendations for policy and legal reform towards efficient and sustainable implementation of a country's REDD+ strategy.

The pilots, through assessment and data collection, act as a critical accountability mechanism for stakeholders with regard to governance performance. Nationally-owned governance assessments provide upward internal rather than external pressure for reform. The transparency of information stemming from them would act as a catalyst for greater citizen engagement in democracy processes and for demanding greater effectiveness of governance actors.

The pilots provide the basis for inclusive governance assessments by: 1) identifying relevant indicators for agreed targets (both at the national and local level) consistent with the Cancun Agreements and emerging guidance from SBSTA; 2) developing systems to measure progress against these indicators; and 3) facilitate platforms or dialogue to address shortcomings in agreed targets for increased accountability. Their primary goals include strengthening accountable and responsive governing institutions through:

- Identifying deficits of governance systems and structures followed by recommendations on how these can be addressed when implementing REDD+
- Providing a tool for advocacy and stakeholder engagement in the national REDD+ process
- Inform the transition from one phase of REDD+ readiness to another
- Ensure that rights, including the right to FPIC, are respected
- Promote the coordination of roles and responsibilities among government agencies, institutions and ministries
- Ensure that local solutions and capacities are taken into account
- Facilitate sustainability of long-term policy reform through ownership to the process
- Develop capacity to provide credible and trustworthy information on a regular basis
- Develop capacity of civil society actors (IP, local communities and non-governmental and civil society organizations (NGOs and CSOs) to demand relevant information and how to hold government to account should agreed targets not be met

- Foster trust among stakeholders through increased transparency and credibility of information provided

The rationale for these activities has been documented previously[11]. Further detail on the PGA approach and the support to governance data collection respectively can be found in "PGAs for REDD+ -2011-2015: planning document"[12] and the "Guidance for the Provision of Information on REDD+ Governance"[13].

Output 2.2: Strengthened frameworks for implementing REDD+ policies and measures

> Article 73 of the Cancun Agreements decides that, "the activities undertaken by Parties referred to in paragraph 70 above should be implemented in phases beginning with the development of national strategies or action plans, policies and measures, and capacity-building..."

2.2.1. Good practice guidance on transparent and accountable institutional, legal and regulatory arrangements

Successful and effective implementation of REDD+ will require countries to have enabling legal tools and robust legal and institutional capacity.

In 2009, the UN-REDD Programme documented the good practice demonstrated by Democratic Republic of the Congo (DRC) in creating a balanced multi-stakeholder REDD+ committee. Following up on this initiative, the UN-REDD Programme will seek to take stock of the lessons learned from the Programme initial pilot countries on institutional arrangements and other early movers on REDD+, combining analyses of these approaches and policy guidance. The Programme will ensure that such arrangements are discussed through facilitating South-South regional best practice exchange, effectively strengthening the "business case" for mechanisms that are inclusive – both horizontally and vertically – and will include IP, local communities and CSOs. Legal arrangements will also be examined to draw good practice guidance.

In addition, as there is still not enough knowledge or practical experience with how laws will inform REDD+ implementation at the country level, making for law and policy reform challenges, the UN-REDD Programme will initiate a project on legal preparedness for REDD+. The process will commence as country studies, including consultations with national and local REDD+ stakeholders. Using a unique methodology that builds on existing country programming, a team of law experts and advisors will research, identify and analyze legal barriers to the implementation of REDD+ and develop guiding documents.

[11] See " UN-REDD Country-led Governance Assessments" 2009 and "Participatory Governance Assessments for REDD+ : a Policy Note", UNDP/UN-REDD 2010

[12] See separate Planning Document for Participatory Governance Assessments (work plan) here

[13] See http://www.unredd.net/index.php?option=com_docman&task=doc_download&gid=5336&Itemid=53

This activity, undertaken by FAO and UNDP[14], will also benefit from work undertaken by UNEP[15] and will coordinate closely with the Global Legislators Organization (GLOBE) Legislator Forest Initiative on issues related to legal preparedness.

2.2.2. Training and tools for REDD+ governance policy reform

The UN-REDD Programme will develop tools and targeted support including:

- The development of tools to assess the capacity gaps and needs for implementing actors at the national and sub-national levels
- Training modules and technical support for policy making that uses results from PGAs, with targeted guidance to supporting policy makers in the use of governance data in policy-making processes as the main source of information
- Guidance and technical support for pro-poor and gender sensitive policy-making, including through guidance on the use of pro-poor and gender differentiated data to draft policies
- Periodic research and dissemination of policy options to strengthen law enforcement

This long-term activity will build on the outcomes of PGAs.

2.2.3. Support to integration of REDD+ strategies into low carbon, climate resilient development planning

Linking REDD+ policies to the Participating UN agencies' work to develop the capacity of national and sub-national governments to formulate, finance, and implement low-emission, climate-resilient development strategies will be key to ensuring that REDD+ efforts are integrated in larger development strategies.

2.2.4. Technical and policy support to UN-REDD Programme partner countries

The UN-REDD Programme will provide, as requested, technical and policy advice to UN-REDD Programme partner countries on issues identified as priorities. This will for example include support to integrating the above guidance into national programme design and work plans or larger national REDD+ strategies.

Output 2.3: Strengthened systems for addressing and respecting safeguards

References to Annex 1 safeguards in the Cancun Agreements spell out a strong, demand-driven case for UN-REDD Programme activities on safeguards, which provide support to REDD+ countries in: 1) promoting and respecting safeguards; and 2) providing systems of information on how they are addressed and respected. Delivery will be made through joint programming, with FAO informing compliance aspects of 71(d) and links to national monitoring systems and UNDP providing in-country support at the national level to deliver these systems of information, including through the provision of institutional capacity building. The three agencies will catalyze the engagement of their corporate actors to provide the substance of the elements that compose each safeguard issue, as per the areas they lead in (e.g. governance, ecosystem benefits, leakage, etc).

[14] Background analysis of REDD+ regulatory frameworks, UNDP & Terrestrial Carbon Group, June 2009
[15] Analysis of legal frameworks (UNEP DLC study), pending, 2011.

These activities will evolve as guidance from SBSTA is provided.

2.3.1. Practical guidance to support inclusive and consistent systems of information-sharing for safeguards

Article 71(d) of the Cancun Agreements calls for REDD+ countries to develop "a system for providing information on how the safeguards referred to in annex I to this decision are being addressed and respected". While specifics about these systems have not yet been defined, a number of guiding principles can be highlighted, such as:

- The system should respond to the Cancun Agreements, subsequent decisions of the COP and guidance developed by SBSTA.
- Data and information should be collected from the bottom up, so that all stakeholders affected by the safeguards, and in particular vulnerable groups, have an opportunity and ability to provide input and receive feedback on how their input has been addressed, as per the Harmonized Guidelines on Stakeholder Engagement in REDD+ Readiness.
- The systems should offer flexibility so that it is transparent and easily accessible by local as well as international stakeholders. It should take into account vernacular language and provide information in adequate and adapted formats.
- The system should build on existing systems for collecting and sharing information at the national level, building both on existing technical platforms when available and the support provided by the UN-REDD Programme.
- The system should provide information in an updated and timely manner as to facilitate rapid reaction if safeguards have not been respected.

Thanks to its experience and activities on i) stakeholder engagement ii) PGAs described in section 2.1 and the Guidance for the Provision of Information on REDD+ Governance; iii) FPIC; iv) social and environmental risk identification and mitigation approaches; and v) knowledge management, the UN-REDD Programme is well placed to provide guidance and support to establish such systems. In particular, such support will include:

- Guidance and consultations with a diversity of stakeholders on requirements and establishment of information systems
- Targeted support for linkages with civil-society-driven efforts and other processes
- Develop, and better connect and use, information and knowledge relevant to local stakeholders
- Communication of key messages and information to local arenas and processes
- Alliance building regionally and internationally
- Strengthening participation of local voices in international processes
- Dialogue on key issues of relevance for sustainable livelihoods in landscapes

In particular, UNDP will work with IP and civil society partners to develop participatory systems of information-sharing to support the manner in which the UN-REDD Programme's own principles, guidelines and procedures are being addressed and respected at the national level that all

stakeholders can implement. Training activities will be carried out with stakeholders (including IP, local communities and CSOs) to build their capacity to design and use these systems at the local and national level.

2.3.2. Knowledge products

Research and documentation of lessons learned and best practice on promoting and respecting safeguards, and on sharing information about these, will be produced and disseminated to facilitate capacity strengthening in these areas.

2.3.2 Policy and technical back stopping to UN-REDD Programme partner countries

The UN-REDD Programme will provide, as requested, targeted technical and policy advice to UN-REDD Programme partner countries on safeguards.

Output 2.4: Building capacity for effective forest management

As part of the UN-REDD Programme's work to promote the development of necessary national forest governance structures for successful implementation of REDD+, FAO in collaboration with UNDP will provide support for strengthening national institutions for effective forest management. This will be done through support to REDD+ through the National Forest Programme (NFP) Facility.

2.4.1. Support to REDD+ through the NFP Facility

The NFP Facility, hosted by FAO was established in 2002 in response to a call from the global forest community to support the implementation of their national forest programme as an important means to address forest issues in a comprehensive manner, including across sectors. In this regard, the NFP Facility assists countries to develop and implement programmes that address local needs and national priorities related to forests, in accordance with the internationally agreed principles of country leadership, stakeholder participation, and cross-sectoral collaboration. It stimulates the broad involvement of stakeholders (government and non-government) by providing grants to their participation in the development and implementation of NFPs, currently in 80 countries. This activity will link REDD+ issues into the stakeholder driven policy and governance-related processes led by the NFP Facility.

Output 2.5 Land tenure for REDD+

Land tenure is one governance issue for REDD+ and other climate change mitigation actions. This output will take in consideration good practices and experiences in different countries with diverse land tenure schemes, as well as studies about land tenure and rights to natural resources.

2.5.1. Consultations to gather lessons learned and share experience

To integrate experiences in countries with land tenure aspects and rights to the resources, consultations and lessons learned through the Voluntary Guidelines process[16] will help improve and adapt land tenure systems for REDD+.

[16] www.fao.org/nr/tenure/infores/voluntary-guidelines/en/

2.5.2. Development of voluntary operational guides

Operational guides will be developed, including different approaches that are best adapted to REDD+ countries in the process of improving land tenure systems for REDD+. The guides will be delivered as part of the whole governance work in the Global Programme.

Work area 3. Transparent, Equitable and Accountable Management of REDD+ Funds (UNDP lead agency)

Outcome 3: National systems for transparent, equitable, credible and accountable management of REDD+ funding are strengthened

Content and Rationale

One of the main prerequisites for national REDD+ systems to function effectively is for REDD+ countries to have the ability to receive, manage and redistribute REDD+ payments in a transparent, equitable and accountable manner. This is necessary in order to gain the confidence of international investors and local stakeholders alike, and will help ensure the delivery of emission reductions/carbon removal and the desired predictability of performance payments. Such confidence is needed to create a "virtuous circle" of performance and payments that may lead to improvements in the way forest resources are used and sustainable development outcomes.

Transparent, equitable, credible and accountable management includes a number of considerations, from the receipt of funds at the national level to their social impact on the ground. Key elements include:

- Whether the funds are managed by institutions with adequate accounting and fiduciary integrity to sustain the confidence of international investors and national stakeholders
- The way in which these funds reach the local rights holders and appropriate stakeholders through equitable and timely benefit distribution systems (BDS), ensuring that they continue to incentivize good forest stewardship while generating livelihoods and job opportunities;
- Reduction of risks that funds are captured through corrupt acts or by powerful elites that have shaped REDD+ policies and measures[17];
- Strengthened contribution to poverty-reduction from the distribution of REDD+ benefits, by building on inclusive growth approaches;
- The gender dimension of distributing REDD+ benefits is taken into account, with the aim of improving opportunities for women to participate in the process.

[17] See "Staying on Track; Tackling Corruption Risks in Climate Change", UNDP 2010. The REDD+ chapter details how policies and measures may be shaped to their advantage by powerful elites through "political capture".

Delivery Approach

Early Phase 1 efforts have focused on other aspects of REDD+ readiness, and there is currently limited guidance for REDD+ countries specifically tailored towards these elements. The UN-REDD Programme will assist to i) identify the critical risks and challenges; ii) develop guidance, through the elaboration and dissemination of tools; iii) provide policy and technical expertise and advice; iv) analyse and disseminate lessons learned and experiences, with an emphasis on facilitating South-South exchange; and v) provide support to UN-REDD Programme partner countries.

This outcome will evolve as an increasing number of countries progress through the phases of readiness[18] and constitutes support to article 73 of the Cancun Agreements. It will be fully integrated, both strategically and programmatically, with the work areas on national REDD+ governance systems and the engagement of IP, local communities and other relevant stakeholders, as well as the work led by UNEP on ensuring multiple benefits of forests and REDD+.

As the lead agency, UNDP will facilitate the engagement of partners to ensure this work area builds on existing relevant analyses, experience and initiatives. Within UNDP, the work will be delivered in part through the relevant units of the organization; including the Democratic Governance Group (with particular reference to the Programme on Anti-Corruption for Development Effectiveness), the Poverty Group (the International Policy Centre for Inclusive Growth), the Gender Unit, Regional Centres and the Regional Bureau. This work area is closely related to work areas on governance, stakeholder engagement and multiple benefits, and UNDP will seek to engage with the partners already referred to in these sections. UNDP offers an expertise in supporting countries with developing fiduciary standards for fund management, assessing poverty and social impacts of policy change, designing equitable benefit distribution and payment mechanisms, and mainstreaming gender issues.

Description of Outputs

Output 3.1: Trusted national fiduciary systems for performance-based payments

Under a UNFCCC-based REDD+ mechanism, REDD+ payments are estimated to reach US$30 billion a year by 2020. As stated in the REDD+ Institutional Options Assessment report[19], *"the results-based character of REDD+ requires the formulation of criteria and indicators that allow the determination of performance and the eligibility for incentives. Standard setting includes the development of fiduciary criteria."*

REDD+ countries will have to develop and demonstrate sound fiduciary systems for receiving and disbursing funds[20], e.g. systems that are sufficiently efficient and transparent to foster confidence by international investors.

[18] Outcome of the work of the UNFCCC's Ad Hoc Working Group on Long-Term Cooperative Action under the Convention, paragraph 73, COP16, 2010.

[19] REDD Institutional Options Assessment Report, Meridian institute, 2009

[20] Ibid

3.1.1. Guidance on capacity building for fiduciary standards for receiving and disbursement of funds

Practical guidance and assistance will be provided to developing countries REDD+ bodies in determining where and how they need to enhance capacities to be able to assume the role of fiduciary agent for REDD+ funds. This role will include receiving funds upon demonstrated performance, allocating and disbursing them, and monitor the use of resources. UN-REDD Programme support will be catalyzed through:

- Studies on existing and emerging fiduciary standards and funding mechanisms, such as the Green Climate Fund, and fiscal transparency initiatives [21]
- An initial mapping of case studies on how independent public funds operate and what standards have been applied for transparent budget systems and performance-oriented budgets
- The development of, or guidance to adapt, fiduciary principles for international and national bodies to be accredited as implementing partners, operating entities, and national implementing agencies; and guidance on fiscal transparency
- The development of tools to assess the capacity for the institution that will receive REDD+ funds, and to develop capacity development and transition plans.

Through this guidance, emphasis will be placed on supporting REDD+ funding instruments at the national level that are positioned in relation to other climate change funding instruments, so as to design REDD+ instruments in a broader climate change funding context and support coordination of funding.

3.1.2. Training on budget oversight and monitoring

Involving different actors for budget oversight systems can greatly contribute to the efficiency and transparency of fiduciary systems and multi-stakeholder processes can greatly enhance the sustainability of oversight mechanisms. Activities may include:

- Guidelines and training modules to strengthen the rights of parliamentarians in budget preparation and review processes[22] and application for REDD+
- Training modules for audit agencies
- Guidance on citizen monitoring of budget, taking stock of existing in-country experiences supported by UNDP and partners[23]

3.1.3. Knowledge, coordination and support to National Programmes

Knowledge products on case studies and good practices will be produced as countries establish and strengthen their fiduciary arrangements and inform broader knowledge sharing support.

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[21] Such as the reconciliation of payments and revenues. See Guidance Framework for the provision of Information on REDD+ Governance , UN-REDD & Chatham House 2011

[22] See Preventing Corruption: UNCAC Toolkit for Parliamentarians: Summary Version

A Joint Project by UNDP Oslo Governance Centre and the Global Organization of Parliamentarians Against Corruption (GOPAC) at http://www.gopacnetwork.org/Docs/UNCAC/UNCACToolkit3May2010Short_en.pdf

[23] Mozambique and Nigeria, among others, have successfully experience such model with UN support, and in DRC UNDP is supporting such mechanism. See http://www.fordham.edu/academics/programs_at_fordham_/international_politi1/unicef_collaboration/international_databa/africa/mozambique_profile_76519.asp

Output 3.2: Transparent, equitable and accountable benefit distribution systems

Benefit distribution systems (BDS) will have to be equitable, transparent and accountable for REDD+ to succeed. They will have to deliver sufficient levels of predictable payments for forest resource users to feel confident that it is in their interest to change their behaviour, and be clarified in Phase 2 of readiness. In 2009, Viet Nam's UN-REDD National Programme produced the first study to consider requirements for a REDD+ compliant benefit distribution system. Further guidance that can be adapted to a broader set of country situations needs to be developed.

While this output is focused on benefit distribution systems, it will be pursued in conjunction with activities described under the "National REDD+ governance systems" output, in particular when output delivery is done through targeted support.

3.2.1. Guidance on institutional frameworks for benefits distribution systems (BDS)

To provide guidance on what institutional frameworks are conducive to good BDS and how to adapt existing mechanisms to REDD+ BDS, indicative activities include:

- Case studies on existing or developing benefit distribution system with a focus on transparency and accountability in several aspects, that will examine how beneficiaries are identified; and how this is linked to the creation and attribution of carbon and/or land rights[24]; the impact assessment of laws[25] (for example which laws are hard to comply with or difficult to understand for local stakeholders); the shape and nature of benefits and resource allocations; the number of hierarchical levels at which revenues are managed[26]; the existence or absence of recourse mechanisms when corrupt behaviour occurs
- From these, derive guidance on appropriate institutional systems for BDS for REDD+ strategies, including: guidance on minimum requirements for designation of beneficiaries; tenure minimum requirements; oversight frameworks; access to information; law enforcement; and institutional frameworks
- Support integration of this guidance in UN-REDD National Programmes and REDD+ national strategies

This output will draw from broader guidance on institutional framework described under Outcome 2 in particular on supporting strengthened frameworks for implementing REDD+ policies and measures.

3.2.2. Technical and policy support to countries

Support and expert advice will be provided to ensure that guidance on benefit distribution systems is integrated in REDD+ national strategies, policies and measures, on a per-demand basis.

[24] A GTZ publication on "Preventing Corruption in Resource Allocation" (http://www.gtz.de/de/dokumente/en-corruption-and-resources.pdf) identifies some of the weak points where corruption can thrive within the land tenure system both at the national systemic level and at the local or implementation level.

[25] Ibid

[26] See Design of a REDD-Compliant Benefit Distribution System for Viet Nam, UN-REDD Programme, 2010

3.2.3. Information on other existing transaction systems in the land-based sector to create synergies with REDD+ payments

FAO will provide its expertise in analyzing land based transaction systems (including agriculture) of relevance to REDD+ payments.

Output 3.3: Corruption risks in REDD+

The vast majority of REDD+ countries is party or signatory to the United Nations Convention Against Corruption. Diverse actors and coordinated multi-stakeholder processes are necessary to prevent and combat corruption in REDD+. Anti-corruption actors range from the high institutional level, with national REDD+ counterparts and anti-corruption commissions to the grassroots level, with local civil society actors, local governance actors and law enforcement officers.

Outputs to support this outcome draw from the UN-REDD Programme Anti-corruption draft scope of work[27] and will draw on the considerable expertise of the Anti-corruption service area of UNDP's Democratic Governance Group.

As corruption risks exist at all stages of REDD+ readiness and implementation[28], these activities will be prioritized.

3.3.1. Guidance on identifying and prioritizing corruption risks in national contexts

Building on UNDP's report "Staying on Track: Tackling Corruption Risks in Climate Change", the UN-REDD Global Programme will provide expert guidance and advice to support efforts to identify and prioritize corruption risks in particular national contexts. This targeted support will offer analysis and strategies that analyze corruption in the context of the wider political economy of public sector governance in a given country[29]. These political economy analyses, corruption risk assessment and policy guidance will be delivered, when appropriate and upon request, in conjunction with PGAs for REDD+ described under Outcome 2[30].

3.3.2. Methodologies and tools for training of REDD+ national counterparts

Training and guidance for UN-REDD Programme management units will be provided in UN-REDD partner countries. Towards this end, regional workshops will be organized with a triple objective of:

- Awareness raising
- Promotion of tools that foster an anti-corruption mindset, such as a code of conduct, transparent management and prohibition of conflict of interest, and guidance on their application in REDD+ institutional structures
- Progressively over five years, the promotion of South-South exchange of best practices and lessons learned

[27] www.unredd.net/index.php?option=com_docman&task=doc_download&gid=3988&Itemid=53.

[28] "Staying on Track; Tackling Corruption Risks in Climate Change", UNDP 2010

[29] UN AC toolkit

[30] See "National REDD+ governance : Objectives for the Global Programme 2011-2015"

3.3.3. Guidance to Anti-Corruption Commissions or units for engagement in REDD+

A growing number of countries have established centralized and specialized agencies explicitly entrusted with combating corruption. Such is the case in UN-REDD Programme partner countries Indonesia (KPK), the Philippines (office of the Ombudsman), Ecuador (Anti-Corruption Commission of Ecuador), Tanzania (Prevention of Corruption Bureau), Zambia and others. Ensuring that national REDD+ strategies are linked to any existing anti-corruption frameworks, including national anti-corruption commissions, will be key to combating corruption in REDD+.[31]

Activities shall include support for anti-corruption commissions to design and implement anti-corruption initiatives in REDD+, through:

- Development and dissemination of REDD+ awareness materials for Anti-Corruption Commissions
- Guidance on selecting most appropriate entry points for REDD+ in activities of anti-corruption commissions (awareness, prevention and/or enforcement)
- Targeted support for anti-corruption commissions to organize dialogues on transparency and accountability with a diverse range of REDD+ stakeholders
- Regional dialogues between anti-corruption commissions actors to enhance awareness and cooperation

3.3.4. Capacity-building and support for civil society monitoring of corruption in REDD+ activities

Engagement of civil society, including IP and other forest-dependent communities, starting with awareness-raising and capacity building, allows addressing the demand side of oversight, transparency and accountability. The UN Convention Against Corruption (UNCAC) calls upon state Parties to develop and implement effective, coordinated anti-corruption policies that promote the participation of civil society. A U4[32] study highlights that "Anti-corruption initiatives should [therefore] seek broad stakeholder engagement in formulating specific initiatives and in monitoring the effectiveness of their implementation"[33], and a report by UNDP's Asia Pacific centre on UNCAC gap analysis emphasizes that "facilitating the role of CSOs and media in promoting anti-corruption efforts should be part of any capacity development programme." [34] More specifically on REDD+, the need for capacity building and support for NGOs in combating corruption has been recently highlighted.[35]

Activities will build on PACDE's work to ensure that key global and national civil society partners engaged in REDD+ processes participate in preventing and curbing corruption, with a focus on civil society oversight and feedback. Activities shall include:

- Guidance for capacity assessment of non-governmental organizations for anti-corruption in REDD+, building on UNDP's guide to assess CSOs, and a related user guide on NGO selecting,

[31] "Staying on Track – Tackling corruption risks in Climate Change" UNDP 2010, at pp 46
[32] U4 Anti-Corruption Resource Center, see www.u4.no
[33] "The status of information on corruption in the forestry sector "U4 Expert Answer. 2010 http://www.u4.no/helpdesk/helpdesk/query.cfm?id=227
[34] "Going Beyond the Minimum : UNCAC Gap Analyses and UNDP Internal Integrity" UNDP 2010
[35] Staying on Track – Tackling corruption risks in Climate Change" UNDP 2010, at pp 46

monitoring and oversight activities that makes best use of the capacities described above, and how best to strengthen capacity where gaps are identified

- Regional anti-corruption capacity building trainings for civil society, aiming to: 1) raise awareness on different corruption risks in REDD+ and the role of civil society; 2) promote existing tools adapted for civil society; and 3) promote harmonization and linkages
- Support to the establishment and management of online communities of practice on anti-corruption and REDD+

As is the case for all activities that involve capacity building for civil society, this activity will be delivered at the regional level and in countries, as requested, in conjunction with trainings for civil society and linked to output 4.3.

3.3.5. Guidance for involving local governance institutions in anti-corruption activities

Many elements of anti-corruption strategies, even when conceived and planned at the national level must be implemented willingly at the local level to be effective. While local capacity development for decentralized governance has attracted in the past considerable attention from the international community, assessing capacities and capabilities can remain challenging. Because of their links to the benefit distribution systems and to local communities, strengthening local governance institutions are of particular relevance to REDD+ activities.

Recognizing that decentralization systems vary widely between regions and countries, and in order to strengthen the capacity of local governance actors, activities are proposed to include:

- Guidance materials on the role of local governance in tackling corruption in REDD+, starting with case studies on the role of local governance in curbing corruption in different decentralization contexts
- A toolkit for assessing and developing the capacities of local governance and institutions for anti-corruption activities in REDD+
- Ongoing documentation of success stories and lessons learned

3.3.6. Policy advice for legal frameworks and instruments to combat corruption in REDD+

First, the right to information is an important tool to increase transparency and combat corruption. The promotion and protection of both access to information and flow of information that exist between constituents government, parliament, community groups, civil society organizations and the private sector are of equal importance[36]. Access to information on REDD+ should include both active public disclosure of information, such as REDD+ applications, approvals, finance received and disbursed, land-use zoning processes and responsive measures where the public requests information under freedom of information laws. In order to support these efforts for access to information, Global Programme activities ought to include:

- Guidelines on freedom of information (FOI) laws in shaping accountable and transparent REDD+ policies. These may cover topics such as zoning decisions, applications for rezoning, benefit distribution systems, enforcement actions and protection for whistleblowers

[36] "Access to information : Practice Note " UNDP 2003
http://www.undp.org/oslocentre/docs03/access_to_information_practice_note.pdf

- Tools to assess the strengths and weaknesses of proposed legislation on media and access to information

Second, anti-corruption provisions in REDD+ decrees and laws will contribute to the sustainability of such measures, as well as implementation of measures to make, under domestic law, corruption a criminal offense. In order to support these efforts, UNDP proposes to provide targeted support for inclusion of such provisions, followed by documentation and comparative analysis of such efforts at the national level.

Third, training of the judiciary to prepare for and handle REDD+-related crimes will play an important role in strengthening frameworks for anti-corruption in REDD+. Activities under this output will include the development of modules and tools for judicial education on REDD+ and corruption risks that can be addressed at the national level. Note that this activity will be appropriately linked to the support of anti-corruption bodies described in output 3.3 and the development and support to the application of recourse mechanisms undertaken by UNDP under work area 4.[37]

Finally, the UN-REDD Global Programme will seek to work in partnership with other players within UNDP and other UN entities, including the United Nations office on Drugs and Crime (UNODC), to integrate their approach into UN-REDD Programme activities including through joint missions and contribution to UNODC training materials. In addition and upon request targeted support will be provided.

3.3.7. Coordination and engagement with global and regional anti-corruption processes on REDD+
As national and regional REDD+ strategies emerge, it will be particularly important to ensure that REDD+ anti-corruption activities are coordinated at the regional and international level. This is necessary to avoid leakage of some corrupt activities from one forested land or country to another where standards and enforcement are weaker, to enable and protect anti-corruption actors and to identify areas where transnational cooperation is needed.

3.3.8. Policy and technical advice to National Programmes
UNDP will provide, as requested, backstopping expert technical and policy advice to UN-REDD countries on issues identified as priorities.

Output 3.4: REDD+ benefits strengthen equity and poverty reduction

A number of provisions in the REDD+ section of the Cancun Agreements refer to livelihoods and social impact, stating that that forest mitigation actions should be implemented in the context of sustainable development and reducing poverty[38], and promote and respect safeguards to "enhance other social and environmental benefits, (taking into account the need for sustainable livelihoods of Indigenous Peoples and local communities)."[39] REDD+ policies and measures should support sustainable alternatives to existing uses of forest resources that contribute lasting, equitable and

[37] See "National REDD+ Governance Systems: Objectives for the Global Programme" 2011-2015
[38] Annex 1, article 1(g)
[39] Annex 1, article 2(e)

employment–creating development benefits to forest communities and the economies of developing countries.

To support this output, the UN-REDD Global Programme will contribute to the operationalization of the livelihoods-related standards and safeguards elaborated under the UNFCCC, and will seek to draw on the expertise of UNDP's Poverty Group and its International Policy Centre for Inclusive Growth. These outputs will be linked to UNEP's work on multiple benefits and strengthened investment strategies.

3.4.1. Guidance on REDD+ contribution to inclusive development outcomes and social protection

Monetary incentives for local stakeholders may not be in all cases sufficient or adequate to enable a change in current uses of forest resources, and the social value of income-generating activities cannot be neglected. Closely linked with activities under work area 6, the Global Programme proposes to:

- Examine lessons learned from incentives schemes such as conditional cash transfers or employment programs, and in particular how such systems have been structured in a manner that generates sufficient confidence to enact change
- Derive guidance on ensuring that REDD+ incentives lead to inclusive, job-creating development outcomes, taking into account gender considerations and within a human rights framework
- Develop adaptable costing and planning tools

3.4.2. Regional coordination and knowledge products

- Bringing countries together to find South-South solutions, so that a change in income-generating activities in one country contributes to a tailored solution in surrounding ones.

5.4.3. Policy and technical advice to partner countries

The UN-REDD Programme will provide, as requested, technical and policy advice to UN-REDD Programme partner countries on issues identified as priorities.

Output 3.5: Women's participation in national REDD+ systems

The Cancun Agreements specifically request developing countries parties to address gender considerations in developing their REDD+ national strategies[40], and make clear that capacity building support should take into consideration gender aspects[41]. Incorporating gender perspectives into REDD+ systems and ensuring that women's unique knowledge and skills are incorporated into national frameworks will not only benefit the women and men directly involved, but can also lead to more efficient, equitable and sustainable outcomes.[42] The ways in which finance for REDD+ will affect local men and women will influence benefit payments, how benefits flow to local communities and how funding decisions are made[43].

[40] Article 72
[41] Article 130
[42] Business case for gender in REDD+, UN-REDD Programme, forthcoming.
[43] Briefs on gender and climate fund: REDD, UNDP/GGCA 2009

The UN-REDD Programme will continue to draw from the expertise of UNDP's Gender Division and its cooperation with local grassroots gender organizations. Other possible partners include the Global Initiative on Women and REDD+ (WOCAN). Building up on the "Business case for gender in REDD+[44]" and practical guidance currently under development, the following activities will be undertaken.

3.5.1. Guidance on corruption impacts on women and other vulnerable groups

Women and vulnerable groups, including IP and forest dependent local communities, are likely to be disproportionally affected by corruption in REDD+. Guidance on the elaboration of pro-poor and gender differentiated policies will be provided, such as:

- Pro-poor and gender differentiated analysis of corruption impact on REDD+ activities
- Good practice guidance and case studies on policy measures to address these risks

3.5.2. Guidance on Gender in benefit distribution systems

Because of gender roles in natural resource management systems, women will be differentially affected by benefit distribution systems. To better understand this impact and support distribution systems that take into account the specific roles and effects on women, proposed activities include:

- Analysis of gender differentiated impacts of different models for payment/benefit distribution (e.g. conditional cash transfers, PES, access to benefit sharing under the Convention on Biological Diversity, etc)
- Operational guidelines for including women's grassroots voices in the design of benefit distribution systems
- Good Practice Guidance for Gender in BDS for REDD+
- Documenting and disseminating experiences and lessons learned

3.5.3. Integration of Gender issues into guidelines for the UN-REDD Programme

The integration of gender issues into guidelines for the UN-REDD Programme will be a significant step to demonstrate the importance and impact that gender-sensitive policies can have. This work includes integration of such guidance in the UN-REDD Programme's Operational Guidance on Engagement of IP and forest dependent communities, its National Programme Guidance, the National Programme Document Template, and guidance note for gender inclusion in conducting participatory governance assessments for REDD+[45] and overall monitoring frameworks[46].

3.5.4. Expert support to partner countries

For new partner countries, the Global Programme will provide expert support and advice to National Programmes in the development, elaboration and implementation phases of UN-REDD National Programme, as to identify entry points to mainstream gender activities in REDD+ readiness activities. Other countries will benefit from such technical and policy advice in the elaboration of their REDD+ strategies, policies and measures. This support may be enacted through the utilization of the gender

[44] UN-REDD Programme, expected publication date early 2011

[45] See National REDD+ Governance system 5 year Global Programme results framework corresponding 5 year outline

[46] See work area on "MRV and monitoring"

equality criterion of the UN-REDD Programme Social and Environmental Principles and Criteria framework.

Women's participation is a cross cutting issue that will permeate all strategic outcomes of the UN-REDD Programme. Therefore expert support will not be limited to the specific work area on "Transparent, Equitable and Accountable Management of REDD+ Funds" but can be provided to and inform other outcomes, such as the stakeholder reengagement area led by UNDP and the "catalyzing transformation" work area led by UNEP.

Work area 4. Engagement of Indigenous Peoples, Local Communities and Other Relevant Stakeholders (UNDP lead agency)

Outcome 4: Indigenous Peoples, local communities, civil society organizations and other stakeholders participate effectively in national and international REDD+ decision-making, strategy development and implementation

Content and Rationale

Efforts to reduce emissions from deforestation and forest degradation will only succeed with the meaningful engagement of stakeholders that rely directly on forests for their livelihoods as well as CSOs. The UN-REDD Programme is therefore committed to supporting the full and effective engagement of IP, local communities and other forest dependent communities, including women, and CSOs and other relevant stakeholders in national and international REDD+ fora and initiatives, and assisting national and international REDD+ processes to establish transparent and accountable REDD+ guidelines and strategies that recognize and respect the rights of, and respond to the concerns of, these stakeholders. This must be carried out in a manner that fulfils the requirements set forth in the UN conventions and declarations on rights and participation, and the safeguards articulated for specific application to REDD+, such as those under the UNFCCC negotiations. These requirements were most recently affirmed in the Draft Decision of the AWG-LCA under the Cancun Agreements, which call for the "full and effective participation of relevant stakeholders, in particular, Indigenous Peoples and local communities."[47]

Promoting civil society, civic engagement, and citizen action for participatory democracy and development in achieving programmatic goals is integral to UNDP's work[48]. UNDP is also committed to a human rights based approach to development and unequivocal in its belief that "ensuring the engagement of IP and their organizations is critical in preventing and resolving conflict, enhancing democratic governance, reducing poverty and sustainably managing the environment."[49] UNDP's contribution to the UN-REDD Programme therefore brings with it a strong commitment to and a

[47] http://unfccc.int/files/meetings/cop_16/application/pdf/cop16_lca.pdf
[48] http://www.undp.org/partners/civil_society/publications/UNDP_Civil_Society_Fast_Facts_2009.pdf
[49] http://www.undp.org/partners/civil_society/publications/policies_and_strategic_documents/UNDP_and_Indigenous_Peoples_A_Practice_Note_On_Engagement_2001.pdf

wealth of experience in supporting the participation of IP and civil society in governance and development.

Delivery Approach

During the Quick Start phase, the UN-REDD Programme has developed the *Operational Guidance on the Engagement of Indigenous Peoples and other Forest Dependent Communities* (herewith referred to as the *Operational Guidance*), which builds on UN policies and guidelines on participation, transparency, and accountability, and articulates specific arrangements to apply these principles to readiness and REDD+ programming. In addition, the UN-REDD Programme is facilitating the development of guidelines to seek the FPIC of IP and other forest dependent communities, and to provide an effective recourse mechanism for stakeholders participating in readiness and REDD+ initiatives. The experience gained in assisting countries to implement the *Operational Guidance* is contributing to a body of knowledge on the participation and engagement of stakeholders that will position countries participating in the UN-REDD Programme to engage effectively in the REDD+ process. More recently, the UN-REDD Programme has collaborated with the FCPF to harmonize stakeholder engagement standards in order to develop one common set of guidelines for both initiatives. This has resulted in the development of joint Guidelines on Stakeholder Engagement in REDD+ Readiness With a Focus on the Participation of Indigenous Peoples and Other Forest-Dependent Communities.

Policies and activities at the national and international level will continue to support the participation of IP, other forest dependent communities and civil society in national readiness and REDD+ processes in accordance with: 1) the joint Guidelines on Stakeholder Engagement in REDD+ Readiness and social standards; 2) negotiated REDD+ safeguards arrangements; and 3) a country's commitment to the national application of existing rights, conventions and declarations. Activities over the next two years will focus on supporting the operationalization of these guidelines and principles on the ground through providing support to stakeholders and governments. Partnerships with local/national authorities and local/national/international CSOs will also provide a means for coordinating the full range of readiness and REDD+ activities and linking these to national and international stakeholder engagement processes.

To achieve its goals, this work area will focus on the main outcome and associated outputs listed below. These reflect the needs and advice of IP, local communities, and CSOs that the UN-REDD Programme has received in meetings, exchanges and consultations with these stakeholders[50].

Output 4.1: Indigenous Peoples, local communities, civil society organizations, and other relevant stakeholders are informed of national and international REDD+ processes, policies and activities.

In order to be able to engage effectively, stakeholders must be well-informed of the aspects of REDD+ readiness. To facilitate this, support from the UN-REDD Global Programme will be catalyzed through the following activities:

[50] Most recently during the UN-REDD Programme and Indigenous Peoples and Local Communities Africa Regional Workshop on FPIC held in Arusha, Tanzania (January 2011).

4.1.1. Support UN-REDD Country Teams/National Programmes to inform IP, local communities and civil society stakeholders on REDD+

The Global Programme will provide support by collating, analyzing and synthesizing factual, unbiased information on REDD+ that can be used to develop a package of information, including tools, pictures, and video appropriate to specific community contexts that can be used by country teams. Linkages will be made to resources, organizations, networks or consortiums that already compile and/or provide such information to avoid overlap.

The Global Programme will also make information related to stakeholder engagement regularly available on its website, in newsletters and other media.

4.1.2. Document, analyze and synthesize best practice and lessons learned in stakeholder engagement

Activities under this area will include analyzing National Programmes to develop specific case studies on best practice examples of stakeholder engagement and collating case studies on a variety of topics (including but not limited to the underlying drivers of deforestation on indigenous territories; community-level decision making structures; how IP and local communities are using traditional knowledge to protect forests and ways to support this; differences among IP groups (e.g. pastoralists, baka pygmies) and how climate change affects them differently, etc.). One of the approaches used to produce the studies would be to involve communities in the process and enable them to carry out participatory research in the preparation of the case studies.

4.1.3. Communicate best practice, lessons learned, and UN-REDD Programme positions and progress on IP, local community and civil society participation to stakeholders, partners and donors

Through documenting and sharing best practice in stakeholder engagement with partner countries, and more broadly with the REDD+ community, this activity will contribute to multiplying impacts and ensuring the adoption of best practice. This area will link to Outcome 7 (on knowledge management) in order to develop a coherent and comprehensive communication strategy for stakeholder engagement, including the development of a comprehensive website and communication materials such as brochures, pamphlets and posters.

The UN-REDD Programme will also continue its active engagement in international, regional and national fora to share its approach to and progress in stakeholder engagement and to share best practice with the international community, for example in REDD+ Partnership activities and other relevant REDD+ fora and information exchanges.

4.1.4. Facilitate South-South experience and knowledge exchange for IP, local communities and civil society stakeholders

Indigenous Peoples and local communities place a high value on sharing experiences. In order to facilitate learning, this activity area will focus on enabling information and experience exchange visits or meetings among representatives and/or organizations from different countries on a variety of issues, for example by facilitating meetings at global forums such as UNFCCC meetings and other relevant fora that provides an opportunity to bring together IP and CSO groups.

4.1.5. Coordinate efforts in stakeholder engagement with other multi-lateral REDD+ initiatives and CSO partners

The UN-REDD Programme is leveraging relationships with a broad range of agencies and actors and engaging with a variety of initiatives and networks, such as the Alliance for Building Capacity for REDD+ and others, to ensure that stakeholders at each level are informed on the progress of REDD+ readiness. It is also co-ordinating and collaborating with FCPF, FIP and other formal partners on issues of stakeholder engagement in REDD+. It will also aim to provide an overview of REDD+ activities on stakeholder engagement being conducted by a range of actors outside of UN-REDD Programme's formal partnerships in order to support coherence, encourage the up-scaling of results, avoid replication and support a community of practice based on this overview to improve the efficiency of REDD+ through sharing knowledge, developing tools and promoting best practice across the wider REDD+ network.

4.1.6. Support IP and civil society Policy Board members to ensure IP, local communities and civil society are informed of, and their opinions communicated back into, UN-REDD Programme activities, procedures and decisions

The UN-REDD Programme is making funding available to all IP and CSO Policy Board representatives to be able to effectively leverage their position to share and gather information and create two-way channels with stakeholders on the ground. This support is intended to enable those representatives to initiate and carry out or join country missions, organize meetings and consultations, and otherwise communicate with their constituencies, in addition to enable them to produce and disseminate reports and informational material in the appropriate language. Funding is also made available for a coordination meeting of all IP/CSO representatives one day before Policy Board meetings so they can strategize, align and prepare for their participation.

Output 4.2: Principles, guidelines and procedures for stakeholder engagement in national and international REDD+ processes developed through inclusive consultation

A core area of the UN-REDD Programme's work has been to develop standardized guidance materials in order to support activities at the national and international level to adhere to principles of stakeholder engagement and human rights based approaches. Building on its work over the past three years in these areas, activities under the Global Programme will include the following:

4.2.1. Develop principles, guidelines and procedures to address stakeholder engagement needs (e.g., FPIC, recourse mechanisms, traditional knowledge, community based monitoring of carbon/non-carbon etc)

Under this activity, the Programme will convene consultations to identify and prioritize needs and receive technical input on the development of principles, guidelines and procedures, and will facilitate the review and testing of the latter to ensure they are relevant and can be operationalized.

To amplify this area, the focus on harmonization with FCPF and other relevant initiatives such as FIP, UNFCCC, UNDRIP, and others, will be maintained. For example, in the case of carbon and non-carbon information systems, this activity would refer to the ability of IP and local communities to directly participate in and contribute their traditional knowledge to strengthen REDD+ information systems (e.g. linking closely to activities under output 1.5). Other key activities will include support to PGA processes to ensure that all stakeholders are equally represented and engaged.

4.2.2. Develop and disseminate associated tools, methodologies and materials to support the application of these principles, guidelines and procedures

To ensure that principles, guidelines and procedures are accessible, clear and easy to implement, the Programme will collaborate with technical organizations and partners to develop curriculum/training materials, to produce associated publications and printed material and to disseminate these materials to ensure coherent application.

Output 4.3: Support for the implementation of effective stakeholder engagement practices and guidelines in REDD+ countries

The Global Programme will support the implementation of its guidance on stakeholder engagement through work with UN-REDD Programme counterparts at the regional and country level. Activities will include the analysis of National Programme design and activity implementation to ensure coherence with stakeholder engagement guidance; support to the development of national protocols for the implementation of FPIC; and support to the development of recourse provisions at the global, regional, national, and local levels.

4.3.1. Technical support to countries (including government; UN-REDD National Programmes and staff; country office staff; IP and civil society representatives; UN-REDD Programme staff at the regional level) to integrate principles, guidelines and procedures into UN-REDD Programme activities

The Global Programme will deliver support to National Programmes to ensure that stakeholder engagement principles, guidelines and procedures are effectively understood and incorporated into policies and activities. Systems to mainstream the implementation of stakeholder engagement principles, guidelines and procedures will be integrated in programmatic procedures. This will include the incorporation of these into: 1) National Programme Guidelines; 2) the Independent Technical Review process; and 3) the final evaluation framework for National Programmes.

National stakeholder engagement processes will be supported through the recruitment of dedicated regional staff responsible for coordinating activities related to stakeholder engagement, the application of operational guidelines, and liaising with IP and CSO networks in the region and countries. This will also include equipping UN agencies involved in the implementation of UN-REDD Programme activities with the understanding and skills to effectively support stakeholder engagement. Specific support will be provided to government counterparts in UN-REDD Programme partner countries to implement the Guidance Note on Stakeholder Engagement, including those on FPIC and Recourse Mechanisms.

A series of regional workshops will be held to sensitize government counterparts to stakeholder engagement issues and build their capacity to mainstream the principles and guidelines in national REDD+ activities. This will be based on a capacity analysis of country level institutions and agencies. These capacity building activities will be coordinated with other similar initiatives under the Global Programme, including: National-level capacity development and training carried out by FAO to support participatory carbon monitoring under output 1.5; PGA capacity building activities carried out under output 2.1.1; stakeholder engagement aspects of REDD+ integration into NFP processes under output 2.2.3; capacity building on monitoring corruption in REDD+ under output 3.3.4; and

capacity building and convening activities on ensuring and safeguarding multiple benefits under output 5.4.2. Activities to incorporate stakeholder engagement principles, guidelines and procedures into national policies and legislation will also be encouraged and supported in order to develop an enabling environment for stakeholder engagement.

4.3.2. Support the development and application of recourse mechanisms to ensure effective and appropriate grievance and complaint channels

Recourse mechanisms elaborated in the guidance developed by the UN-REDD Programme will need to be operationalized in order to support key stakeholder engagement processes, such as FPIC. This activity will specifically focus on:

- The identification of appropriate institutions and mechanisms for grievance and complaints, including local and traditional institutions, and the development of links with UN-REDD Programme activities
- Associated capacity-building activities to be conducted with these recourse institutions as well as with IP, local communities, CSOs and government stakeholders
- The development of case studies and best practice guidance on recourse mechanisms for the UN-REDD Programme

Links will be made to work area 2 on governance, to capitalize on synergies and ensure there is no overlap.

Output 4.4: Stakeholders are supported to engage in and influence national and international REDD+ processes

The UN-REDD Programme recognizes that IP, local community and civil society stakeholders have historically found it difficult to enter decision-making processes. Supporting the participation of under-represented groups in key decision-making processes at the national and international level has been a key focus of the Global Programme over the last three years. Over the next 5 years, the Global Programme will seek to build upon this work to systematically improve the ability of key stakeholders to engage in decision-making processes. Firstly, the capacity of stakeholders to understand and engage in REDD+ will be increased through targeted training and capacity building activities. Secondly, stakeholders will be directly supported to participate in major REDD+ decision-making fora. Additionally, the Global Programme will support South-South information sharing to strengthen stakeholder networks and support better coordination.

4.4.1. Support targeted training and capacity building of IP, local community and civil society stakeholders on REDD+ and rights

The Global Programme will work with partners to strengthen the capacity of IP, local community and civil society stakeholders to understand the underlying issues and processes that shape decision-making on REDD+. This will include sensitization to key concepts and rights (e.g., the right to FPIC; the provisions of the UNDRIP; national and international IP and local community rights; participatory monitoring in relation to outputs 1.1 and 1.4; PGAs under output 2.1.1; IP, local community and CSO engagement in systems of information on corruption under output 3.3.4) as well as training in methodologies and tools to exert influence (e.g. negotiation skills, legal training etc).

4.4.2. Support IP, local community and civil society stakeholders' participation in regional and international REDD+ processes (e.g. CBD, UNFCCC, UNPFII, UN-REDD Programme meetings, etc)

The Global Programme will support key stakeholders to attend and actively participate in regional and international processes that are relevant to REDD+. Activities will include support to stakeholders to assist them in carrying out preparatory actions in advance of consultations and decision-making processes, such as the analysis of official REDD+ documents and proposals. In addition, participating stakeholder representatives will be supported to feed information back to their constituent communities and organizations. Some of this work will be carried out through providing support to IP and CSO representatives to the UN-REDD Programme Policy Board, to ensure that they have access to the information and fora necessary to carry out their duties and responsibilities effectively (as outlined in output 3.1). It will seek to ensure continuity of representation and to strengthen existing institutions, networks and organizations in a systematic manner. In support of this work, the Global Programme has focused on the development of strategic entry points to support stakeholder engagement. This has included the creation of IP and CSO seats on the UN-REDD Programme Policy Board and IP, local community and CSO representation on national REDD+ decision-making bodies. The Global Programme will build upon this to ensure that new and existing decision-making bodies are supported to include representation from key stakeholders.

4.4.3. Facilitate IP, local community and civil society stakeholder consultations at the national, regional and international level to share and develop approaches to shape national and international REDD+ processes and policies

Since its inception, the UN-REDD Programme has been organizing meetings, consultations, workshops and dialogues with IP and CSOs, recognizing the importance of listening to the needs of IP and CSOs who are working on the ground, in order to align and ground-truth its work with those constituencies. For example, in 2010-2011, the Programme carried out a series of three regional consultations with IP, local community and CSO representatives focused on the elaboration of the right to FPIC and Recourse Mechanisms for the UN-REDD Programme. As convening IP, local community and CSO stakeholders is crucial for gathering their inputs and sharing information, the Global Programme will continue to support this area of work, expanding the focus of consultations to incorporate emerging areas of interest in REDD+ (e.g. traditional knowledge, PGAs, participatory MRV, implications of scenarios for transformation, in conjunction with output 4.5, etc).

Recognizing the fact that IP and local communities place a high value on sharing experiences, this activity area will also focus on enabling information and experience exchange visits or meetings among representatives and/or organizations from different countries on a variety of issues, for example by supporting meetings at global forums such as UNFCCC meetings and other relevant fora that provides an opportunity to bring together IP and CSOs.

Output 4.5: Broader multi-stakeholder processes on key aspects of REDD+ readiness to build consensus and transform economic systems are supported

The private sector will have a key role to play in ensuring that REDD+ delivers the multiple benefits for climate, development and conservation throughout all the phases of REDD+. This output therefore focuses firstly on engaging the private sector, and especially private sector finance institutions, in REDD+ so that they understand its opportunities and its implications for the way business is and should be done, in a greener economy. This output also deals with the kinds of multi-stakeholder processes that will be required if transformative processes, of the kind mentioned under work area 6, are to be truly consensual and therefore have a solid foundation for success.

4.5.1. Engage with the private sector at both international and national levels about mobilizing private REDD+ investment

Private sector finance institutions will need to understand the opportunities and risks of investing in forests under REDD+. They will need to understand the difference between investing for multiple benefits, which is likely to be more complex, than traditional 'single benefit' investments in, for example, pulp wood in fast-growing forest plantations. This activity area focuses on creating opportunities for engagement with the private sector. It will build on existing avenues of collaboration between private sector finance institutions and the UN system, such as under the UNEP Finance Initiative. It will deliver guidance, case-based templates and arguments to support the engagement of the private sector effectively, safely and efficiently in REDD+.

4.5.2. Support consultations between public stakeholders and the private sector to facilitate investments in the forest sector

As scenarios, plans and pilot projects are developed, for instance under work area 6, there will be a need to support consultations among the various actors, beneficiaries and stakeholders to ensure that benefits are optimized and negative impacts, if any, are minimized. This set of activities focuses on generating a body of knowledge and practice that would help guide such consultations and negotiations as REDD+ seeks to fulfil its potential. This will include guidance on how to identify key groups, how to engage with them in an equitable and empowering manner and how to guide the process of consultations.

4.5.3. Hold consultations with key stakeholders, with a focus on cross-sectoral engagement, at national level (in conjunction with outputs 3.1 and 3.2) on implications of scenarios for transformation

Effective REDD+ and land-use planning requires engagement across relevant sectors. Despite this, planning is often carried out on a narrow sectoral basis, often even at an organizational and sub-organizational level. This activity will be based on strengthening national capacities, through capacity building, collaborative activities and knowledge exchanges, to engage in cross-sectoral planning and implementation of REDD+.

4.5.4. Increase engagement with stakeholders across ministries to promote transformation to a green economy and improve sustainable development

This activity recognizes that consultations around REDD+ transformative capacities have a political dimension beyond the purely technical. Thus consultations at the political level that involve choices

between different courses for forest use and management will need to be supported in a very different way than support to technical processes. This is likely to involve harnessing global best expertise on key areas in response to national demands, and delivering them through high-level missions, cutting-edge analyses and support to ministerial-level exchanges of experience among countries.

4.5.5. Tracking tool for private sector engagement (including investments by private financial institutions) in REDD+ based catalyzation of green economy

It is generally accepted that financing of REDD+ by the public sector and its catalyzation of a transformed, green economy in forests and related sectors will be insufficient. There is a need for private sector investment as well. This activity will involve developing a tracking tool, together with private sector financial institutions, to capture information on financial inflows and influence policy processes at national and international levels.

Work area 5. Ensuring Multiple Benefits of Forests and REDD+ (UNEP lead agency)

Outcome 5: Multiple benefits of forests are realized and safeguarded in REDD+ strategies and actions

Content and Rationale

This work area focuses on supporting global and national efforts to realize the full range of benefits that forests can offer under REDD+. The importance of realizing multiple benefits from forests was agreed on two occasions in 2010: in the Cancun Agreements of COP16 of UNFCCC and the CBD COP10. A REDD+ Programme that meets the Cancun Agreements safeguards on multiple benefits will be more sustainable in the long term, both because of its added value to stakeholders, and because of the increased resilience of forest carbon stocks delivered by intact, natural forest[51].

Of specific relevance to the UN-REDD Programme is the guidance provided under the Cancun Agreements in paragraphs 69 and 71d, and related sections of Annex 1 to the Agreement (1 d-k, 2 a-g). The decisions of the CBD COP-10 provide further guidance, especially in Decision X/33 on Biodiversity and Climate Change, which *inter alia,* invites Parties to consider the achievement of multiple benefits, including ecological, social, cultural and economic benefits, between ecosystem-based approaches for climate change mitigation and adaptation activities, as contribution towards achieving the objectives of the UNFCCC and CBD, as well as other conventions. The decision also calls for cooperation between CBD and the UN-REDD Programme in providing advice on the application of relevant safeguards for biodiversity. In addition, important references are the overarching Strategic Plan, Nagoya Protocol on Access and Benefit Sharing, the Aichi Biodiversity Targets, Strategic Goal D: *Enhance the benefits to all from biodiversity and ecosystem services*, and the following targets:

> **Target 14**: By 2020, ecosystems that provide essential services, including services related to water, and contribute to health, livelihoods and well-being, are restored and safeguarded, taking into account the needs of women, indigenous and local communities, and the poor and vulnerable.

[51] http://www.unredd.net/index.php?option=com_docman&task=doc_download&gid=3272&Itemid=53

> **Target 15:** By 2020, ecosystem resilience and the contribution of biodiversity to carbon stocks has been enhanced, through conservation and restoration, including restoration of at least 15 per cent of degraded ecosystems, thereby contributing to climate change mitigation and adaptation and to combating desertification.
> **Target 16:** By 2015, the Nagoya Protocol on Access to Genetic Resources and the Fair and Equitable Sharing of Benefits Arising from their Utilization is in force and operational, consistent with national legislation.

The UN-REDD Programme also consulted with partner countries and key stakeholders during a workshop on the multiple benefits of forests under REDD+. The workshop reinforced the importance of multiple benefits through a climate change and biodiversity lens and gave direction to assist in the development of this work area.[52] This is also reflected in the Global Environment Facility's incentive programme on Sustainable Forest Management/REDD+ which focuses almost exclusively on multiple benefits.

The UN-REDD Programme, which commenced work on the multiple benefits of forests under REDD+ from its inception in late 2008, recognizes in these global agreements an assurance that the focus on multiple benefits is valid and desired by member states and other stakeholders and that such agreements provide guidance on the nature and content of the contribution the Programme needs to make over the next five years.

Delivery approach

During previous phases of delivery for this work area, the focus was on establishing the rationale and theoretical underpinnings for work on multiple benefits, syntheses of tools and guidance on how to assess the multiple ecosystem-based benefits of forests under REDD+, as well as exemplary work to demonstrate the use of such tools. The achievements of this phase have been captured in the Multiple Benefits Series of publications, of which there are now nine issues[53]. National Programmes developed under the UN-REDD Programme are paying increasing attention to these benefits of REDD+.

While this work has gone a long way towards establishing the importance of realizing multiple benefits of forests under REDD+, there is often inadequate capacity at national level to translate generic guidelines and scholarly papers into practical steps that would ensure that forest areas are selected for REDD+ in a manner that optimizes the flow of benefits and safeguard such flows into the future.

While the scope of support under this work area will continue to be global and normative, it will draw more heavily on experiences and evidence from collaborative work with and in partner countries on safeguarding multiple benefits of forests under REDD+, case studies, pilots and tools to help their better identification, and bridging of gaps in knowledge about the likely impact of REDD+ related decisions. It will support countries as they incorporate multiple benefits into their land-use-

[52] The "Proceedings of the workshop on co-benefits from REDD+"[52] are available at www.un-redd.org/AboutUNREDDProgramme/GlobalActivities/New_Multiple_Benefits/tabid/1016/Default.aspx

[53] http://www.un-redd.org/MultipleBenefitsPublications/tabid/5954/Default.aspx

and related spatial planning, as an integrated part of their National Programmes or equivalent plans such as R-PPs; or work towards testing and take-up of the UN-REDD Programme Environmental and Social Principles and Criteria. There will be a strong emphasis on capacity strengthening. South-South collaboration will be promoted, as will learning from early lessons that are emerging.

Any assessment of economic value will build on existing work and approaches developed by TEEB[54]. Such valuation methodologies assist in quantifying and communicating the services provided by ecosystems and biodiversity. Valuation also provides the basis for assessing appropriate payments for ecosystem services, but values are not always readily monetized (e.g. services may be provided to communities without the financial resources to start paying for them).

While this work area is led by UNEP, Social and Environmental Principles and Criteria, and related tools will be developed jointly with UNDP and with input from FAO in order to develop a joint UN-REDD Programme approach.

Description of outputs

Output 5.1: Environmental and Social Principles, criteria and approaches to safeguard the multiple benefits of forests under REDD+ developed

The Cancun Agreements highlight the importance of safeguards for REDD+ activities. This output builds on and further articulates the Cancun Agreement on safeguards, and is also responsive to the request from CBD to provide advice on the application of relevant safeguards for biodiversity**.** Outputs developed under this work area will especially feed into output 2.3.

The existing draft set of UN-REDD Programme Social and Environmental Principles and Criteria will be finalized, and supporting tools and guidance provided. A major focus of this work is to ensure that these proposals are subjected to broad consultation, review and testing to ensure that these outputs are clear, useful, implementable, rigorous, robust, and serve the demands of the Cancun Agreements and the needs of countries.

The Principles and Criteria can potentially:

- Provide the UN-REDD Programme with a framework to ensure that its activities promote social and environmental benefits and reduce risks from REDD+
- Assist reviewers of national programmes to evaluate their potential social and environmental impacts
- Support countries in operationalizing the Cancun Agreements' guidance and safeguards for REDD+
- Contribute to the UNFCCC-led process to develop guidance on systems to provide information on how safeguards are addressed and respected
- Support countries in any implementation of the CBD Decision X/33 on Biodiversity and Climate Change

[54] www.teebweb.org

5.1.1. Environmental principles and criteria for forests under REDD+ developed and tested

This will include work on further developing the draft Principles and Criteria, and finalization of an integrated Risk Identification and Mitigation Tool that tackles both social and environmental issues. Together, this will provide a generic framework for and guidance to support countries in their operationalization of the broad safeguards detailed in the UNFCCC decision, through their own specific national arrangements. There will be ongoing engagement and coordination with other processes such as the FCPF multiple delivery partners' safeguards framework, the Climate, Community and Biodiversity Alliance and Voluntary Carbon Standard, and attention to developments under UNFCCC and CBD. It will include work with up to five UN-REDD Programme partner countries to test and help to develop the Principles and Criteria, and as appropriate, support on the development of related indicators to fit individual national circumstances. This output will be jointly delivered by UNEP and UNDP.

5.1.2. Social principles, criteria and safeguards for forests under REDD+ developed and tested

UNDP's input in leading on the social, governance and livelihood issues will be fully collaborative with UNEP's input on ecosystem-based benefits under 5.1.1 above, at both global and national scales. This work builds on the update on Social and Environmental Principles, presented at the 5th UN-REDD Programme Policy Board meeting in November 2010, the first version of the principles presented at the 6th Policy Board, and the draft Risk Identification and Mitigation Tool.

Output 5.2: Approaches to developing information systems on the ecosystem-based multiple benefits of forests under REDD+

Closely linked to outputs 1.1 and 5.1 is the cost-effective monitoring of multiple benefits. While generic guidance on monitoring multiple benefits has already been provided, there is need for testing within country contexts, building on existing monitoring and data collection frameworks (including for non UNFCCC purposes) as far as possible. This output will be based on a number of in-depth case studies and their comparative analysis to provide generic guidance on how to develop and implement cost-effective monitoring systems. It will be integrated within broader work under the UN-REDD Programme on monitoring and information, as described under work area 1.

5.2.1. Global tracking system on flows of multiple benefits from forests under REDD+

A major focus of this work will be to develop a global tracking system to provide information on trends related to the realization and delivery of multiple benefits. This will involve engaging relevant agencies that would inform the global community, especially the climate change policy community, on the multiple benefits that forests under REDD+ are delivering. The intention is to provide an easy to access, understand and interpret, initial trend indicator of the value-added of REDD+. It will be based on currently available information to begin with, trialing the approach for pan-tropical forest using historical change to 2005. These data will be overlaid with data about the biodiversity, ecological and economic value of those forests. The work will include some improvement of these datasets, for example through incorporation of relevant field data such as tree diversity information from forest plots. The changes in forest cover will be used to derive conclusions about changes in these multiple values of forest.

Key methodological issues to decide will include the details of the indicator selected (whether a single indicator is of most value, or indicators for individual benefits which may respond differently); and the attribution of changes in future maps of forest cover to REDD+ itself. This would be a 'global level' tool that would complement national level work on monitoring multiple benefits, but not replace it.

5.2.2. Case studies and comparative analyses of national systems for monitoring multiple benefits

This will involve analyzing, on a number of case studies, the way countries currently monitor multiple benefits, the additional value to those efforts that the generic guidelines already developed would provide and on the basis of these tests providing guidance on improving national systems as well as improving the guidelines. This activity will also identify appropriate indicators for REDD+ multiple benefits and methods of monitoring these, including considerations for capacity development.

5.2.3. Synthesis of lessons learned and scientific knowledge on measurement and monitoring to build capacity in countries

In close collaboration with UNEP, FAO will compile a synthesis of its national-scale expertise on multiple benefits. This review will take into consideration expert panel reports, lessons learned, existing documents and consultations to produce relevant information for capacity building and link to the curricula in output 1.2. In addition this activity will review measurement and monitoring approaches in other international processes developing safeguards for REDD+ implementation.

Output 5.3: Tools, methods and guidance to encourage the capture of multiple benefits

This output focuses on delivering knowledge-based tools to support countries in their efforts to manage forests under REDD+ for more than just carbon, as opportunities for such 'win-win' situations between forest carbon and other benefits that forests provide may not be 'visible' and therefore taken into account. The three areas proposed are: incorporating multiple benefits into land-use planning; developing a multiple benefits toolkit; and providing case-based evidence for the importance of realizing multiple benefits.

5.3.1. Land-use planning approaches that incorporate the multiple benefits of forests

Support will be provided to countries as they incorporate multiple benefits in their land-use and related spatial planning, focusing on their own identified needs. Specific countries that have expressed interest in collaborating on this task include Ecuador, Nigeria and the Democratic Republic of the Congo. A primary focus of this will be to bring new datasets into the reach of planners, to promote land-use planning that adequately reflects the full range of benefits from forests. Examples of such data sets include soil carbon, the role of forests for soil stabilization, improved biodiversity data, and timber and non-timber forest products extraction. This data and related analyses can be used to inform an assessment of current prioritization of existing project sites. In accordance with national plans for REDD+ development, a further area of interest is exploring how the data and analyses can be used to inform application of, and reporting on, REDD+ social and environmental

standards (including national interpretations of the UN-REDD Programme's own Social and Environmental Principles and Criteria) in interested countries.

This would also involve supporting the development and/or adaptation of land use change scenarios (see work area 6) for use in modelling impacts on forest biodiversity. The modelling results would be designed for integration into interested countries' ongoing land use planning work. This work would involve collaboration with other key partners (e.g. *International Institute for Applied Systems Analysis* (IIASA)).

5.3.2. Multiple benefits 'toolkit'

The focus is the delivery of a user-friendly multiple benefits toolkit (including guidelines, reports and case study analyses), offering structured access to existing and new tools and guidance for optimizing ecosystem-based multiple benefits. The first version of the toolkit will be launched at UNFCCC COP17 in Durban in December 2011.

The components within the toolkit will include tools, methodologies, case studies and guidelines relating to:

- The use of examples of spatial analysis provided under output 4.3.1 to illustrate the toolkit
- Spatially explicit economic information on multiple benefits, including overlay maps of opportunity costs on multiple benefits, using previous work as illustration
- Use of scenarios in optimizing multiple benefits for REDD+ implementation, including use of trade-off analysis; incorporating lessons learned from experience in different contexts, for instance through supporting the incorporation of the toolkit in professional and university-level education and training (for instance using the Global University Partnership on Environment and Sustainability)

5.3.3. Case based evidence for the importance of multiple benefits

The focus will be on developing key case studies, from national contexts, on the realization of multiple benefits, with a comparative analysis of lessons learned. Two case studies are proposed:

- *Multiple benefits of forests and REDD+ in deforestation hotspots*: This bridges into work area 6, focusing on identifying the most important social and environmental benefits under threat, and could be realized provided opportunity cost conditions are met. The aim is to assist countries in Asia and LAC to define REDD+ strategies that can fully incorporate multiple benefits in areas where deforestation rates are particularly high, e.g. hot spots.
- *Mangrove forests and REDD+:* An exemplary case study at one site is proposed, which together with a global overview of the benefits of mangroves as well as their distribution and decline, will serve to illustrate the importance of applying REDD+ to mangrove forests as well.

Output 5.4: Capacity strengthening, technical support and convening on ensuring and safeguarding multiple benefits

5.4.1. Ecosystem-based multiple benefits

This activity will deliver capacity strengthening for national partners in the use of the toolkit, and the application of individual components within it, at the national and, where appropriate, sub-national

level, as well as technical backstopping missions in response to partner requests. This collaboration and capacity strengthening will include national and regional workshops. The activities related to convening will include:

- An annual international UN-REDD Programme workshop on a specific topic in the field of multiple benefits
- Publications ranging from scientific journals to short briefing papers, across different media, and including inputs to joint UN-REDD Programme publications, including information translated into relevant UN languages and where relevant also in national languages
- Support to integration of lessons and tools into national strategies, through targeted training workshops and more generally through conversion of outputs into material for professional short courses and university based education

5.4.2. Social impacts and benefits

This activity will be delivered in concert with the above activity 5.4.1 and as part of an overall UN-REDD Programme approach to social and environmental issues. Indicative activities include:

- Training workshops for regional/national practitioners to implement safeguard and multiple benefits tools and guidance
- Support to national REDD+ multi-stakeholder processes to integrate social principles risk assessment and multiple benefits impact assessment into wide stakeholder engagement and governance capacity strengthening processes
- Support implementation of safeguard principles and social benefit impact assessment in REDD+ countries
- Document lessons learned and good practice in ensuring social principles are upheld and multiple benefits are delivered as part of REDD+ programming

Work area 6. REDD+ as a catalyst for transformations to a green economy (UNEP lead agency)

Outcome 6: Green economy transformation processes catalyzed as a result of REDD+ strategies and investments

Content and Rationale

REDD+ holds the promise of multiple benefits for climate, development and conservation in the forest sector at national and global levels. The UN-REDD Programme supports countries to realize these benefits from forests and REDD+ through support to their national REDD+ programmes and targeted support. Within the UN-REDD Programme, the five previously described work areas and Outcomes in this Framework provide structural building blocks for the countries to access REDD+ funding. As countries advance their REDD+ readiness and develop national strategies to address drivers of deforestation and forest degradation, the cross linkages with the other sectors and themes within national development planning become apparent. It is crucial therefore to strengthen national multi-sectoral ownership of the REDD+ agenda, if REDD+ is to meet the expectation for deep change. Such comprehensive change includes ensuring that REDD+ provides benefits for development, including but not limited to poverty alleviation and gender dimensions.

This work area provides an entry point and aims to support the necessary practical steps, knowledge and capacity strengthening for an approach which elevates the REDD+ process as an engine to design and implement a low carbon economy[55]. Such paradigmatic change has been referred to elsewhere as 'sustainable development' and more recently as a 'green economy'. Without such transformative shifts, there is a danger that REDD+ might simply be a temporary pause in a continuing negative trend of deforestation and forest degradation along an environmental Kuznets curve.

The UN-REDD Programme refers to this transformation as a shift or improvement of land and forest resource use to one that lowers carbon emissions, while delivering other benefits such as sustainable livelihoods, food security and other economic and ecological benefits (including addressing poverty and gender dimensions of inequity).

The Cancun Agreements emphasize the need for systemic and transformative change especially in paragraph 10 which states that, "addressing climate change requires a paradigm shift towards building a low-carbon society that offers substantial opportunities and ensures continued high growth and sustainable development, based on innovative technologies and more sustainable production and consumption and lifestyles, while ensuring a just transition of the workforce that creates decent work and quality jobs."

There is also a reference to the components of a REDD+ catalyzation of green growth subsequently, in paragraph 72 and in Annex 1[56].

Beyond the Cancun Agreements, the focus of Rio +20 (Earth Summit 2012) on the green economy and related work, the interest of UN-REDD Programme partner countries, the work of TEEB, the statements of the G20, among others, suggest very strongly that restructuring the forest and allied sectors to adopt and adapt green economy models opens the possibility of sustainable and equitable development, while assuring the global community and forest carbon investors that their investments are safe. This will require REDD+ to be viewed not as compensation for a set of *constraints*, rather as an *opportunity* to leverage growth and address poverty. This requires an exploration and consideration of economic *opportunities*.

This work area builds on REDD+ as a catalytic opportunity and a unique chance to realize multiple benefits from forests and direct REDD+ strategies and investments towards the realization of a green economy. The activities in this work area apply to countries across multiple phases of REDD+, from

[55] Low carbon economy = green economy = sustainable development - where each unit of economic growth needs to deliver environmental and social objectives at the same time. A clearer definition must of course be articulated at the national level.

[56] 72. Also requests developing country Parties, when developing and implementing their national strategies or action plans, to address, inter alia, drivers of deforestation and forest degradation, land tenure issues, forest governance issues, gender considerations and the safeguards identified in paragraph 2 of annex I to this decision, ensuring the full and effective participation of relevant stakeholders, inter alia, indigenous peoples and local communities;

Annex 1

1. [REDD+] Activities referred to in paragraph 70 of this decision should: (g) Be implemented in the context of sustainable development and reducing poverty, while responding to climate change; (h) Be consistent with the adaptation needs of the country;

initial readiness towards the implementation phase, as they target key areas of capacity relating to initial readiness, through to development of strategies and scenarios that promote green growth as a basis for assuring carbon and multiple benefits from forests. The following are the long-term goals of this work area:

- Enable UN-REDD Programme partner countries to take advantage of REDD+ as an opportunity to locate context-relevant development solutions in real landscapes that pass the 'test' of satisfying cross-sections of stakeholders and promote growth and equitable development
- Create opportunities for partner countries to deliver equitable development under constraints of green house gas mitigation and conservation
- Identify these as opportunities for *leveraging* and *shaping* investments so that either *efficiencies* or *transformational shifts* ('step changes' in the sense used by Eliasch, 2008) take place in the economies of the forested landscapes and countries concerned
- Strengthen the capacity of stakeholder groups in partner countries to identify and/or evaluate proposed investments with respect to their appropriateness, e.g. strengthen their capabilities to make the appropriate choices which will take into account human well-being, social equity, while significantly reducing environmental risks and ecological scarcities

Delivery approach

This work area will be delivered with key partners and with the support of international institutions. There are at least two clear entry points for work area 6 to make a positive contribution:

- Preparation of the second ('investment') phase of the REDD+ process: work area 6 will offer support to bridge between the readiness and the investment phase, as this transition will not be easy in the absence of the kind of dedicated efforts that are described in the outputs below.

- Implementing framework of the future REDD+ strategy: Providing the knowledge, tools and strengthening the processes that ensure that institutional arrangements are not narrowly focused on a single ministry or sector and that there is a basis for reforms to be suitably broad-based and integrative, spanning sectors, scales and stakeholders.

The work programme will dually focus on actions at the global level to make the case for the transformative potential of REDD+, while supporting the development of such options in partner countries, as a means for piloting successful approaches, tools and strategies. At the national level, UNDP will provide support to help ensure piloting is integrated into national development planning processes, through UN Country Programmes and Development Assistance Frameworks (UNDAFs). This is important as currently poverty-environment linkages often remain outside mainstream development or poverty reduction strategies, programmes and projects.

The activities will *stimulate* appropriate investment packages for the green economy, as opposed to actually *developing or delivering* investment packages, so as not to compete with, the work of FIP, FCPF and others. While the FIP (and other investors) are focused focus their catalytic role on delivering investments in eight pilot countries, the UN-REDD Programme is focused on strengthening capacity in countries to interact with investors so as to identify the kinds of investments that are

most likely to lead to transformative change. In the case of the FIP, the objectives and replication impacts are similar to the goals and desired outcomes of the UN-REDD Programme; this enables synergy between their complementary sets of actions and outputs among the initiatives.

Overall the key elements included in the delivery approach are:

- Helping to build and make the case for REDD+ as a catalyst for such transformative change, including identifying, exploring and communicating exemplary cases where such change has been possible
- Identifying and bridging related knowledge gaps, including on key drivers of transformative change that can be leveraged through REDD+
- Exploring alternative pathways and options to achieve transformative shifts using new tools and technologies and interfacing the best available science with the needs of policy makers
- Assembling a 'toolbox' consisting of whole systems tools, approaches and pilots that would enable analysis and adoption of successful options and strategies to realize the transformative potential of REDD+, including approaches and tools to support learning and improvement
- Establishing broad partnerships to provide the basis for the identification and development of appropriate investment packages
- Targeted training, including through sharing of experiences among countries
- Engaging key and relevant stakeholders throughout what will essentially be a collaborative process of delivery

Output 6.1: Making the case for the catalytic role of REDD+ in a green economy transformation

The rationale for this set of activities in 6.1 is straightforward: many important stakeholders in partner countries currently have a limited understanding and confidence as to how REDD+ can contribute to more lasting economic transformation of the kind that will be required for sustainable benefits. While there is acknowledgement that REDD+ can play an important role for the economy, this is sometimes viewed in terms of access to 'just' the performance payments and readiness support. In countries which have progressed with readiness components and where the REDD+ strategy is taking shape, the challenge will be to define the entry point and build on the various initiatives, in order to 'make the case' at multiple levels, both within the REDD+ framework and those at the national level pertaining to land use planning and development.

Another focus of this work area is to deliver missing or inaccessible knowledge and tools to groups and organizations engaged in REDD+ to help them make an effective transition from the 'readiness' (Phase 1) phase[57] into an 'investment' phase (Phase 2) and implement the reforms needed in a

[57] The Cancun Agreement sets out three *phases*, it is therefore convenient to use the term. It is important to consider that the transition between phases – the '*inter-phase'* period – is not a sudden or discrete point in time. Rather it is an overlapping period that begins with the activities of small groups and 'champions' in the middle to late period of the readiness period and concludes well into the investment phase. Supporting and structuring this transition will be a critically important ingredient for the success of REDD+.

suitably broad based and integrative manner as to have the inter-sectoral impacts that will be necessary.

It will build on the TEEB and the green economy work, to provide tools and knowledge in forms that can be readily adapted to the needs of UN-REDD Programme countries. The work of TEEB and the subsequent release of the Green Economy Report highlighted the importance of using more systemic and integrative assessment, accounting and analysis tools to guide decision making around land-use choices related to natural resources, especially where biodiversity is concerned. This will be used as a basis for further development. Too often there is 'premature foreclosure' in land use and resource allocation decision-making in partner countries, with important options and opportunities being shut out. This can have disastrous consequences in the future, as both reports mentioned above have highlighted. In order to make wise choices there will be a need not only for the tools but also advice and experience on how to utilize them to create the knowledge and information that is required in order to make informed decisions. Establishing common tools and methodologies will be key to supporting economic land-use, and REDD+ planners in this regard tend to use very different sets of tools and knowledge products in developing and implementing their strategies so establishing common tools and methodologies will be key.

While the payments for the carbon benefits from REDD+ will be determined through mechanisms linked to the price of carbon, the price of other ecosystem services will be determined locally or regionally based on valuation methods. Economic models that take into account ethical discount rates, trade-off tools and a number of other relevant tools and approaches will be needed. National capacities for the choice and use of such tools will therefore need to be strengthened, which this set of activities proposes to contribute to.

This output, as described in the two sub-outputs below, involves a set of products and services associated with making the socio-economic case for shifting forest uses and investments towards more sustainable uses and supporting arrangements.

6.1.1. Building the case

This set of activities will build on existing social and economic analyses of the forest and relevant sectors, as carried out by TEEB and UNEP's Green Economy Report, to identify the evidence, knowledge, tools and the lessons that improve understanding and confidence of the opportunities REDD+ presents as a catalyst for a greener economy. This will include development of national road maps that clearly identify who is needed, what are the knowledge gaps, what are the green growth opportunities, and how can they be realized? It will also include identifying cases demonstrating where opportunities for green growth have already been identified, and how they were explored and communicated to national and international stakeholders. Finally, these case studies will explore the nature of partnerships that can support the identification and development of appropriate investment packages as the basis for capacitating the kinds of transformations envisaged. The FIP[58] national strategy documents provide likely entry points where they are available. Three subsets of activities, which contribute to learning, are proposed:

[58] In the DRC for instance, the UN-REDD team has actively engaged with FIP missions and in this manner expects to support the development of investment packages that meet national demands.

- Identification, commissioning and compilation of case studies of efforts by countries to carry out transformation of management and resource use in the natural resource sector (e.g. not limited to forests) where benefits for equitable and sustainable development are significant

- As more experience with the transformative role of REDD+ is gathered a similar exercise analysis of country progress with regard to REDD+ as a catalyst for a green economy is proposed, (during the third year of the Programme, i.e. outside the current budget), focusing on REDD+ exclusively.

- Technical information and tools: publication of guides and other outreach materials on the kinds of tools and knowledge that will be useful to implementing REDD+ strategies and preparing investment packages that are suitably broad based (e.g. taking into account whole landscapes and land-use planning), integrative and multiple-benefits oriented. These include:
  - Tools: Economic and integrative system models such as the Threshold-21 model used in the Green Economy Report, the InVEST model, models developed by IIASA and the Consultative Group on International Agricultural Research (CGIAR) Centres on management of natural resources and natural resources-based economic systems (e.g. agricultural markets) etc.; static and dynamic economic valuation of ecosystem services; and green accounting approaches

  - Knowledge: An edited publication of the views of global thought leaders in the relevant fields of economics and planning, on how REDD+ consultative and decision-making processes related to the implementation of REDD+ strategies at the national level could be strengthened by the use of tools and knowledge mentioned above, addressing knowledge gaps and insights into the systemic approaches needed to maintain the momentum of transformative processes

6.1.2. Making the case

This is a set of communications and convening activities based on the knowledge generated in output 6.1.1, that help to get the message out to relevant stakeholders. The following activities are proposed:

- Side events to be delivered at UNFCCC and CBD COPs and at Rio+20, providing platforms for mixed panels of country partners and invited experts from the private sector, other ministries, economists, etc to share experience and progress on their respective transformation processes and the investments they have attracted to support this and potential for further transition to the green economy.

- An annual conference of representatives from key stakeholder groups, such as a workshop organized jointly with the Global Legislator's Organization (GLOBE) that targets forest legislators. The meetings would reach out to other such key stakeholder groups, such as planners, development partners and potential investors in a similar fashion.

- A media campaign (e.g. a set of communications and outreach products and activities) aimed to support the dissemination of evidence that is presently available or is generated during these activities, modeled loosely on UNEP's International Year of Forests campaign.

- Targeted outreach to the media in key UN-REDD Programme (and other relevant) developing countries using regional media training workshops that would make information, and tools mentioned in the previous point, related to 'REDD+ as a catalyst for a green economy' available to developing country media. This set of events would be offered in each region– ideally before Rio +20.

- An analysis of knowledge, attitudes and practices (KAP survey) of key stakeholders to inform the activities above and to serve as part of a baseline for learning the impact of work area 6. This is proposed to be repeated at a later point in time, possibly towards the end of 2014 or in early 2015.

Output 6.2: Technical advice in support of investment options for REDD+

This output supports a process to enable interactions of large numbers of interconnected factors at multiple scales, which result in new opportunities, room for innovation as well as uncertainty and risk, and helping to find management solutions for all of the above. To help make sense of this complexity and to harvest the opportunities, the power of stories, a tool as old as language, will be dispatched and made more effective and relevant with the latest science and technology in the following ways:

- Develop storylines (scenarios) that capture and synthesise very complex information into a short, meaningful and robust narrative that allows diverse stakeholders to articulate and understand where their common journey could be headed and what alternative destinations might be envisaged
- Employ a range of quantitative, computer-based tools that allow the integration of economic, biophysical and social information, develop simulations of these story lines that allow the stakeholders, with the help of the experts involved, to explore the possible implications of their story lines; simulations would be spatially explicit, allowing impacts of possible investments to be explored on a broad suite of land-uses
- Deliver results that aim to support decision and policy making for practical outcomes

The result should be policies, land-use and investment decisions that are more sensitive to the heterogeneous demands of people and forest systems at multiple scales and over longer periods, and therefore more likely to be successful from the perspective of achieving REDD+ goals of carbon mitigation and a green economy. For REDD+, in many cases, agriculture is a main pressure on forest ecosystems. Studies about Climate Smart Agriculture show that a number of production systems are already being used by farmers and food producers to reduce greenhouse gas emissions, adapt to climate change, and reduce vulnerability. This output aims to develop synergies between the concepts included in the climate smart agriculture and REDD+ in the context of food security from a systemic point of view.

6.2.1. International level activities

This output will involves conducting a workshop of prominent participatory scenario analysis and REDD+ experts that would seek to develop a simple guide on how to do participatory scenario analysis for REDD+. The resulting publication would be presented at either COP17 or Rio +20. This publication would be updated periodically, supported by a webpage, to include information from actual UN-REDD Programme participatory scenario analysis processes.

6.2.2. National level case studies

The main set of activities under this output involves providing support to countries to carry out the analyses necessary to take advantage of the transformative potential of REDD+ investments. This will only be meaningful if the actual elements and steps arise out of intense dialogue with country partners, ensuring it is embedded in on-going processes and ownership. The following activities provide a guide but will be tailor-made in each country.

- Panels: In each of the selected countries, the UN-REDD Programme will support the strengthening of advisory panels through technical expertise that can support the identification of the transformation processes and how to bridge information and knowledge gaps to bring about inter-sectoral and multi-scale synthesis. Key members of these panels would collaborate at the global level to help global lessons learned to emerge, in authoritative publications, seminars etc.

- Background and analytical studies: This set of activities would involve commissioning studies within UN-REDDD Programme partner countries, possibly focused on pilot provinces or districts, such as on the probable impacts of 'business as usual' investment practices, analysis of various sectors that use or impinge on forests, and on aspects of the political economy of relevant forest and land uses.

- Participatory scenarios as a means of enabling countries to explore and develop appropriate investment packages for using REDD+ as a catalytic agent: It is important that this is understood as a process of support to existing efforts and not as a means to lead development through a prescribed set of tools. Countries will receive support to use the structured process of participatory scenario analysis as a means to develop 'storylines', based on existing vision documents, goals and strategies where these exist, or from the beginning where they do not exist. These storylines would be the basis for options in REDD+ forested landscapes and in other land-uses in those landscapes. They would describe driving forces and pressures that exist within and outside the landscape and impinge upon it. It would include bringing together stakeholders with divergent interests to develop shared storylines. Using computer-based tools and information from relevant sectors and disciplines, stakeholders could iteratively explore options as they identify the nature of investments they will require to promote change.

- Workshops and conferences: For the dissemination of the information generated in the studies and through the panels; these would be the primary mode for direct consultation with important stakeholders.

Output 6.3: UN-REDD Programme support is integrated into national development planning and other relevant processes

A key UNDP objective is to assist developing countries in catalyzing low carbon, climate resilient investment. UNDP provides assistance to countries in formulating low-emission, climate-resilient development strategies (LECRDS) that bring about bottom-up national ownership, incorporate human development goals, and take a long-term outlook (see Annex 1 for more details). With its in-country presence and UN development assistance leadership, UNDP is well-placed to ensure the analyses, studies, methodologies and other tools developed by UNEP are applied at the national level. UNDP will work closely with UNEP to integrate REDD+ transformation opportunities into appropriate national development strategies and processes. To do this, UNDP will provide the following:

- Coordination and support at the national level
- Policy advice at national and regional levels
- Coordination with UNDP's Territorial Approach to Climate Change (TACC) and low-carbon, climate-resilient development planning

Output 6.4: Technical support and targeted training to support REDD+ as a catalyst of the green economy

6.4.1. Capacity strengthening

This output will focus on the provision of training courses, primarily 'training of trainers', e.g. strengthening the capacity of capacity organizations, from professional and vocational training institutes through to universities in partner countries.

6.4.2. Technical backstopping

The UN-REDD Programme team will provide in-country support through technical experts and through electronic and mission-based support of technical experts organized from regional nodes and global headquarters to the delivery of National Programmes and the Global Programme. An additional service is supporting global information and tracking systems to assist 'information services' with respect to REDD+. This will support the biannual product mentioned in the previous point.

Part B. Support Functions

Knowledge Management and Dissemination (lead: Secretariat on behalf of the three UN agencies)

Outcome 7: UN-REDD Programme knowledge is developed, managed, analyzed and shared to support REDD+ efforts at all levels

Content and rationale

Knowledge management (KM) is the practice of capturing, storing and sharing knowledge so that lessons learned from the past can be applied in the future. The application of knowledge and learning is vital to improve the quality of the UN-REDD Programme's support to developing countries that ultimately seeks to mitigate climate change, develop local capacity and reduce poverty.

KM can be defined as 'the creation, organization, sharing, and use of knowledge for development results'. KM is the process whereby the Programme reflects on and shares experiences and then collectively builds on them to improve the way the Programme works.

Ultimately, KM activities should add value to the Programme and improve efficiency, encourage innovation and reduce risk. Some of the benefits of consistent and effective KM activities include:

- Facilitation of better, more informed decisions
- Contribution to the intellectual capital of the Programme
- Elimination of redundant processes, streamlining operations
- Improvement of efficiency
- Greater productivity

As the UN-REDD Programme grows and delivers scaled-up support to partner countries, it will need to ensure that the increasing flow and complexity of knowledge within the Programme is effectively managed, distilled and analyzed in order to facilitate knowledge sharing and inform future decision making. The Programme's current KM systems will need to become more robust to ensure information is properly captured and shared.

Knowledge management activities are a shared responsibility undertaken by the three agencies and the Secretariat. In addition, the Secretariat plays an integrative role ensuring a sharing of common tools and coherence across the UN-REDD Programme. As the Programme evolves over the next five years the Secretariat will facilitate development of common goals, principles and processes.

Delivery approach

To achieve effective KM, the UN-REDD Programme, with coordination support from the Secretariat, will produce strategic knowledge products that are clear, coherent and address identified knowledge gaps. This for example means producing few but well-researched and high quality products that support practitioners working in UN-REDD Programme partner countries. The three UN agencies

headquarters' teams will focus on knowledge management products, supporting regional teams, databases and trainings for the work areas that each leads, and knowledge sharing efforts that facilitate effective South-South cooperation and partnerships.

The Programme will provide ideas and entry points to a wide range of tools and methods that can help partners at various levels to better share and apply the knowledge that exists within the UN-REDD Programme and partner countries, such as information exchange workshops, community of practices, knowledge products such as lessons learned notes and how-to guides. The Programme will seek to ensure that workshops in particular are planned and conducted in an efficient and coordinated way. The Programme will also seek to measure, monitor and report on the impact of these products, and ensure the effective external communication of these products when appropriate for external audiences.

Output 7.1: Current KM systems will be improved and new KM systems will be developed

To achieve this, the Programme will critically assess current KM systems in order to identify gaps and improvements needed to effectively process and share increasing flows of knowledge within the Programme, as well as with target audiences. To this end, the Programme will also seek to invest and train staff in new cutting-edge KM systems that can better inform internal decision-making and position the Programme as a valuable resource in REDD+ knowledge sharing.

7.1.1. Current KM systems improved

The Secretariat will lead the coordination and execution of periodic KM assessments/reviews, which the Programme will use to refine and improve its KM systems. The Programme's online workspace will be managed and improved, as its primary tool for internal communication and KM. UNDP will undertake a series of activities designed to maintain and enhance online knowledge platforms such as the workspace that respond to global and regional needs. Ultimately this work will generate and disseminate knowledge products and train/coach users. The Secretariat will manage and lead the coordination of improvements to the website, as the Programme's primary tool for external communications. As the Programme evolves, the website will be updated to reflect the Programme's progress and advancements and ensure the site facilitates knowledge-sharing and conveys the Programme's value to the full range of internal and external target audiences. The Programme will also periodically review and evaluate the performance of the website and invest in comprehensive improvements when needed. Reporting tools, such as the Programme's current project tracker system for Global Programme reporting, will be improved.

7.1.2. New KM systems developed

The Programme will periodically research, invest in and adopt new KM systems that will allow the Programme to meet its evolving KM needs. These systems could include new online tools integrated into current platforms, database management systems, and dynamic interfaces that stimulate fluid sharing of ideas.

Output 7.2: New knowledge-sharing products and exchanges will be facilitated, developed and coordinated at various operational levels

Knowledge-sharing products and exchanges will strive to be relevant, timely and responding to expressed needs. To achieve this, KM products such as lessons learned series and synthesis reports will be generated by the agencies, as well as conducting knowledge sharing workshops, training and regional exchanges, consulting also with key partners and other REDD+ initiatives. A critical feature under this output is the coordination of the workshops to seek synergies and reduce the travel burden to the participating countries.

7.2.1. Knowledge- sharing products produced

KM products such as lessons learned series, policy briefs, and synthesis reports will be generated by the agencies based on the information shared online and during face-to-face exchanges. The primary audience for these products will be national counterparts, programme management units, UN personnel supporting these units and key partners.

7.2.2. Regional knowledge information exchange and training enhanced

FAO, UNDP and UNEP will contribute to this activity to enhanced knowledge sharing on REDD+ issues with a focus on the work areas that each will lead. Activities will include convening information exchange workshops for regional teams and training. The three agencies will also produce and disseminate regional lessons learned and facilitate and support regional discussion forums – in a coordinated manner.

Output 7.3: Knowledge sharing products will be communicated to wider audiences when appropriate, to facilitate REDD+ learning and position the Programme as a valuable resource in the REDD+ space

To achieve this, appropriate KM products will be distilled, packaged and disseminated to wider target audiences (e.g. "Year in Review" reports, lessons learned series etc). The Programme will also initiate and host events each year to highlight activities and progress.

7.3.1. Select KM products communicated to broader audiences

The Secretariat will coordinate with the agencies to identify, distil, package and disseminate knowledge sharing products that will offer valuable REDD+ knowledge to external target audiences and position the Programme as a leader in the REDD+ space.

7.3.2. Knowledge-sharing events executed

The Programme will host at least one high-profile event per year with the aim to facilitate knowledge-sharing among a broad range of external target audiences, while simultaneously positioning the Programme as a leader in the REDD+ space.

7.3.3. Preparation and implementation of annual external communication and events plans

The Secretariat will work closely with the communication and technical experts of the three agencies to prepare and implement a yearly external communications and events plan, tailored to the key messages, activities, themes and goals for that year.

Secretariat Services (lead: Secretariat on behalf of the three agencies)

Outcome 8: Timely and effective UN-REDD Programme Secretariat services provided to UN-REDD Programme partner countries, Policy Board and participating UN agencies

Content and rationale

The UN-REDD Programme Secretariat is located in Geneva, Switzerland and is an inter-agency unit among FAO, UNDP and UNEP. Among other things, the Secretariat supports the Policy Board by organizing meetings, producing reports and monitoring implementation of Policy Board decisions. It is a central point of contact for the UN-REDD Programme and liaises with other REDD+ initiatives. This includes liaising with existing and potential donors in order to mobilize funds.

The Secretariat provides leadership in strategic planning, and the development and management of reporting, monitoring and evaluation frameworks for the Programme, raising awareness of, and championing the UN-REDD Programme and providing vital information to external partners. The Secretariat also facilitates inter-agency collaboration and communication, to ensure the Programme is implemented effectively. The second session of UN-REDD Programme Policy Board endorsed the establishment of the Secretariat and allocated funds accordingly. The Secretariat activities are more specifically described in its Terms of Reference, available on the UN-REDD Programme website[59].

Delivery approach

The Secretariat functions as an interagency unit. Its work is overseen by the Coordination Group formed by FAO, UNDP and UNEP. The Secretariat budget has been approximately US$3million per year. While this framework document does not propose at this stage an increase in the staff resources, this may need to be reconsidered after the internal review of the UN-REDD Programme and taking into account the overall expected growth of the Programme.

Output 8.1: Overall coordination and strategic planning provided for improved interagency and partner collaboration

The Secretariat will facilitate interagency coordination and communication, as well as ensure that the UN-REDD Programme coordinates with other multilateral initiatives and organizations, including UNFCCC, FCPF, FIP, UNFF, ITTO and GEF to improve delivery at the national level. In addition, the Secretariat will coordinate regular reviews and evaluations of the UN-REDD Programme. Each year the Secretariat will organize inter-agency planning retreats.

[59] www.unredd.net/index.php?option=com_docman&task=doc_download&gid=923&Itemid=53

Output 8.2: National Programmes coordinated to ensure the effective delivery of the Programme

The Secretariat will coordinate agency support for National Programme development, implementation and monitoring, as well as assist with the adoption of the National Programme implementation guidelines for assessing impact. It will also prepare National Programme documentation for the Policy Board and coordinate and liaise with partner countries of the Programme.

Output 8.3: Global Programme coordinated to ensure the effective delivery of the Programme

The Secretariat will coordinate agency support for Global Programme development, as well as prepare Global Programme documentation for the Policy Board. The Secretariat will also contribute to workshops on methodological guidance and lessons learned.

Output 8.4: Policy Board has procedures and competencies to effectively make decisions

To ensure that the Policy Board has the necessary competencies, the Secretariat will liaise with members, observers and co-chairs, as well as prepare documentation and reports. The Secretariat is also responsible for coordinating logistics for two Policy Board meetings per year, including providing logistics and travel support to Policy Board members.

Output 8.5: The UN-REDD Programme is monitored and evaluated and additional resources mobilized towards meeting the five-year funding target

The Secretariat will prepare annual budgets and work plans, as well as coordinate monitoring and evaluation of the Programme.

7. Management and Coordination Arrangements

The UN-REDD Programme is governed by a Policy Board which is responsible for oversight, strategic direction and financial allocations. The Policy Board reviews progress, helps articulate demand and response needed, and decides on fund allocation for the Global Programme from the UN-REDD Programme Fund, administered by the UNDP Multi-Donor Trust Fund Office.

The joint Global Programme is delivered through the three Participating UN agencies. They contribute their diverse and complementary fields of expertise and mandates and they oversee the Programme by strategic direction and management of operations.

The Global Programme Steering Committee (Coordination Group) is the group entrusted to ensure synergy and prevent overlapping between programme activities, implementation of agency policies and strategies and other activities that lead to the same outcomes as those listed in the programme. To ensure that outcomes are achieved, the Coordination Group will approve the Global Programme document, containing programme plan, annual work plans per each outcome, detailed stage plans per each outcome, results and resource framework and monitoring and evaluation plan. The Coordination Group will also approve annual reports, annual work plans for the subsequent years of the programme implementation, final report as well as mid-term evaluation report and final evaluation report. The Coordination Group consists of representatives of FAO, UNDP and UNEP.

The UN-REDD Programme's interagency Secretariat provides overall coordination and strategic planning for improved interagency and partner collaboration, programme delivery, quality assurance, monitoring and evaluation, and resource mobilization.

8. Fund Management Arrangements

The Global Programme envisages three sources of funding: 1) through the UN-REDD Programme Fund; 2) funds mobilized bi-laterally by the agencies from donors which will be reported through the Tier 2 mechanism under the UN-REDD Programme as laid out in the UN-REDD Programme Strategy 2010-2015; and 3) through co-financing from the agencies themselves.

Funding from the UN-REDD Programme MDTF is governed by the Memorandum of Understanding (MOU) signed by the three Participating UN Organizations (PO) and the Administrative Agent (AA) (MDTF Office). Each PO assumes complete programmatic and financial responsibility for the funds disbursed to it by the AA and can decide on the execution process with its partners and counterparts following the organization's own applicable regulations.

Each PO establishes a separate ledger account for the receipt and administration of the funds disbursed to it by the AA. Pos are requested to provide certified financial reporting according using the MDTF/UNEX reporting system, and are entitled to deduct their indirect costs on contributions received not exceeding seven per cent of the Joint Programme budget in accordance with the provisions of the MOU signed between the AA and the POs.

The Global Programme is expecting to leverage a significant level of co-financing by the three Participating UN Organizations as well as by participating partner countries. The agency contributions come from different allocations through their regular or other programmes, including staff time contributing to backstopping of country missions, organization of workshops, analyses, and knowledge management and communication activities. In 2010, co-financing represented approximately 11 per cent of the total budget – a figure which is expected to increase in coming years.

9. Monitoring, Evaluation and Reporting

The purpose of monitoring and evaluation is to ensure that the Programme's expected results are achieved and that timely feedback is provided to assist in decision making. Good reporting plays a key role in this process. In compliance with the MoU between the three Participating UN Organizations and the MDTF Office, the UN-REDD Programme Policy Board and the Programme's donors will be provided with annual and semi-annual reports on the progress of the Global Programme.

Participating UN Organizations in receipt of UN-REDD Programme resources will be required to provide the AA with the following statements and reports:

- Annual narrative progress reports, to be provided no later than three months (31 March) after the end of the calendar year;

- Annual financial statements and reports as of 31 December with respect to the funds disbursed to it from the Fund Account, to be provided no later than four months (30 April) after the end of the calendar year

- Final narrative reports, after the completion of the activities in the approved programmatic document and including the final year of the activities in the approved programmatic document, to be provided no later than four months (30 April) of the year following the financial closing of the Fund. The final report will give a summary of results and achievements compared to the goals and objectives of the Fund

- Certified final financial statements and final financial reports after the completion of the activities in the approved programmatic document and including the final year of the activities in the approved programmatic document, to be provided no later than six months (30 June) of the year following the financial closing of the Fund.

In addition to the official annual report, as per the UN-REDD Programme Rules of Procedure, the UN-REDD Programme Secretariat will submit semi-annual progress updates to the Policy Board, for review and action as appropriate.

The UN-REDD Programme Secretariat will coordinate the information provision to the narrative reports, including by using the Programme's Project Tracker, an internal online reporting tool integrated into the UN-REDD Programme workspace.

The Joint Programme Monitoring Framework is provided in Annex 2. It contains, outcomes, indicators, baselines, targets, means of verification, risks and assumptions.

Evaluation is critical for the UN-REDD Programme to progress towards advancing the REDD+ agenda, by enabling managers to make informed decisions and plan strategically. The Global Programme Framework contains a results framework, laying out impacts, outcomes and outputs, as well as a consolidated work plan and budget. The results framework forms the basis for all reviews and evaluations conducted on the Global Programme. The overall UN-REDD Programme, including the Global Programme, will be externally evaluated every two to three years. A final evaluation of the Global Programme will be undertaken, which will assess the relevance and effectiveness of the intervention, and measure the development impact of the results achieved, on the basis of the initial analysis and indicators described at the time of programme formulation. Commissioned by the Coordination Group, the Global Programme will also be subject to internal reviews. Such reviews are ad-hoc assessments of the performance of the Global Programme. In addition, internal and external audits as articulated in the agencies applicable financial regulations and rules will be carried out on activities delivered by the three Participating UN Organizations.

10. Legal Context

The Participating UN Organizations have signed a Memorandum of Understanding (MOU) to implement the UN-REDD Programme, which came into effect on 20 June 2008 and ends on 20 June 2012, as a part of their respective development cooperation as more fully described in the UN-REDD Programme Framework. A new MoU will be prepared to take effect after the present one has expired.

FAO, UNDP and UNEP have agreed to adopt a coordinated approach to collaboration 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 Policy Board) to provide overall leadership and strategic direction to UN-REDD Programme implementation and to facilitate the effective and efficient collaboration between the three Participating UN Organizations, the World Bank, and other partners and stakeholders. Each of the three organizations has agreed to comply with the UN-REDD Programme Strategy 2011-2015, the MoU between FAO, UNEP and UNDP regarding the operational aspects of the MDTF, and Standard Administrative Agreements with donors.

The Participating UN Organizations 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 Participating UN Organizations do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm. This provision must be included in all sub-contracts or sub-agreements entered into under this Framework document.

Annex 1. Corporate priorities of Participating UN Organizations

FAO:

- Reduction of the absolute number of people suffering from hunger, progressively ensuring a world in which all people at all times have sufficient safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life.

- Elimination of poverty and the driving forward of economic and social progress for all with increased food production, enhanced rural development and sustainable livelihoods.

- Sustainable management and utilization of natural resources, including land, water, air, climate and genetic resources, for the benefit of present and future generations.

UNDP:

UNDP's engagement on REDD+ through the UN-REDD Programme builds on its overall corporate strategic plan[60] and climate change strategy[61].

UNDP supports national processes to accelerate the progress of human development with a view to eradicate poverty through development, equitable and sustained economic growth, and capacity development. The strategic plan (2008-2013) recognizes that climate change is one of the most urgent challenges of the coming decades, and stresses that many of the most vulnerable countries are among the poorest, and many of the poorest people are among the most vulnerable. It emphasizes national ownership of development programmes and supporting an enabling environment in which the links between national governments, the United Nations development system, civil society, non-governmental organizations, and the private sector involved in the development process are strengthened.

UNDP's climate strategy is based on a country-driven, multi-stakeholder climate finance framework to assist developing countries to scale up efforts to address climate change in a way that strengthens and advances national development priorities. The framework is built on four mechanisms at the country level:

- Formulation of low-emissions, climate-resilient development strategies. To bring about bottom-up national ownership
- Incorporate human development goals, and take a long-term outlook
- Financial and technical support platforms. To catalyze the requisite scale of climate finance and associated capacity
- NAMA/NAP-type instruments. To bring about balanced and fair access to international public finance
- Coordinated implementation and MRV systems. To bring about long-term, efficient results

[60] The strategic plan 208-2013

[61] "Climate Change at UNDP: Scaling Up to Meet the Challenge".

A key UNDP objective is to assist developing countries in catalyzing low-carbon, climate-resilient investment. UNDP provides assistance to countries in formulating LECRDS that bring about bottom-up national ownership, incorporate human development goals, and take a long-term outlook. REDD+ is seen as a central pillar of LECRDS for tropical forested developing countries. UNDP is already a major source of technical assistance developing the capacity of countries to access and blend different sources of international climate finance to meet national goals.[62]

UNEP:

- To strengthen the ability of countries to integrate climate change responses into national development processes

- To minimize environmental threats to human well-being arising from the environmental causes and consequences of conflicts and disasters

- That countries utilize the ecosystem approach to enhance human well-being

- That environmental governance at country, regional and global levels is strengthened to address agreed environmental priorities

- To minimize the impact of harmful substances and hazardous waste on the environment and human beings

- That natural resources are produced, processed and consumed in a more environmentally sustainable way

62 Discussion paper: Human Development in a Changing Climate

Annex 2. Joint Programme Monitoring Framework

Outcome	Indicators	Baseline	Target	Means of Verification	Risks	Assumptions
Outcome 1: REDD+ countries have systems and capacities to develop and implement MRV and monitoring systems	• Number of countries with enhanced legal and institutional arrangements to meet monitoring and information requirements needs for REDD+ • Countries benefit from tools, methods, scientific advice and partnerships provided through the Programme • Number of countries and institutions with enhanced capacities and information to meet reporting and information requirements of UNFCCC in relation to REDD+	•Very limited (<five) number of countries are only starting to establish comprehensive monitoring approaches •Current set of tools and processes provided by UN-REDD Programme and partners • Capacities and information base are insufficient in almost all REDD+ countries	• By 2015, all REDD+ countries receiving support from the UN-REDD Programme will have taken steps to enhance legal and institutional arrangements to ensure comprehensive monitoring • By 2015, the UN-REDD Programme offers a monitoring framework, advisory bodies and a comprehensive set of tools, methods and guidance for REDD+ monitoring • All countries receiving support from the UN-REDD Programme have enhanced their capacities and information base	• Progress reports on country REDD+ strategies • Evaluations of UN-REDD Programme impacts • Evaluations of monitoring training and knowledge sharing by country institutions' staff • Assessments of country monitoring approaches	• Sufficient level and quantity of international expertise not available (medium risk) • Countries do not sufficiently incorporate REDD+ monitoring in broader development contexts (medium to high risk) • International expertise fail to converge on monitoring approaches and framework (medium risk) • Monitoring approaches and strategies are insufficiently connected to the needs of policy processes, and/or policy processes fail to incorporate knowledge and information from REDD+ monitoring (high risk)	• Sufficient financial resources are available within and beyond the UN-REDD Programme to allow country level actions. • UN-REDD Programme will increasingly work through partnerships to secure delivery. • Approaches to monitoring for REDD+ entails activities in all work areas of the UN-REDD Programme strategy. • The scientific community contributes effectively to the REDD+ goals.

Outcome	Indicators	Baseline	Target	Means of Verification	Risks	Assumptions
Outcome 2: Credible, inclusive national governance systems are developed for REDD+ implementation	• Number of countries where the process and outcomes of governance assessments are incorporated into the National REDD+ Strategy • Results from institutionalized participatory governance assessment are easily accessible and publicly and regularly shared, with relevant information • The importance of participatory governance assessment are used to demonstrate the progression of countries through the phases of REDD+	• Recognition of a number of governance challenges appears across a large number of readiness plans but often lack specifics on how to tackle these challenges • There has been no attempt to facilitate multi-stakeholder systems to collect governance data for REDD+ • Overall agreement through 71(d) to the safeguards under Annex 1, to be further detailed by SBTSA	• By 2015, at least five UN-REDD Programme countries have credible and inclusive systems of collecting governance data and assessments • By 2015, at least five UN-REDD Programme countries have internationally recognized systems for sharing information on governance and have a demonstrable improvement in their governance arrangements • By 2015, national institutional, legal and regulatory frameworks necessary for implementing REDD+ Phase 2 policies and measures are internationally recognized	• Quality public information system about governance measures in place • Reports of consultations and workshops held on governance for REDD+ • Coverage of governance issues in media • Bilateral agreements • National communications to UNFCCC on safeguards • REDD+ strategies, policies and plans	• **Political:** Efficiency and effectiveness during policy implementation is prioritized at the expense of equitable management of REDD+ policies and measures (safeguards) • **Social**: the design of REDD+ policies is influenced by existing powerful actors; institutional frameworks rely on champions rather than structural processes • **Operational:** Phase 1 of the readiness process takes longer than expected	

Outcome	Indicators	Baseline	Target	Means of Verification	Risks	Assumptions
Outcome 3: National systems for transparent, equitable, credible and accountable management of REDD+ funding are strengthened	• Number of UN-REDD countries receiving performance-based payments • Proportion of UN-REDD countries receiving performance-based payments through national entities • Proportion of UN-REDD countries that initially received performance-based payments through UN agencies graduating to receiving payments through a national entity	• As at 2011, only one agreement has been reached to provide performance-based payments to a UN-REDD Programme country – Indonesia – however the UN-REDD Programme did not significantly affect the decision. (Guyana and Tanzania reached agreements before becoming UN-REDD Programme countries)	• By 2015, at least five UN-REDD Programme countries are receiving performance-based payments. • By 2015, the TEAM systems developed by the UN-REDD Programme are acknowledged by investors/donors as being a factor in their decision to provide performance-based payments to at least three countries	• Announcements and/or publicly available copies of performance-based payment agreements • Surveys of investors/donors	• ***Political***: Lack of consensus on appropriate fiduciary standards ***Political***: lack of political will and backing; • ***Regulatory:*** burdensome systems and red tape •***Social:*** Guidance fails to address existing power structures that end up replicated and lead to elite capture • ***Social***: lack of trust among different actors; • ***Social:*** gender inequalities deeply rooted and difficult to change at a sufficient pace • ***Systemic***: pervasive corruption at all levels prove too difficult to address through REDD+ interventions	• The impact of UN-REDD on payment decisions can be determined and attributed • The need to attract international investors will dampen any tendency towards a race to the bottom in fiduciary systems • Governments will understand the benefits of equitable benefit distribution • The UN is able to demonstrate its added value at the country-level in terms of supporting countries with their national systems

Outcome	Indicators	Baseline	Target	Means of Verification	Risks	Assumptions
Outcome 4: IP, local communities, CSOs and other stakeholders participate effectively in national and international REDD+ decision making, strategy development and implementation	• Number of IP, local communities and CSO stakeholders represented in REDD+ decision making, strategy development and implementation at the national and international level • Number of consultation processes underway for national readiness and REDD+ activities • Number of countries with systems established to provide effective recourse to stakeholders who are impacted by readiness and REDD+ activities • Number of countries that seek FPIC of IP and local communities before implementation of	• Regional representation of IP and CSOs in the UN-REDD Programme Policy Board has been secured. National–level representation of IP and CSO stakeholders is mentioned in the NPDs of some UN-REDD Programme countries, and has been implemented. • Consultations with IP and CSO stakeholders have been held (i) internationally to develop the UN-REDD Programme Operational Guidance on Stakeholder Engagement; and (ii) in all three regions for the development of FPIC guidelines. • Currently there are no countries with REDD+ recourse systems established; activities towards the	• IP local communities and CSO stakeholders represented in REDD+ decision-making bodies and involved in the design, implementation and evaluation of REDD+ activities in countries receiving direct support from the UN-REDD Programme. • Indigenous local communities and CSO stakeholders meaningfully consulted at national and provincial levels on the development of REDD+ strategies and the implementation of activities. • Provisions for recourse in place in countries receiving direct support from the UN-REDD Programme. • The right to FPIC upheld in UN-REDD	• Minutes and lists of participants for key national and international REDD+ meetings • Documentation/reports of verified national level consultation processes for national readiness and REDD+ implementation activities • Documentation of: arrangements for recourse mechanism; minutes of mediation; decisions; and recourse arrangements • Documentation of FPIC processes and decisions • Documentation from National REDD+ Programmes and National REDD+ Strategies, including consultation and	• Countries fail to adhere to the standards outlined in the joint Guidelines on Stakeholder Engagement in REDD+ Readiness • IP local communities and civil society organization stakeholders refuse to participate in or oppose/disrupt REDD+ readiness and REDD+ implementation activities	• National governments will be willing to engage meaningfully with IP and civil society stakeholders as per national and international rights-based instruments • The majority of key IP and civil society stakeholders will continue to engage with UN-REDD Programme activities

Outcome	Indicators	Baseline	Target	Means of Verification	Risks	Assumptions
	readiness or REDD+ activities that impact their territories, resources, livelihoods or cultural identity. • Number of countries implementing an approach to REDD+ stakeholder engagement that is harmonized across the UN-REDD Programme, FCPF and FIP	development of such systems are mentioned in the NPDs of some UN-REDD Programme countries. • Only very preliminary FPIC activities are being conducted in some UN-REDD Programme partner countries (e.g., pilot FPIC process in Viet Nam; FPIC policy being developed in Indonesia). • Joint guidelines to support a harmonized approach to stakeholder engagement between the UN-REDD Programme and FCPF have been developed but not yet operationalized or implemented	Programme activities in countries receiving direct support from the UN-REDD Programme, in accordance with the joint Guidelines on Stakeholder Engagement in REDD+ Readiness. • Stakeholder engagement standards presented in the joint Guidelines on Stakeholder Engagement in REDD+ Readiness upheld in UN-REDD Programme countries	participation strategies • Survey to gauge stakeholder perceptions		

Outcome	Indicators	Baseline	Target	Means of Verification	Risks	Assumptions
5. Multiple benefits of forests are promoted and realized in REDD+ strategies and actions	• Number of countries adopting safeguard standards for ecosystem services and livelihood benefits • Number of countries adopting multiple benefit decision toolkits	• Zero countries • Zero countries	• By 2015 at least 10 UN-REDD Programme partner countries have adopted safeguard standards • At least 10 countries with multiple benefit toolkits	• Published regulations and other policy documents • Training reports related to toolkits	• Non-market, benefits of forests are ignored, despite their critical economic and ecological importance • Land-use and forest management decision- making remains narrowly sectoral	• Based on demand, there is a need to develop, within a national a REDD+ strategy explicit measures to assure the flow of multiple benefits from forests under REDD+ • Future negotiations on REDD+ continue to recognize that forests under REDD+ need to deliver multiple benefits • Payments for forest ecosystem services receive more attention

Outcome	Indicators	Baseline	Target	Means of Verification	Risks	Assumptions
6. REDD+ strategies and related investments effectively catalyze shifts to green economies	• Number of national or sub-national development strategies that recognize REDD+ based investments as a means for transformation • Number of investment agreements supported and strengthened with respect to sustainable delivery of that are based on forest multiple benefit investment options	• Zero development strategies • Zero agreements	• By 2015, three UN-REDD Programme strategies recognize REDD+ based investments • At least three investment agreements are supported so that they are recognizably based on multiple benefit investment options	• Relevant policy instruments, strategies and plans • Investment agreements (FIP, MDBs, bilateral investors, etc.)	• Economic or ecological shocks force the search for short term coping solutions, rather than long-term solutions for development, mitigation and adaptation. • National investment plans are narrowly sectoral and continue to ignore 'externalities' • Best evidence and practice related to the use of discount rates continues to be ignored • Political economy of destructive forest uses remains unchanged	• In 2011 a number of countries have identified 'low carbon development' trajectories or 'green economy' goals, less than five of these have explicitly linked such outcomes to a pivotal role for REDD+ • REDD+ continues to be a viable instrument for investments in climate change mitigation. and generates a significant level of public sector funding

Outcome	Indicators	Baseline	Target	Means of Verification	Risks	Assumptions
SUPPORT FUNCTIONS Outcome 7: UN-REDD Programme knowledge is developed managed, analyzed and shared to support REDD+ efforts at all levels	• UN-REDD Programme as source of knowledge on REDD+ • Number of workshops and events dealing with lessons learned, south-south cooperation and exchange of experience facilitated • Number of strategic KM products • Number of (a) hits on website and (b) workspace users	• Programme is being acknowledged increasingly as source of knowledge and information • 1 South-South workshop, and a dozen workshops and events dealing specifically with lessons learned • Newsletter, technical papers and some communication materials developed including two Year in Review publications • (a) website hits: 750,000 hits per month (b) workspace users: 600	• By 2015, the Programme is a key source and hub of knowledge on REDD+ through diverse media and means • Workshops organized in an efficient and coordinated manner • More streamlined, coordinated and KM products and their number increasing • Five YIRs • By mid 2013, (a) 950,000 website hits, (b) 700 workspace users	• unredd.net and un-redd.org. • Feedback by Policy Board members and partners • KM strategy and reviews	• Failure to prioritize sharing knowledge in high- paced context • Siloed information and systems to share • Creating increased travel burden to countries by uncoordinated and overlapping workshops	• UN-REDD Programme has instrumental role in knowledge development and sharing • Staff complying with and contributing to agreed upon KM systems

Outcome	Indicators	Baseline	Target	Means of Verification	Risks	Assumptions
SUPPORT FUNCTIONS **Outcome 8: Timely and effective UN-REDD Programme Secretariat services provided to the UN-REDD partner countries, Policy Board and the UN agencies**	• Governance of UN-REDD Programme • Effective oversight of the national and global programmes, resource mobilization and knowledge management • Disclosure of information	• Policy Board established and functioning • Monitoring tools are being developed • Programme reviewed and evaluated periodically • Disclosure policy being developed	• By end of 2011, procedures and practices are improved to ensure effectiveness, transparency and accountability of the Board • Monitoring tools improved and used • Internal programme evaluation carried out by 2011; external programme evaluation in 2013 •Disclosure policy finalized and in use by end 2011	• Website • PB reports • Programme outputs • Project Tracker • Reviews and evaluations	• Increased tasks and constituency, and unsecure donor base • Shifts in external environment and potential over expectations	• Timely outputs, and contributions – ultimately- to the efforts by countries in building their capacity on REDD+ • Quality services provided to the PB, partner countries, three agencies, and collaboration enhanced with other partners.

Annex 3. Budget (overview, consolidated results framework, and work plan)

a. Overview of budget
b. Consolidated results framework, workplan and budget

OVERVIEW: 1 JULY 2011-JUNE 2013 RESOURCE PLANNING

IMPACT: Sufficient capacity is established at all levels for countries to design and implement results-based REDD+ actions and to use their own natural resources in ways that prioritise poverty reduction		Year 1					Year 2						Year 3 Indicative						
FUNCTION/ WORK AREA	**OUTCOME**	**FAO**	**UNDP**	**UNEP**	**Total**	**% of total budget**	**FAO**	**UNDP**	**UNEP**	**Total**	**% of total budget**	**Total Year 1 & 2**	**FAO**	**UNDP**	**UNEP**	**Total**	**% of total budget**	**Total Year 1-3**	**% of total budget**
WORK AREAS																			
1. MRV and monitoring	REDD+ countries have systems and capacities to develop and implement MRV and monitoring	6,409,170	315,650	144,450	6,869,270	28%	6,665,970	171,200	139,100	6,976,270	26%	13,845,541	6,987,100	-	125,832	7,112,932	25%	20,958,473	**26%**
2. National REDD+ governance	Credible, inclusive national governance systems are developed for REDD+ Implementation	1,107,450	2,246,892	-	3,354,342	14%	1,107,450	2,336,462	-	3,443,912	13%	6,798,254	1,428,450	2,486,263	-	3,914,713	14%	10,712,966	**13%**
3. REDD+ payments	National systems for transparent, equitable, credible and accountable management of REDD+ funding are strengthened	214,001	2,135,828	-	2,349,829	10%	214,001	1,829,808	-	2,043,809	7%	4,393,637	214,000	1,726,204	-	1,940,205	7%	6,333,842	**8%**
4. Stakeholder engagement	Indigenous Peoples, local communities, civil society organizations and other stakeholders participate effectively in national and international REDD+ decision making, strategy development and implementation		1,673,902	288,900	1,962,802	8%	-	1,866,502	348,820	2,215,322	8%	4,178,123	-	1,778,177	289,863	2,068,040	7%	6,246,164	**8%**
5. Multiple Benefits	Multiple benefits of forests are realized and safeguarded in REDD+ strategies and actions	513,600	1,446,623	2,514,500	4,474,723	19%	513,600	1,457,323	2,942,500	4,913,423	18%	9,388,146	524,300	1,393,123	2,930,302	4,847,725	17%	14,235,871	**18%**
6. REDD+ catalysation of green economy	Green economy transformation processes catalysed as a result of REDD+ strategies and investments	-	107,000	2,585,469	2,692,469	11%	-	500,520	2,948,200	3,448,720	13%	6,141,190	-	500,520	3,621,308	4,121,828	15%	10,263,018	**13%**
TOTAL WORK AREAS 1-6		**8,244,221**	**7,925,894**	**5,533,319**	**21,703,435**		**8,501,021**	**8,161,814**	**6,378,620**	**23,041,455**		**44,744,890**	**9,153,851**	**7,884,288**	**6,967,305**	**24,005,443**		**68,750,333**	
SUPPORT FUNCTIONS: KNOWLEDGE MANAGEMENT AND SECRETARIAT																			
7. Knowledge management & dissemination	UN-REDD Programme knowledge is developed, managed, analyzed and shared to support REDD+ efforts at all levels	473,475	181,900	307,581	962,956	4%	473,475	181,900	554,435	1,209,810	4%	2,172,765	494,875	181,900	556,842	1,233,617	4%	3,406,382	**4%**
8. Secretariat services	Timely and effective UN-REDD Programme Secretariat services provided to the UN-REDD partner countries, Policy Board and the UN agencies	319,171	366,238	834,181	1,519,591	6%	673,202	766,532	1,653,336	3,093,069	11%	4,612,660	673,202	766,532	1,653,336	3,093,070	11%	7,705,730	**10%**
TOTAL SUPPORT FUNCTIONS		792,646	**548,138**	**1,141,762**	**2,482,546**		**1,146,677**	**948,432**	**2,207,770**	**4,302,879**		**6,785,425**	**1,168,077**	**948,432**	**2,210,178**	**4,326,687**		**11,112,112**	
Grand Total		**9,036,867**	**8,474,033**	**6,675,082**	**24,185,981**	**100%**	**9,647,698**	**9,110,247**	**8,586,390**	**27,344,334**	**100%**	**51,530,316**	**10,321,928**	**8,832,720**	**9,177,483**	**28,332,130**	**100%**	**79,862,446**	**100%**

UNREDD GLOBAL PROGRAMME WORKPLAN : 1 JULY 2011 - 30 JUNE 2013

WORK AREAS 1-6

Work area 1: MRV and monitoring

Outcome 1: REDD+ countries have systems and capacities to develop and implement MRV and monitoring			**Work Plan Year 1**				**Work Plan Year 2**				**Resource Allocation and time frame**				
Expected Outputs	**Indicative Activities**	**Responsible Agency**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Budget categories**	**Year 1**	**Year 2**	**Total**	**Indicative Year 3**
Output 1.1: Information and monitoring needs for REDD+	Integration of lessons learnt in the REDD+ pilot countries implementing REDD+ monitoring and MRV systems	FAO									Personnel include staff, consultancy & travel	181,994	181,994	363,987	317,115
	Incorporating REDD+ monitoring requirements with broader monitoring needs for sustainable development										Service contracts	20,000	20,000	40,000	20,000
	Technical advice to support institutional arrangements for national monitoring systems										Training of counterparts	60,000	60,000	120,000	140,000
											Supplies, equipment	12,543	12,543	25,086	12,543
											Other direct costs (Misc.)	10,342	10,342	20,684	10,342
Total programme cost												284,879	284,879	569,757	500,000
7% indirect cost												19,942	19,942	39,883	35,000
Sub-total												**304,820**	**304,820**	**609,640**	**535,000**
~~Output 1.2 Education and capacity development~~ (merged with 1.4)		FAO									Personnel include staff, consultancy & travel	-	-	-	-
											Service contracts	-	-	-	-
											Training of counterparts	-	-	-	-
											Supplies, equipment	-		-	-
											Other direct costs (Misc.)	-	-	-	-
Total programme cost												-	-	-	-
7% indirect cost												-	-	-	-
sub-total												**-**	**-**	**-**	**-**
Output 1.2: Tools and methods for MRV and monitoring	Remote sensing data supply and applications for data processing and analysis	FAO									Personnel include staff, consultancy & travel	1,065,000	1,065,000	2,130,001	1,065,000
	Further development of methodologies for national forest inventories and monitoring of REDD+ activities										Service contracts	205,000	205,000	410,000	220,000
	Development of tools to support the compilation of National Communications and National GHGs Inventories										Training of counterparts	185,000	185,000	370,000	200,000
											Supplies, equipment	40,000	40,000	80,000	40,000
											Other direct costs (Misc.)	15,000	15,000	30,000	15,000
Total programme cost												1,510,000	1,510,000	3,020,001	1,540,000
7% indirect cost												105,700	105,700	211,400	107,800
Sub-total												**1,615,700**	**1,615,700**	**3,231,401**	**1,647,800**
Output 1.2: cont'd Tools and methods for MRV and monitoring	Integrate multiple benefits tracking and monitoring tools into monitoring and information systems (including those related to environmental standards)	UNEP									Personnel include staff, consultancy & travel	47,250	45,500	92,750	42,000
											Service contracts	40,500	39,000	79,500	34,000
											Training of counterparts	33,750	32,500	66,250	30,000
											Supplies, equipment	6,750	6,500	13,250	5,800
											Other direct costs (Misc.)	6,750	6,500	13,250	5,800
Total programme cost												135,000	130,000	265,000	117,600
7% indirect cost												9,450	9,100	18,550	8,232

Expected Outputs	Indicative Activities	Responsible Agency	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Budget categories	Year 1	Year 2	Total	Indicative Year 3
sub-total												**144,450**	**139,100**	**283,550**	**125,832**
Output 1.3: Technical support to country-level implementation and capacity development	National-level institutional capacity development and training	FAO									Personnel include staff, consultancy & travel	3,255,968	3,495,968	6,751,936	3,515,968
	National-level methodology development										Service contracts	383,738	383,738	767,476	403,738
	Build critical mass and methodological consistency across countries										Training of counterparts	342,000	342,000	684,000	357,000
	Support to the CD-REDD process to develop the GHG Inventories										Supplies, equipment	50,000	50,000	100,000	50,000
	Training courses in forest and natural resources monitoring										Other direct costs (Misc.)	163,294	163,294	326,588	163,294
Total programme cost												4,195,000	4,435,000	8,630,000	4,490,000
7% indirect cost												293,650	310,450	604,100	314,300
sub-total												**4,488,650**	**4,745,450**	**9,234,100**	**4,804,300**
Output 1.3: cont'd	Capacity development for UN-REDD partner countries preparing National Communications and National GHGs Inventory, incl. coordination with relevant climate change related initiatives on national and regional level	UNDP									Personnel include staff, consultancy & travel	215,000	55,000	270,000	
											Service contracts	30,000	30,000	60,000	-
											Training of counterparts	50,000	75,000	125,000	-
											Supplies, equipment	-	-	-	-
											Other direct costs (Misc.)	-	-	-	-
Total programme cost												295,000	160,000	455,000	-
7% indirect cost												20,650	11,200	31,850	-
sub-total												**315,650**	**171,200**	**486,850**	**-**
Outcome Total												**6,869,270**	**6,976,270**	**13,845,541**	**7,112,932**
Work area 2: National REDD+ governance															
Outcome 2: Credible, inclusive national governance systems are developed for REDD+ implementation			**Work Plan Year 1**				**Work Plan Year 2**				**Resource Allocation and time frame**				
Expected Outputs	**Planned Activities**	**Responsible Agency**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Budget categories**	**Year 1**	**Year 2**	**Total**	**Indicative Year 3**
Output 2.1: Nationally owned, credible and inclusive systems for collecting governance data and assessments	Participatory governance assessments for REDD+	UNDP									Personnel include staff, consultancy & travel	800,663	975,663	1,776,326	1,015,663
	Knowledge sharing (guidance and South South exchange)										Service contracts	170,000	205,000	375,000	205,000
	Technical and policy support to UN-REDD Programme partner countries										Training of counterparts	165,000	215,000	380,000	180,000
											Other direct costs (Misc.)	7,400	7,400	14,800	7,400
Total programme cost												1,143,063	1,403,063	2,546,126	1,408,063
7% indirect cost												80,014	98,214	178,229	98,564
sub-total												**1,223,077**	**1,501,277**	**2,724,355**	**1,506,627**
Output 2.1: (cont'd) Nationally owned, credible and inclusive systems for collecting governance data and assessments	Information systems needs on REDD+ governance safeguards as per 71.d	FAO									Personnel include staff, consultancy & travel	178,135	178,135	356,269	178,135
	Support to data collection										Service contracts	38,500	38,500	77,000	38,500
											Training of counterparts	71,000	71,000	142,000	71,000
											Supplies, equipment	2,500	2,500	5,000	2,500
											Other direct costs (Misc.)	9,866	9,866	19,731	9,866
Total programme cost												300,000	300,000	600,000	300,000
7% indirect cost												21,000	21,000	42,000	21,000
sub-total												**321,000**	**321,000**	**642,000**	**321,000**

Expected Outputs	Indicative Activities	Responsible Agency	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Budget categories	Year 1	Year 2	Total	Indicative Year 3
Output 2.2: Strengthened frameworks for implementing REDD+ policies and measures	Good practice guidance on transparent and accountable institutional, legal and regulatory arrangements	UNDP									Personnel include staff, consultancy & travel	386,373	306,373	692,746	431,373
	Training and tools for REDD+ governance policy reform										Service contracts	-	-	-	-
	Support to integration of REDD+ strategies into low carbon, climate resilient development planning										Training of counterparts	50,000	50,000	100,000	60,001
	Technical and policy support to UN-REDD Programme partner countries										Supplies, equipment	-	-	-	-
											Other direct costs (Misc.)	7,400	7,400	14,800	7,400
Total programme cost												443,773	363,773	807,546	498,774
7% indirect cost												31,064	25,464	56,528	34,914
sub-total												**474,837**	**389,237**	**864,074**	**533,688**
Output 2.2: (cont'd) Strengthened frameworks for implementing REDD+ policies and measures	Guiding documents, consultations and assessment of legal preparedness for REDD+	FAO									Personnel include staff, consultancy & travel	113,248	113,248	226,496	113,248
											Service contracts	63,990	63,990	127,980	63,990
											Training of counterparts	102,434	102,434	204,868	102,434
											Supplies, equipment	-	-	-	-
											Other direct costs (Misc.)	5,328	5,328	10,656	5,328
Total programme cost												285,000	285,000	570,000	285,000
7% indirect cost												19,950	19,950	39,900	19,950
Sub-total												**304,950**	**304,950**	**609,900**	**304,950**
Output 2.3: Strengthened systems for addressing and respecting safeguards	Practical guidance to support inclusive and consistent systems of information-sharing for safeguards	UNDP									Personnel include staff, consultancy & travel	345,663	409,373	755,036	409,373
	Knowledge products										Service contracts	-	-	-	-
	Policy and technical back stopping to UN-REDD partner countries										Training of counterparts	160,000	-	160,000	-
											Supplies, equipment	-	-	-	-
											Other direct costs (Misc.)	7,400	7,400	14,800	7,400
Total programme cost												513,063	416,773	929,836	416,773
7% indirect cost												35,914	29,174	65,089	29,174
sub-total												**548,977**	**445,947**	**994,925**	**445,947**
Output 2.4: Building capacity for effective forest management	Support to REDD+ through the National Forest Programme Facility (NFP Facility)	FAO									Personnel include staff, consultancy & travel	88,416	88,416	176,832	201,664
											Service contracts	54,510	54,510	109,020	118,500
											Training of counterparts	100,036	100,036	200,072	217,470
											Supplies, equipment	2,500	2,500	5,000	2,500
											Other direct costs (Misc.)	4,538	4,538	9,076	9,866
Total programme cost												250,000	250,000	500,000	550,000
7% indirect cost												17,500	17,500	35,000	38,500
sub-total												**267,500**	**267,500**	**535,000**	**588,500**
Output 2.5: Improved land tenure for REDD+	Consultations to gather lessons learned and share experience	FAO									Personnel include staff, consultancy & travel	180,714	180,714	361,428	180,714
	Development of land tenure for REDD+ voluntary guides										Service contracts	-	-	-	-
											Training of counterparts	-	-	-	-
											Supplies, equipment	6,500	6,500	13,000	6,500

Expected Outputs	Indicative Activities	Responsible Agency	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Budget categories	Year 1	Year 2	Total	Indicative Year 3
											Other direct costs (Misc.)	12,786	12,786	25,572	12,786
Total programme cost												200,000	200,000	400,000	200,000
7% indirect cost												14,000	14,000	28,000	14,000
sub-total												**214,000**	**214,000**	**428,000**	**214,000**
Outcome total												**3,354,342**	**3,443,912**	**6,798,254**	**3,914,713**
Work area 3: REDD+ payments															
Outcome 3: National systems for transparent, equitable, credible and accountable management of REDD+ funding are strengthened			**Work Plan Year 1**				**Work Plan Year 2**				**Resource Allocation and time frame**				
Expected Outputs	**Planned Activities**	**Responsible Agency**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Budget categories**	**Year 1**	**Year 2**	**Total**	**Indicative Year 3**
Output 3.1: Trusted national fiduciary systems are ready for performance based payments	Capacity building for fiduciary standards for receiving and disbursement of funds	UNDP									Personnel include staff, consultancy & travel	347,042	203,816	550,858	252,042
	Trainings on budget oversight and monitoring										Service contracts	-	-	-	-
	Knowledge, coordination and support to National Programmes										Training of counterparts	15,000	33,226	48,226	40,000
											Supplies, equipment	4,430	4,430	8,860	4,430
											Other direct costs (Misc.)	-	-	-	-
Total programme cost												366,472	241,472	607,944	296,472
7% indirect cost												25,653	16,903	42,556	20,753
Sub-total												**392,125**	**258,375**	**650,500**	**317,225**
Output 3.2: Transparent, equitable and accountable benefit distribution systems	Guidance on institutional frameworks for benefit distribution systems	UNDP									Personnel include staff, consultancy & travel	224,647	199,647	424,294	215,321
	Technical and policy support to apply guidance in UN-REDD Programme partner countries										Service contracts	15,000	10,000	25,000	10,000
											Training of counterparts	-	50,000	50,000	43,226
											Supplies, equipment	-	-	-	-
											Other direct costs (Misc.)	13,400	13,400	26,800	13,400
Total programme cost												253,047	273,047	526,094	281,947
7% indirect cost												17,713	19,113	36,827	19,736
Sub-total												**270,760**	**292,160**	**562,921**	**301,683**
Output 3.2: (cont'd) Transparent, equitable and accountable benefit distribution systems	Information on other existing transaction systems in the land-based sector to create synergies with REDD+ payments, including analysis for using aggregated payments and performance proxies	FAO									Personnel include staff, consultancy & travel	155,647	155,647	311,293	155,646
											Service contracts	40,000	40,000	80,000	40,000
											Training of counterparts	-	-	-	-
											Supplies, equipment	-		-	-
											Other direct costs (Misc.)	4,354	4,354	8,708	4,354
Total programme cost												200,001	200,001	400,001	200,000
7% indirect cost												14,000	14,000	28,000	14,000
Sub-total												**214,001**	**214,001**	**428,001**	**214,000**
Output 3.3:	Guidance on identifying and prioritizing corruption risks in national contexts										Personnel include staff, consultancy & travel	726,542	645,542	1,372,084	523,042
	Training of REDD+ National counterparts										Service contracts	40,000	70,000	110,000	70,000
	Guidance to Anti-corruption commissions for engagement in REDD+										Training of counterparts	100,000	75,000	175,000	50,000
	Capacity-building and support for CSOs engaged in monitoring corruption in REDD+ activities										Supplies, equipment	-	-	-	-

Expected Outputs	Indicative Activities	Responsible Agency	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Budget categories	Year 1	Year 2	Total	Indicative Year 3
Output 3.3: Corruption risks in REDD+	Guidance for involving local governance institutions in anti corruption activities	UNDP									Other direct costs (Misc.)	5,430	5,430	10,860	5,430
	Guidance and support to legal and regulatory frameworks and instruments to combat corruption in REDD+														
	Coordination and engagement with Global and Regional anti corruption Processes on REDD+														
	Policy and technical back stopping to UN-REDD partner countries														
Total programme cost												871,972	795,972	1,667,944	648,472
7% indirect cost												61,038	55,718	116,756	45,393
Sub-total												**933,010**	**851,690**	**1,784,700**	**693,865**
Output 3.4: REDD+ benefits strengthen equity and poverty reduction	Guidance on REDD+ contribution to inclusive development outcomes and social protection	UNDP									Personnel include staff, consultancy & travel	197,875	157,875	355,750	184,649
	Knowledge products and regional coordination										Service contracts	45,000	25,000	70,000	-
	Policy and technical advice to UN-REDD partner countries										Training of counterparts	-	-	-	15,000
											Supplies, equipment	-	-	-	-
											Other direct costs (Misc.)	4,430	4,430	8,860	4,430
Total programme cost												247,305	187,305	434,610	204,079
7% indirect cost												17,311	13,111	30,423	14,286
Sub-total												**264,616**	**200,416**	**465,033**	**218,365**
Output 3.5: Women's participation in national REDD+ systems	Guidance on corruption impacts on women and other vulnerable groups	UNDP									Personnel include staff, consultancy & travel	252,875	187,875	440,750	162,875
	Guidance on gender in BDS										Service contracts	-	-	-	-
	Integration of gender issues into existing guidelines for the UN-REDD Programme										Training of counterparts	-	20,000	20,000	15,000
	Expert support to UN-REDD partner countries										Supplies, equipment	-	-	-	-
											Other direct costs (Misc.)	4,430	4,430	8,860	4,430
Total programme cost												257,305	212,305	469,610	182,305
7% indirect cost												18,011	14,861	32,873	12,761
Sub-total												**275,316**	**227,166**	**502,483**	**195,066**
Outcome total												**2,349,829**	**2,043,809**	**4,393,637**	**1,940,205**
Work area 4: Stakeholder engagement															
Outcome 4: Indigenous Peoples, local communities, civil society organizations and other stakeholders participate effectively in national and international REDD+ decision making, strategy development and implementation		**Responsible Agency**	**Work Plan Year 1**				**Work Plan Year 2**				**Resource Allocation and time frame**				
Expected Outputs	**Planned Activities**		**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Budget categories**	**Year 1**	**Year 2**	**Total**	**Indicative Year 3**
Output 4.1: Indigenous Peoples, local communities, civil society organizations, and other relevant stakeholders are informed of national and international REDD+ processes, policies and activities	Support UN-REDD Country Teams/National Programmes to inform IP, local communities and civil society stakeholders on REDD+	UNDP									Personnel include staff, consultancy & travel	150,467	150,467	300,934	150,467
	Document, analyze and synthesize best practice and lessons learned in stakeholder engagement										Service contracts	40,000	60,000	100,000	60,000
	Communicate best practice, lessons learned, and UN-REDD Programme positions and progress on IP, local community and civil society participation to stakeholders, partners and donors										Training of counterparts	70,000	140,000	210,000	117,454
	Support South-South experience and knowledge exchange for IP, local communities and civil society stakeholders										Supplies, equipment	-	-	-	-

Expected Outputs	Indicative Activities	Responsible Agency	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Budget categories	Year 1	Year 2	Total	Indicative Year 3
	Coordinate efforts in stakeholder engagement with other multi-lateral REDD+ initiatives and CSO partners										Other direct costs (Misc.)	2,500	2,500	5,000	2,500
	Support IP and CSO Policy Board members to ensure IPs, local communities and civil society are informed of, and their opinions are fed back into, UN-REDD Programme activities, procedures and decisions														
Total programme cost												262,967	352,967	615,934	330,421
7% indirect cost												18,408	24,708	43,115	23,129
Sub-total												**281,375**	**377,675**	**659,049**	**353,550**
Output 4.2: Principles, guidelines and procedures for stakeholder engagement in national and international REDD+ processes developed through inclusive consultation	Develop principles, guidelines and procedures to address stakeholder engagement needs (e.g., FPIC, recourse, traditional knowledge, community based monitoring of carbon/non-carbon etc.)	UNDP									Personnel include staff, consultancy & travel	150,467	150,467	300,934	150,467
	Develop and disseminate associated tools, methodologies and materials to support the application of these principles, guidelines and procedures										Service contracts	150,000	110,000	260,000	90,000
											Training of counterparts	40,000	80,000	120,000	80,000
											Other direct costs (Misc.)	2,500	2,500	5,000	**2,500**
Total programme cost												342,967	342,967	685,934	322,967
7% indirect cost												24,008	24,008	48,015	22,608
Sub-total												**366,975**	**366,975**	**733,949**	**345,575**
Output 4.3: Support for the implementation of effective stakeholder engagement practices and guidelines in REDD+ countries	Technical support to countries (government; UN-REDD National Programmers and staff; country office staff; IP and civil society representatives) to integrate principles, guidelines and procedures into UN-REDD Programme activities	UNDP									Personnel include staff, consultancy & travel	375,230	375,230	750,460	375,230
	Support the development and application of recourse mechanisms to ensure effective and appropriate grievance and complaint channels										Service contracts	50,000	40,000	90,000	20,000
											Training of counterparts	100,000	140,000	240,000	100,000
											Supplies, equipment	-	-	-	-
											Other direct costs (Misc.)	9,000	9,000	18,000	9,000
Total programme cost												534,230	564,230	1,098,460	504,230
7% indirect cost												37,396	39,496	76,892	35,296
Sub-total												**571,626**	**603,726**	**1,175,352**	**539,526**
Output 4.4: Stakeholders are supported to engage in and influence national and international REDD+ processes	Support targeted training and capacity building of IP, local community and civil society stakeholders on REDD+ and rights (e.g., FPIC, UNDRIP, IP rights, negotiation, legal training etc.	UNDP									Personnel include staff, consultancy & travel	375,230	375,230	750,460	375,230
	Support IP, local community and civil society stakeholders' participation in regional and international REDD+ processes (e.g., CBD, UNFCCC, UNPFII, UN-REDD Programme meetings etc.)										Service contracts	20,000	40,000	60,000	60,000
	Support stakeholder consultations for collaboration and information exchange										Training of counterparts	20,000	60,000	80,000	60,000
											Supplies, equipment	-	-	-	-
											Other direct costs (Misc.)	9,000	9,000	18,000	9,000
Total programme cost												424,230	484,230	908,460	504,230
7% indirect cost												29,696	33,896	63,592	35,296
Sub-total												**453,926**	**518,126**	**972,052**	**539,526**

Expected Outputs	Indicative Activities	Responsible Agency	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Budget categories	Year 1	Year 2	Total	Indicative Year 3
Output 4.5: Broader multi-stakeholder processes on key aspects of REDD+ readiness to build consensus and transform economic systems are supported	Public-private policy dialogue at both international and national levels on mobilizing private REDD investment	UNEP									Personnel include staff, consultancy & travel	94,500	114,100	208,600	117,500
	Stakeholder consultation at national level (in conjunction with 3.1 & 3.2) on implications of investment options for REDD+ and scenarios										Service contracts	81,000	97,800	178,800	50,000
	Tracking tool for private sector engagement (including investments by private financial institutions) in REDD+ based catalysation of green economy										Training of counterparts	67,500	81,500	149,000	73,000
	Capacity Building										Supplies, equipment	13,500	16,300	29,800	15,200
											Other direct costs (Misc.)	13,500	16,300	29,800	15,200
Total programme cost												270,000	326,000	596,000	270,900
7% indirect cost												18,900	22,820	41,720	18,963
Sub-total												**288,900**	**348,820**	**637,720**	**289,863**
Outcome total												**1,962,802**	**2,215,322**	**4,178,123**	**2,068,040**
Work area 5: Multiple benefits															
Outcome 5: Multiple benefits of forests are realized and safeguarded in REDD+ strategies and actions		**Responsible Agency**	**Work Plan Year 1**				**Work Plan Year 2**				**Resource Allocation and time frame**				
Expected Outputs	**Planned Activities**		**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Budget categories**	**Year 1**	**Year 2**	**Total**	**Indicative Year 3**
Output 5.1: Environmental and Social Principles, criteria and approaches to safeguard the multiple benefits of forests under REDD+ developed *(environmental component)*	Tools, methods and guidelines to encourage the capture of multiple benefits and applying relevant safeguards developed and implementation supported	UNEP									Personnel include staff, consultancy & travel	81,104	81,104	162,209	83,500
	National tests in 2 countries										Service contracts	77,337	125,337	202,675	80,000
											Training of counterparts	38,669	62,669	101,337	63,000
											Supplies, equipment	6,445	10,445	16,890	6,800
											Other direct costs (Misc.)	6,445	10,445	16,890	6,800
														-	
Total programme cost												210,000	290,000	500,000	240,100
7% indirect cost												14,700	20,300	35,000	16,807
Sub-total												**224,700**	**310,300**	**535,000**	**256,907**
Output 5.1: (cont'd) Environmental and Social Principles, criteria and approaches to safeguard the multiple benefits of forests under REDD+ developed *(social component)*	Finalize social safeguard principles, criteria, and indicators,	UNDP									consultancy & travel	336,789	336,789	673,578	336,789
	Develop toolkit & guidelines for safeguard principles and social										Service contracts	70,000	50,000	120,000	40,000
	Coordinate safeguards and multiple benefits approach with other multi-lateral REDD+ initiatives										Training of counterparts	40,000	20,000	60,000	20,000
	Develop knowledge products to share lessons learned and good practice with REDD+ countries and partner institutions										Supplies, equipment	-	-	-	-
											Other direct costs (Misc.)	6,666	6,666	13,332	6,666
Total programme cost												453,455	413,455	866,910	403,455
7% indirect cost												31,742	28,942	60,684	28,242
Sub-total												**485,197**	**442,397**	**927,594**	**431,697**
Output 5.2: Approaches to developing	Tracker tool (tracking system on flows of multiple benefits)										Personnel include staff, consultancy & travel	81,104	81,104	162,209	83,500

Expected Outputs	Indicative Activities	Responsible Agency	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Budget categories	Year 1	Year 2	Total	Indicative Year 3
information systems on the ecosystem-based multiple benefits of forests under REDD+	Case studies and comparative analyses of national informations systems for multiple benefits (support to developing & testing of monitoring systems)	UNEP									Service contracts	179,337	251,337	430,675	230,000
	Approaches to developing information systems on the ecosystem-bas										Training of counterparts	89,669	125,669	215,337	130,000
											Supplies, equipment	14,945	20,945	35,890	21,500
											Other direct costs (Misc.)	14,945	20,945	35,890	21,500
Total programme cost												380,000	500,000	880,000	486,500
7% indirect cost												26,600	35,000	61,600	34,055
Sub-total												**406,600**	**535,000**	**941,600**	**520,555**
Output 5.2 (cont'd) Approaches to developing information systems on the ecosystem-based multiple benefits of forests under REDD+	Synthesis of lessons learnt about measurement and monitoring of multiple benefits and other land based activities producing value to REDD+ in pilot countries to create capacity for countries	FAO									Personnel include staff, consultancy & travel	393,754	393,754	787,508	403,754
											Service contracts	75,000	75,000	150,000	75,000
											Training of counterparts	10,000	10,000	20,000	10,000
											Other direct costs (Misc.)	1,246	1,246	2,492	1,246
Total programme cost												480,000	480,000	960,000	490,000
7% indirect cost												33,600	33,600	67,200	34,300
Sub-total												**513,600**	**513,600**	**1,027,200**	**524,300**
Output 5.3: Tools, methods and guidance to encourage the capture of multiple benefits	Land-use planning approaches that incorporate the multiple benefits of forests	UNEP									Personnel include staff, consultancy & travel	81,104	81,104	162,209	84,000
	Multiple benefits 'toolkit'										Service contracts	341,337	377,337	718,675	380,000
	Case based evidence for the importance of multiple benefits (cases studies: REDD+ in deforestation hotspot and mangrove forests and REDD+)										Training of counterparts	170,669	188,669	359,337	195,000
											Supplies, equipment	28,445	31,445	59,890	32,500
											Other direct costs (Misc.)	28,445	31,445	59,890	32,500
Total programme cost												650,000	710,000	1,360,000	724,000
7% indirect cost												45,500	49,700	95,200	50,680
Sub-total												**695,500**	**759,700**	**1,455,200**	**774,680**
Output 5.4: Capacity strengthening, technical support and convening on ensuring and safeguarding multiple benefits *(ecosystem based multiple benefits)*	Capacity building	UNEP									Personnel include staff, consultancy & travel	567,730	567,730	1,135,460	585,000
	Technical support										Service contracts	235,908	409,362	645,270	422,000
	Convening expertise and lessons learned										Training of counterparts	196,362	204,681	401,043	211,000
											Supplies, equipment	55,000	34,114	89,114	35,000
											Other direct costs (Misc.)	55,000	34,114	89,114	35,000
Total programme cost												1,110,000	1,250,000	2,360,000	1,288,000
7% indirect cost												77,700	87,500	165,200	90,160
Sub-total												**1,187,700**	**1,337,500**	**2,525,200**	**1,378,160**
Output 5.4: (cont'd) Capacity strengthening, technical support and convening on ensuring and safeguarding multiple benefits *(social impacts and benefits)*	Training workshops for regional/national practitioners to implement safeguard and multiple benefits tools and guidance.	UNDP									Personnel include staff, consultancy & travel	664,400	664,400	1,328,800	664,400
	Support to national REDD+ multi-stakeholder processes to integrate social principles risk assessment and multiple benefits impact assessment into wide stakeholder engagement and governance capacity building processes										Service contracts	166,129	166,129	332,258	166,129

Expected Outputs	Indicative Activities	Responsible Agency	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Budget categories	Year 1	Year 2	Total	Indicative Year 3
	Support implementation of safeguard principles and social benefit impact assessment in REDD+ countries										Training of counterparts	50,000	100,000	150,000	50,000
	Document lessons learned and good practice in ensuring social principles are upheld and multiple benefits are delivered as part of REDD+ programming										Supplies, equipment	-	-	-	-
											Other direct costs (Misc.)	18,000	18,000	36,000	18,000
Total programme cost												898,529	948,529	1,847,058	898,529
7% indirect cost												62,897	66,397	129,294	62,897
Sub-total												**961,426**	**1,014,926**	**1,976,352**	**961,426**
Outcome total												**4,474,723**	**4,913,423**	**9,388,146**	**4,847,725**
Work area 6: REDD+ Catalysation of green economy															
Outcome 6: Green economy transformation processes catalyzed as a result of REDD+ strategies and investments		**Responsible Agency**	**Work Plan Year 1**				**Work Plan Year 2**				**Resource Allocation and time frame**				
Expected Outputs	**Planned Activities**		**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Budget categories**	**Year 1**	**Year 2**	**Total**	**Indicative Year 3**
Output 6.1: Making the case for the catalytic role of REDD+ in a green economy transformation	Assembling evidence and insights from existing case studies on transformation in the natural resources sector	UNEP									Personnel include staff, consultancy & travel	211,665	211,664	423,329	218,000
											Service contracts	160,000	221,000	381,000	500,000
	Guides and training materials, including license rights to software where necessary, for key tools, development of interactive web based support platform, other learning & information materials in response to demands										Training of counterparts	95,000	145,000	240,000	264,000
	Commissioned papers on bridging key knowledge gaps related to preparing an investment phase that is supportive of a green economy (from thought leaders, country partners and practitioners), annual workshop, related outreach materials in response to demands .										Supplies, equipment	25,417	36,167	61,584	35,000
											Other direct costs (Misc.)	25,417	36,167	61,584	35,000
Total programme cost												517,499	649,998	1,167,497	1,052,000
7% indirect cost												36,225	45,500	81,725	73,640
Sub-total												**553,723**	**695,498**	**1,249,221**	**1,125,640**
Output 6.2: Technical advice in support of investment options for REDD+	Expert workshop followed by synthesis report on how to carry out participatory scenario analysis in a REDD+ context using analogous experiences + one outreach workshop and other outreach materials	UNEP									Personnel include staff, consultancy & travel	211,665	211,665	423,330	218,000
	In depth development of participatory scenario analyses in three countries; 3 regional and 1 global sharing workshop (incl. global synthesis materials)										Service contracts	350,000	385,000	735,000	475,000
	Advisory panel + background studies + annual workshop in 3 countries; regional workshops and outreach to neighboring countries; ross-cutting analysis and synthesis of country work for international audience										Training of counterparts	206,000	220,000	426,000	244,000
											Supplies, equipment	39,417	39,417	78,834	40,000
											Other direct costs (Misc.)	39,416	39,416	78,832	40,000
Total programme cost												846,498	895,498	1,741,996	1,017,000
7% indirect cost												59,255	62,685	121,940	71,190
Sub-total												**905,753**	**958,183**	**1,863,936**	**1,088,190**

Expected Outputs	Indicative Activities	Responsible Agency	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Budget categories	Year 1	Year 2	Total	Indicative Year 3
Output 6.3: UN-REDD-support is integrated into national development planning and other relevant processes	Coordination and support at the national level	UNDP									Personnel include staff, consultancy & travel	100,000	467,776	567,776	467,776
	Policy advice at national and regional levels										Service contracts	-	-	-	-
	Coordination with the Territorial Approach to Climate Change (TACC) and low-carbon, climate-resilient development planning										Training of counterparts			-	
											Supplies, equipment	-	-	-	-
											Other direct costs (Misc.)			-	
Total programme cost												100,000	467,776	567,776	467,776
7% indirect cost												7,000	32,744	39,744	32,744
Sub-total												**107,000**	**500,520**	**607,520**	**500,520**
Output 6.4: Technical support and targeted training to support REDD+ as a catalyst of the green economy	Capacity strengthening: training of trainers materials and workshops, university curricula and outreach, etc.	UNEP									Personnel include staff, consultancy & travel	987,768	987,768	1,975,536	1,000,000
	Convening: biannual report and additional workshops										Service contracts			-	95,000
	Technical backstopping, including backstopping missions to all UN-REDD countries and support to information services										Training of counterparts	55,339	190,339	245,678	190,000
											Supplies, equipment	4,612	15,862	20,474	15,200
											Other direct costs (Misc.)	4,611	15,862	20,473	15,200
Total programme cost												1,052,330	1,209,831	2,262,161	1,315,400
7% indirect cost												73,663	84,688	158,351	92,078
Sub-total												**1,125,993**	**1,294,519**	**2,420,512**	**1,407,478**
Outcome total												2,692,469	3,448,720	6,141,190	4,121,828
TOTAL WORK AREAS 1-6												**21,703,435**	**23,041,455**	**44,744,890**	**24,005,443**
SUPPORT FUNCTIONS: Lead/coordinated by the Secretariat															
Outcome 7: 1. UN-REDD Programme knowledge is developed, managed, analyzed and shared to support REDD+ efforts at all levels (lead/coordinated by the Secretariat)		**Responsible Agency**	**Work Plan Year 1**				**Work Plan Year 2**				**Resource Allocation and time frame**				
Expected Outputs	**Planned Activities**		**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Budget categories**	**Year 1**	**Year 2**	**Total**	**Indicative Year 3**
Output 7.1: Current KM systems improved and new systems developed	Gather information on communities of practice	FAO/ Secretariat									Personnel include staff, consultancy & travel	190,275	190,275	380,550	210,275
	Databases and information management										Service contracts	17,700	17,700	35,400	17,700
											Training of counterparts	-	-	-	
											Supplies, equipment	4,425	4,425	8,850	4,425
											Other direct costs (Misc.)	8,850	8,850	17,700	8,850
Total programme cost												221,250	221,250	442,500	241,250
7% indirect cost												15,488	15,488	30,975	16,888
Sub-total												**236,738**	**236,738**	**473,475**	**258,138**
Output 7.1. (cont'd) Current KM systems improved and new systems developed	Gather information on communities of practice	UNDP/ Secretariat									Personnel include staff, consultancy & travel	30,000	30,000	60,000	30,000
	Databases and information management										Service contracts	20,000	20,000	40,000	20,000
											Training of counterparts	-	-	-	-
											Supplies, equipment	-	-	-	-
											Other direct costs (Misc.)	-	-	-	-
												50,000	50,000	100,000	50,000
												3,500	3,500	7,000	3,500
Sub-total												**53,500**	**53,500**	**107,000**	**53,500**

Expected Outputs	Indicative Activities	Responsible Agency	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Budget categories	Year 1	Year 2	Total	Indicative Year 3
Output 7.1: (cont'd) Current KM systems improved and new systems developed	Gather information on communities of practice	UNEP/ Secretariat									Personnel include staff, consultancy & travel	8,750	9,625	18,375	9,923
	Database and website maintenance										Service contracts	7,500	8,250	15,750	8,505
											Training of counterparts	6,250	6,875	13,125	7,088
											Supplies, equipment	1,250	1,375	2,625	1,418
											Other direct costs (Misc.)	1,250	1,375	2,625	1,418
Total programme cost												25,000	27,500	52,500	28,350
7% indirect cost												1,750	1,925	3,675	1,985
Sub-total												**26,750**	**29,425**	**56,175**	**30,335**
Output 7.2: New knowledge sharing products and exchanges facilitated and developed at various operational levels	Annual joint knowledge exchange meetings for regional teams	FAO/ Secretariat									Personnel include staff, consultancy & travel	95,138	95,138	190,276	95,138
											Service contracts	8,850	8,850	17,700	8,850
											Training of counterparts	-	-	-	-
											Supplies, equipment	2,212	2,212	4,424	2,212
											Other direct costs (Misc.)	4,425	4,425	8,850	4,425
Total programme cost												110,625	110,625	221,250	110,625
7% indirect cost												7,744	7,744	15,488	7,744
Sub-total												**118,369**	**118,369**	**236,738**	**118,369**
Output 7.2: (cont'd) New knowledge sharing products and exchanges facilitated and developed at various operational levels	Convene 3 regional information exchange workshops for teams in partner countries exchange on readiness components	UNDP/ Secretariat									Personnel include staff, consultancy & travel	40,000	40,000	80,000	40,000
	Produce, print and disseminate 1 lessons learned series per region										Service contracts	15,000	15,000	30,000	15,000
	Facilitate and support regional discussion forum										Training of counterparts	60,000	60,000	120,000	60,000
	Annual joint knowledge exchange meetings for regional teams										Supplies, equipment	-	-	-	-
											Other direct costs (Misc.)	5,000	5,000	10,000	5,000
Total programme cost												120,000	120,000	240,000	120,000
7% indirect cost												8,400	8,400	16,800	8,400
Sub-total												**128,400**	**128,400**	**256,800**	**128,400**
Output 7.2: (cont'd) New knowledge sharing products and exchanges facilitated and developed at various operational levels	KM support to regional teams	UNEP/ Secretariat									Personnel include staff, consultancy & travel	17,500	17,938	35,438	18,428
	Annual joint knowledge exchange meetings for regional teams										Service contracts	15,000	15,375	30,375	15,795
											Training of counterparts	12,500	12,813	25,313	13,163
											Supplies, equipment	2,500	2,563	5,063	2,633
											Other direct costs (Misc.)	2,500	2,563	5,063	2,633
Total programme cost												50,000	51,250	101,250	52,650
7% indirect cost												3,500	3,588	7,088	3,686
Sub-total												**53,500**	**54,838**	**108,338**	**56,336**
Output 7.3: Strategic KM products developed and communicated to wider audiences when appropriate to	Prepare and implement communication and events plan										Personnel include staff, consultancy & travel	103,459	218,913	322,372	218,913
	Coordinate support and organization of UN-REDD events										Service contracts	35,750	63,000	98,750	63,000

Expected Outputs	Indicative Activities	Responsible Agency	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Budget categories	Year 1	Year 2	Total	Indicative Year 3
facilitate REDD+ learning and position the Programme as a valuable resource in the REDD+ space	Coordinate the development and implementation of a longer-term knowledge management and communications strategy	Secretariat/ UNEP									Training of counterparts	10,000	20,000	30,000	20,000
											Supplies, equipment	31,000	70,000	101,000	70,000
											Other direct costs (Misc.)	32,250	67,500	99,750	67,500
Total programme cost												212,459	439,413	651,872	439,413
7% indirect cost												14,872	30,759	45,631	30,759
Sub-total												**227,331**	**470,172**	**697,503**	**470,172**
Output 7.3: (cont'd) Strategic KM products developed and communicated to wider audiences when appropriate to facilitate REDD+ learning and position the Programme as a valuable resource in the REDD+ space	Effective communication of results and outputs	FAO/ Secretariat									Personnel include staff, consultancy & travel	95,138	95,138	190,276	95,138
											Service contracts	8,850	8,850	17,700	8,850
											Training of counterparts	-	-	-	-
											Supplies, equipment	2,212	2,212	4,424	2,212
											Other direct costs (Misc.)	4,425	4,425	8,850	4,425
Total programme cost												110,625	110,625	221,250	110,625
7% indirect cost												7,744	7,744	15,488	7,744
Sub-total												**118,369**	**118,369**	**236,738**	**118,369**
Outcome total												**962,956**	**1,209,810**	**2,172,765**	**1,233,617**
Outcome 8: Timely and effective UN-REDD Programme Secretariat services provided to the UN-REDD partner countries, Policy Board and the UN agencies		**Responsible Agency**	**Work Plan Year 1**				**Work Plan Year 2**				**Resource Allocation**				
Expected Outputs	**Planned Activities**		**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Budget categories**	**Year 1 (6 mths)**	**Year 2 (12 mths)**	**Total**	**Indicative Year 3**
Output 8.1: Overall coordination and strategic planning provided for improved interagency and partner collaboration	Facilitate interagency coordination and communications	ALL									Personnel include staff, consultancy & travel	263,647	557,283	820,930	557,283
	Operationalize the Programme Strategy, including developing a UN-REDD Programme Strategic Alignment Plan and amend the MoU (FAO, UNEP, UNDP and MDTF)										Service contracts	21,875	27,500	49,375	27,500
	Provide UN-REDD inputs and ensure coordinated approaches with other initiatives including UNFCCC, FCPF, FIP, UNFF, ITTO, GEF and other key partners										Training of counterparts	14,375	29,000	43,375	29,000
											Supplies, equipment	15,000	45,000	60,000	45,000
	Coordinate the reviews and evaluations of the UN-REDD Programme										Other direct costs (Misc.)	5,625	18,750	24,375	18,750
Total programme cost												320,522	677,533	998,055	677,533
7% indirect cost												22,437	47,427	69,864	47,427
Sub-total												**342,958**	**724,960**	**1,067,919**	**724,960**
Output 8.2: National Programmes coordinated to ensure the effective delivery of the Programme	Prepare NP documentation including submission forms for the Policy Board	ALL									Personnel include staff, consultancy & travel	215,880	452,152	668,032	452,152
	Coordinate and liaise with partner countries of the Programme										Service contracts	21,275	25,100	46,375	25,100
	Coordinate agencies support for NP development, implementation and monitoring, including the internal NP working group										Training of counterparts	14,375	29,000	43,375	29,000
	Coordinate the revision of criteria, forms, templates, submission forms, and the review process (agencies, secretariat and independent technical review) for NPs										Supplies, equipment	10,200	37,000	47,200	37,000
	Develop and help implement the NP implementation guidelines for assessing impact										Other direct costs (Misc.)	3,825	12,750	16,575	12,750
Total programme cost												265,555	556,002	821,557	556,002
7% indirect cost												18,589	38,920	57,509	38,920
Sub-total												**284,144**	**594,923**	**879,066**	**594,922**

Expected Outputs	Indicative Activities	Responsible Agency	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Budget categories	Year 1	Year 2	Total	Indicative Year 3
Output 8.3: Global Programme coordinated to ensure the effective delivery of the Programme	Coordinate agencies support to the programme development and implementation	ALL									Personnel include staff, consultancy & travel	170,880	347,152	518,032	347,152
	Coordinate and contribute to the workshops										Service contracts	21,275	25,100	46,375	25,100
	Prepare GP documentation including submission forms for the Policy Board										Training of counterparts	14,375	29,000	43,375	29,000
	Develop and help implement the GP Five Year Framework Document										Supplies, equipment	10,200	37,000	47,200	37,000
	Facilitate the country needs assessment process										Other direct costs (Misc.)	3,825	12,750	16,575	12,750
Total programme cost												220,555	451,002	671,557	451,002
7% indirect cost												15,439	31,570	47,009	31,570
Sub-total												**235,994**	**482,573**	**718,566**	**482,572**
Output 8.4: Policy Board has procedures and competencies to effectively make decisions	Prepare documentation and report	ALL									Personnel include staff, consultancy & travel	202,263	439,718	641,981	439,718
											Service contracts	16,575	26,300	42,875	26,300
	Liaise with members, observers and co-chairs										Training of counterparts	225,550	385,000	610,550	385,000
	Coordinate logistics for two Policy Board meetings per year										Supplies, equipment	12,600	21,000	33,600	21,000
	Logistics and travel support to PB members										Other direct costs (Misc.)	4,725	15,750	20,475	15,750
Total programme cost												461,713	887,768	1,349,481	887,768
7% indirect cost												32,320	62,144	94,464	62,144
Sub-total												**494,033**	**949,912**	**1,443,945**	**949,912**
Output 8.5: The UN-REDD Programme is monitored and evaluated and additional resources mobilized towards meeting the five year funding target	Develop Programme budget and work plan	ALL									Personnel include staff, consultancy & travel	108,459	228,913	337,372	228,913
	Coordinate financial monitoring and evaluation of the programme, including inputs to the annual and semi-annual MDTF reports										Service contracts	20,750	23,000	43,750	23,000
	Develop and implement a result-based monitoring framework for the UN-REDD Programme and monitoring tools including a project tracker										Training of counterparts	14,375	29,000	43,375	29,000
	Coordinate the process of approval and monitoring Tier 2 funding projects										Supplies, equipment	6,000	30,000	36,000	30,000
											Other direct costs (Misc.)	2,250	7,500	9,750	7,500
Total programme cost												151,834	318,413	470,247	318,413
7% indirect cost												10,628	22,289	32,917	22,289
Sub-total												162,462	340,702	503,164	340,702
Outcome total												**1,519,591**	**3,093,069**	**4,612,660**	**3,093,068**
TOTAL SUPPORT FUNCTIONS												**2,482,546**	**4,302,879**	**6,785,425**	**4,326,685**
Grand Total												**24,185,981**	**27,344,334**	**51,530,316**	**28,332,128**