



The UN-REDD Programme Strategy 2010-2015 - Draft Elements

UN-REDD PROGRAMME

17-19 March 2010



Contents

1. Introduction	1
2. Context.....	1
2.1. REDD+ in today's world.....	1
2.2. Current status	2
3. Vision and mission of the UN-REDD Programme for 2010-2015 and beyond.....	3
4. Goals for 2010-2015.....	3
5. Scope of the Programme	5
5.1. Supporting national REDD+ processes.....	5
5.2. Guiding principles	6
5.3. Delivery of the UN-REDD Programme	6
5.3.1. Support to national actions.....	6
5.3.2. Coherent approach for country support.....	7
5.3.2. Global activities.....	7
5.4. Criteria for receiving UN-REDD support.....	8
5.5. National REDD+ strategies	8
5.6. Work areas	8
5.7. Creating an enabling environment for REDD+ success: the convening, catalyzing and communicating role of UN-REDD.....	11
6. Management of Programme	11
6.1. Policy Board	11
6.2. Agencies	11
6.3. Secretariat.....	12
7. Partnerships	12
8. Knowledge management and sharing	13
8.1. Knowledge management and sharing (website and workspace)	13
8.2. Communications	13
8.3. Publications.....	13
9. Funding the Programme	13
9.1. Resource Mobilization	13
9.2. Funding arrangements.....	14
10. Budget.....	14

Acronyms

CG – Coordination Group of the UN-REDD Programme

CPF – Collaborative Partnership on Forests

CSO – Civil Society Organization

CBFF – Congo Basin Forest Fund

DRC – Democratic Republic of Congo

FAO – Food and Agriculture Organization of the United Nations

FCPF – Forest Carbon Partnership Facility

FIP – Forest Investment Program

GEF – Global Environment Facility

HACT – Harmonized Approach to Cash Transfers

MDTF – Multi-donor Trust Fund

MRV – Measurement, Reporting and Verification

NGO – Non Governmental Organization

PNG – Papua New Guinea

REDD – Reducing emissions from deforestation and forest degradation

R-PP – REDD Readiness Preparation Proposal

SFM – sustainable forest management

UNFCCC – United Nations Framework Convention on Climate Change

UN – United Nations

UNDP – United Nations Development Programme

UNDG – United Nations Development Group

UNEP – United Nations Environment Programme

1. Introduction

The United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (UN-REDD Programme) was created in September 2008 to assist developing countries to build capacity to reduce emissions and to participate in a future REDD+ mechanism. REDD+ includes conservation, sustainable management of forests and enhancement of carbon stocks.

Achieving the goal of significantly reducing emissions from deforestation and forest degradation requires a strong partnership among countries and that the development of the REDD+ mechanism is significantly advanced under the United Nations Framework Convention on Climate Change (UNFCCC) negotiations. The partnership involves a commitment by developing countries to embark on low-carbon, climate resilient development. In return, developed countries commit to provide predictable and significant funding to incentivize countries to reduce forest-based carbon emissions.

Through its initial nine country pilot programmes in Africa, Asia and Latin America, and related global activities, the UN-REDD Programme has supported governments to prepare national REDD+ strategies, build monitoring systems, engage stakeholders and address co-benefits. Building on the lessons learned and feedback from countries and other partners, the Programme has increased its funding base and the number of partner countries. As a country demand-driven initiative, the UN-REDD Programme is positioned as a key multilateral initiative in support of the emerging international interim arrangements for financing and coordination, and an eventual REDD+ mechanism.

The UN-REDD Programme builds on the convening power and expertise of the Food and Agriculture Organization of the United Nations (FAO), the United Nations Development Programme (UNDP) and the United Nations Environment Programme (UNEP). It also works in partnership with other REDD+ initiatives, especially those hosted by the World Bank, and supports the implementation of UNFCCC decisions.

This UN interagency partnership is responsive to country needs and is prepared to support the transformation in developing country economies to achieve readiness for REDD+.

This strategy is a living document that will be reviewed as appropriate in response to the development of the REDD+ mechanism.

2. Context

2.1. REDD+ in today's world

Abatement of forest-based emissions is critical to limiting global warming. If we are to limit global warming to two degrees Celsius—a target agreed to internationally by scientists— we have to achieve a 17 gigatonnes reduction in carbon dioxide emissions equivalent per year compared to “business as usual” by 2020. This calls for bold decisions and leadership to reach emissions reductions that are efficient, effective and equitable nationally and globally.

Deforestation and forest degradation contributes at least 4.5 to seven gigatonnes of carbon dioxide equivalent each year. REDD+ is expected to contribute seven gigatonnes carbon dioxide equivalent emission reductions between 2010 and 2015, for an estimated €15-25 billion (US\$ 22-38 billion). While not legally binding, the politically significant Copenhagen Accord recognizes, “the crucial role of reducing emission from deforestation and forest degradation and the need to enhance removals of greenhouse gas emission by forests and agree on the need to provide positive incentives to such actions through the immediate establishment of a mechanism including REDD+, to enable the mobilization of financial resources from developed countries.”

2.2. Current status

The UN-REDD Programme has been one of the first major multilateral programmes to approve funding to build initial REDD+ capacity for countries. In 2009, a total of US\$24 million was approved for such 'REDD readiness' capacity building, especially to prepare national REDD+ strategies, engage stakeholders and develop MRV systems.

The 'Quick Start' phase was initiated in partnership with nine pilot countries:

In Africa: Democratic Republic of Congo (DRC), Tanzania, Zambia

In Asia-Pacific: Indonesia, Papua New Guinea (PNG), Viet Nam

In Latin America: Bolivia, Panama, Paraguay

At the end of 2009, five new countries joined the Programme as observers to the Policy Board: Argentina, Cambodia, Ecuador, Nepal and Sri Lanka. Eight more countries - Costa Rica, Kenya, Mexico, Nigeria, Philippines, Republic of Congo, Solomon Islands and Sudan joined in February 2010, and several more countries have since expressed their interest to join.

Norway is the founding donor of the Programme, contributing significant start up funds immediately after the Programme was officially launched in September 2008. Since then, Denmark and Spain have joined as new donors (see table 1).

Table 1. The current total portfolio of the UN-REDD Programme.

Funding partner	US\$ Million	Time period
Norway	52 (committed)	2009
	31 (agreed)	2010
Denmark	2 (committed)	2010
Spain	22 (pledged)	2010 -2012
TOTAL	107	

Feedback provided by member countries and other partners point to both opportunities and challenges for the UN-REDD Programme. Many countries have recognized the UN-REDD Programme as a primary multilateral initiative capable of providing early support to countries and strengthening the role of Indigenous Peoples and Civil Society Organizations in REDD+ activities. Simultaneously there are challenges associated with strengthening the governance structure, harmonization of approaches and mechanisms that support the design of national readiness processes.

The UN-REDD Programme and the Forest Carbon Partnership Facility (FCPF) are the two leading multi-lateral initiatives providing REDD+ readiness support to countries. Other multi-lateral initiatives include the Global Environment Facility (GEF) that has a significant portfolio of sustainable forest management (SFM) projects, Forest Investment Program (FIP) focusing on transformational investments, and the regional Congo Basin Forest Fund (CBFF). In addition there are many bi-lateral projects being implemented through governments or NGOs. Coordination and collaboration between these initiatives is essential to reduce transaction costs and improve efficiency.

With respect to initial REDD+ readiness, countries choose to work with one or more initiatives for various reasons. The first is based on the comparative strengths of each initiative. A second reason is that in some

countries national circumstances might dictate that a country works with only one initiative. A third reason is that neither the FCPF nor the UN-REDD Programme initiatives can offer the total funding required for initial readiness. Moving forward the UN-REDD Programme will focus on in-depth support to countries in those technical areas where it has a comparative advantage.

3. Vision and mission of the UN-REDD Programme for 2010-2015 and beyond

This strategy focuses on the time period of 2010 – 2015. However, it is clear that the transformation of the forest sector as part of a low carbon development process is going to be a longer term undertaking, across spatial and temporal scales and involving multiple stakeholders and sectors.

While continuing its support for initial REDD+ readiness the UN-REDD Programme will make a strategic shift to focus on providing capacity support for in-depth technical needs in a limited number of work areas such as MRV, stakeholder engagement and equitable benefits sharing in the context of the overall national REDD+ strategy development and implementation. It is through supporting national capacity at different levels that transformation of the forest sector can be achieved.

VISION: Developing countries have significantly reduced their forest and land-based emissions, as a result of income from a performance-based REDD+ mechanism, while achieving national developmental goals in a sustainable and equitable manner.

The underpinning of the UN-REDD Programme vision is the notion that there are two major areas of support required by countries to achieve long-term reductions in emissions from deforestation and forest degradation. These are:

- 1) Assisting countries to acquire the technical capacity to develop a REDD+ strategy, create a 'carbon asset', and measure changes to it over time. Such measurements would also provide information on the nature of inputs required to contribute to the changes in the carbon stocks, and by whom, and progress towards a national coordination framework for REDD+.
- 2) Assisting countries to strengthen their institutions and policies to actually decrease deforestation and forest degradation or to enhance and conserve their forest carbon stocks while contributing to national development aspirations and goals.

MISSION: To support countries to develop the capacity to reduce emissions from deforestation and forest degradation through national REDD+ strategies that transform their forest sectors to contribute to human well-being and to meet climate change mitigation and adaptation aspirations.

4. Goals for 2010-2015

During the implementation of REDD+ strategies the reduction of deforestation will require a transformation of the forest sector and addressing deforestation drivers from outside the sector, reforming policies, strengthening its institutions and addressing the broader governance issues underpinning reform effectiveness. With the REDD+ infrastructure in place and deforestation being reduced a sellable 'carbon asset' will be created and payments can take place. (i.e. payments for verified emission reductions and removals). The transformational commitments by a country in support of national development goals should translate into additional investments flows in support of the long-term forest sector transformation.

The UN-REDD Programme is set to provide significant support to countries to achieve the vision articulated above through the following three goals that require different levels of engagement for the UN-REDD Programme. These goals are:

Goal 1: To establish a national REDD+ institutional and technical infrastructure to develop and implement national REDD+ strategies that are aligned with and help achieve national development goals in a sustainable and equitable manner.

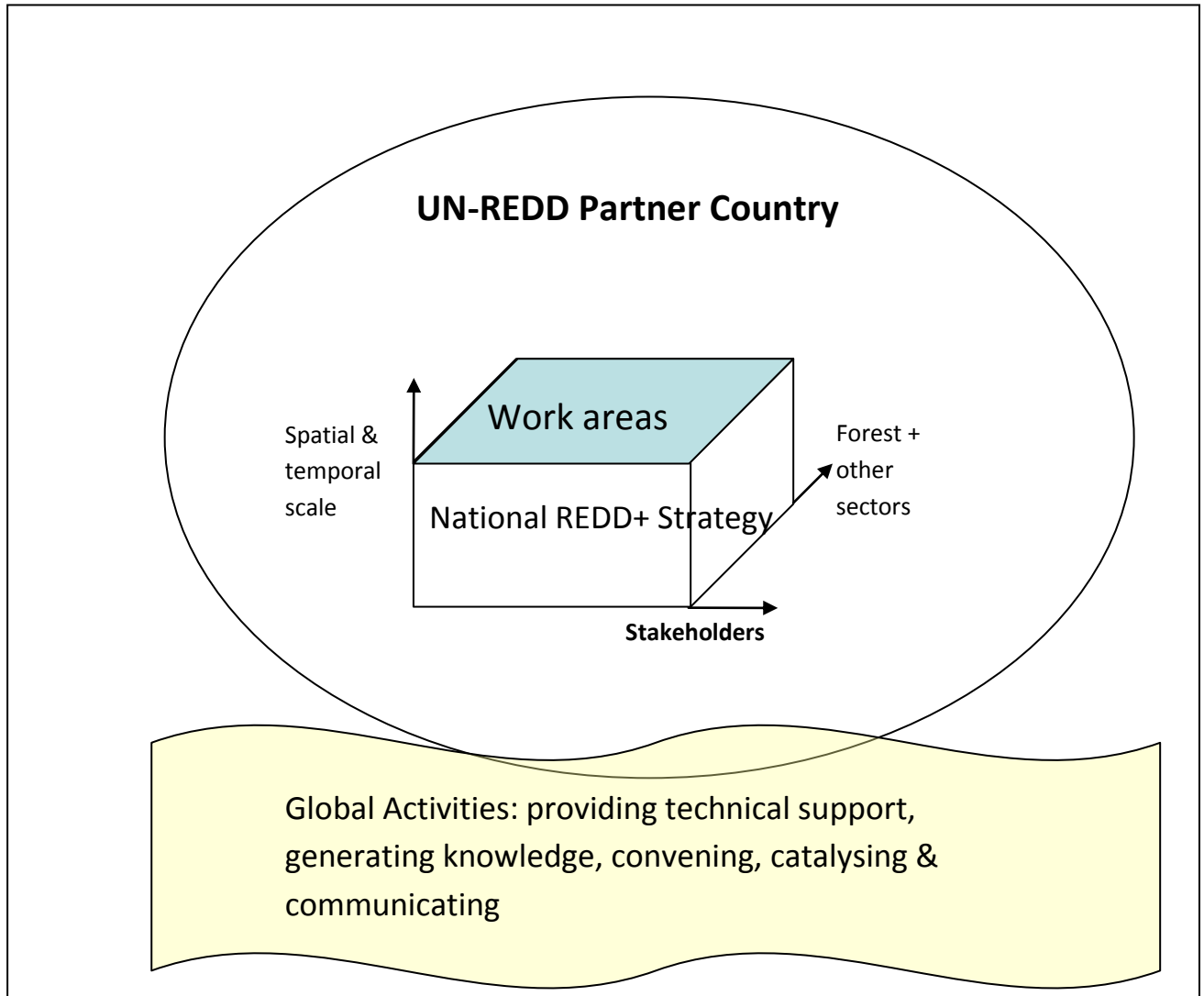
Goal 2: To shift policies and strengthen institutional capacities to enable significant forest sector transformations.

Goal 3: To develop operational systems and capacities for countries to receive performance-based payments for REDD+ and to leverage additional investment flows.

These goals will mainly be achieved through supporting the implementation of national REDD+ strategies (Section 5.5) in six work areas (Section 5.6) where the UN-REDD Programme has a comparative advantage.

In addition, the UN-REDD Programme seeks to advance REDD+ at the global level using its strength to convene, catalyse and communicate. Figure 1 presents a schematic view of how all of this fits together to present a coherent programme.

Figure 1: The relationship between national REDD+ strategies, work area and international support functions. Note that the UN-REDD Programme explicitly recognizes the role that multiple scales, stakeholders and sectors play in determining outcomes.



5. Scope of the Programme

5.1. Supporting national REDD+ processes

The UN-REDD Programme's support to national REDD processes will focus on supporting countries to develop and implement their REDD+ strategies efficiently, effectively and equitably so as to speed up their REDD+ readiness and sustainably transform their land-use and forest management.

The UN-REDD Programme is already active in providing initial REDD+ readiness and has disbursed funds and provided technical support to REDD+ countries. There is a clear role for the UN-REDD Programme in contributing to the national process of transformation of the forest sector through reforming national policies, strengthening institutions and addressing the broader governance issues underpinning reform effectiveness. This type of support is consistent with the UN Agencies' mandate to be neutral, trusted development partners of REDD+ countries. Performance-based payments of the nature being considered are new—especially compensation for proxy-based results—and require careful consultation. FAO, UNDP and

UNEP are well-placed to facilitate such consultations and offer country-specific support including support to mobilise additional investment flows for the forest sector transformation.

5.2. Guiding principles

The UN-REDD Programme's delivery model will be consistent with the "One UN" approach that maximizes efficiencies and effectiveness in programme implementation. Further, the FAO, UNDP and UNEP are committed to:

- Building on their comparative strengths
- Facilitating partnerships, drawing on expertise from a range of national and international organizations acting as executing agencies to ensure well-coordinated and timely action
- Actively contributing to coordination in-country, while avoiding duplication of efforts with other REDD initiatives¹

The Programme will be guided by five inter-related principles of the UN Development Group (UNDG):

- Human-rights-based approach to programming, with particular reference to the UNDG Guidelines on Indigenous Peoples' Issues
- Gender equality
- Environmental sustainability
- Results-based management
- Capacity development

The UN-REDD Programme's strategy for delivering readiness is based on four operational principles. Strategies must be:

- Demand and context-driven iterative processes that are supported by a strong monitoring system
- Country-owned and driven by national stakeholders and partners
- A holistic approach so that the 'whole' – in this case the REDD+ readiness – is far more than the sum of its parts
- Supportive of the implementation of the decisions of UNFCCC.

The UN-REDD Programme intends to broaden its country membership in response to a growing demand from developing countries to receive readiness support that positions them to implement REDD+ and to ensure that access to support is equitable.

The UN-REDD Programme conceptualizes that REDD+ benefits should be considered along with related multiple benefits (co-benefits) from forests such as biodiversity conservation, soil and water protection, and wood and non-wood forest products. Furthermore, REDD+ efforts need to be integrated with broader development goals, improved livelihoods, poverty reduction, food and energy security, land tenure, good governance, sustainable forest management, and adaptation to climate change.

5.3. Delivery of the UN-REDD Programme

The UN-REDD Programme has two principal components: (1) Direct support to country actions (national programmes) through broad or targeted support to their national REDD+ strategies, and (2) complementary global activities.

5.3.1. Support to national actions

National programmes are designed to support country-led efforts to set up nationally appropriate REDD+ strategies and forest sector transformation, in keeping with national development goals. Through its

¹ UN-REDD Programme Framework Document, 20 June 2008

national programme activities, the UN-REDD Programme aims to provide in-country support, over the next five years, to deliver REDD+ and will include the following approaches:

- i. Increase the number of countries for initial REDD+ capacity development (quick start);
- ii. Provide targeted, in-depth support in up to 40 select countries, depending on the national circumstances, and the demand and funding for critical REDD+ work areas according to the strengths and comparative advantage of the collaborative programme by the three UN agencies;
- iii. Achieve full readiness and partial implementation in a limited number of countries.

The scope of activities to be supported by the UN-REDD Programme will continue to be identified and led by the host government and supported by the UN agencies at all levels – country teams, as well as headquarter and regional experts.

5.3.2. Coherent approach for country support

In supporting the implementation of the National Programmes, the UN agencies are determined to streamline their approaches and have agreed to the following principles specifically concerning the implementation arrangements:

- *Prima facie*, national joint programmes shall be nationally implemented and build on previous UN experience in implementing joint programmes
- As per the Accra Agenda for Action, partner country systems will be used as the first option
- The process for determining how funds are to be disbursed is the UNDG's Harmonized Approach to Cash Transfers (HACT)²
- All funds transferred to national implementing partners will be transferred in a consistent manner, regardless of which UN Agency is making the transfer
- Final modalities for managing funds will be determined based upon the circumstances of each country

5.3.2. Global activities

The in-country activities will be supported by the Global Programme activities that will benefit all countries, and the development and implementation of the eventual REDD+ mechanism. Global activities, while supporting country actions, will also seek to provide the international community with confidence and understanding of the technical aspects and relationship of REDD+ at both the national and international levels.

The UN agencies, drawing on their comparative strengths, will catalyze the emergence of an enabling environment for success, provide technical support, mobilize national and international experts and scientists to enhance co-learning and support coordinated capacity development on REDD+. The UN organizations' field presence represents a crucial support structure for countries. Through its convening role and agency contributions, the UN-REDD Programme will enhance integrated and equitable approaches to national REDD+ efforts, while ensuring consistency in approaches and economies of scale in the delivery. The agency deliverables include developing and supporting the implementation of guidelines, best practices, methods, safeguards, standards and tools.

An area of growth for the UN-REDD Programme will be in the generation, sharing and management of REDD+ knowledge. South-South and regional exchange of experience will be emphasized, enabling countries to learn and share their experience while strengthening their voice internationally.

² See www.undg.org/index.cfm?P=255

5.4. Criteria for receiving UN-REDD support

To receive funding, a requesting country must:

1. Submit a funding request;
2. Have existing collaboration with UN partners in related areas for rapid progress;
3. Demonstrate high-level national commitment to undertaking a cross-sectoral assessment of REDD+ governance;
4. Demonstrate commitment to stakeholder participation with the prior identification of potential civil society organizations to engage in the self-assessment process;
5. Demonstrate coordination with other international REDD+ initiatives;
6. Demonstrate ability to contribute experiences to UNFCCC negotiations and development of the REDD+ mechanism and to innovate in areas such as policies;
7. Show how this support will strengthen national efforts to move towards a low carbon or sustainable development path, considering the wide range of benefits that can be obtained through REDD+; and
8. Have emissions reduction potential based on agreed emissions level (should not prejudice countries with low deforestation rates).

5.5. National REDD+ strategies

To support the development of national REDD+ strategies, the UN-REDD Programme will provide technical, policy, economic, participation and capacity-building advice on strategy components, stakeholder involvement, and supporting the convening of national REDD+ initiatives, depending on national circumstances and requests by countries.

The UN-REDD Programme will continue to provide comprehensive support in the development of national REDD+ strategies, upon demand by countries. The R-PP template or the jointly agreed FCPF R-PP and UN-REDD Programme readiness components can be a basis for the national REDD+ strategy, as decided by national authorities.

In addition to providing support in line with the above principles, the UN-REDD Programme will emphasize that REDD+ is realized when forest carbon benefits are materialized at the local level, derived through multi-stakeholder processes, perceived as an integral part of multiple benefits from forests (products and services) and integrated into broader development goals, improved livelihoods, poverty reduction, food and energy security, land tenure, good governance, sustainable forest management, and adaptation to climate change. Therefore, the REDD+ strategy will be most effective if integrated into national development strategies and aligned with national development goals and policies, including the national forest programme, land use planning, biodiversity strategy, and agriculture and food security strategies.

5.6. Work areas

To contribute to goals described in Section 4, the UN-REDD Programme has identified six interlinked work areas as priorities to support the national readiness process and the development and implementation of national REDD+ strategies. These work areas are core technical, implementation and capacity building competencies of the three UN agencies. (See table 2 for more details):

1. MRV and Monitoring
2. National REDD+ Governance Structures
3. Engagement of Indigenous Peoples, Local Communities and Other Relevant Stakeholders
4. Equitable Benefit Sharing
5. Contributing to Sector Transformation
6. Ecosystem Multiple Benefits

These six work areas will reinforce national capacity in different phases and are envisioned to be delivered with the aim of ensuring: a) national income from a future REDD+ mechanism; b) an increased contribution by the forest sector to national development goals; and c) positive contributions to climate mitigation. The aim is to support 20 - 40 countries between 2010 and 2015. The support will vary in terms of type, level and duration depending on the national circumstances and existing systems. Country programmes will be supported by global activities designed to develop and share knowledge.

For each work area, one of the three UN Agencies will act as the coordinating entity drawing expertise from the other two agencies and other relevant international sources. Funding to countries will be provided using a pooled fund management for UN Joint Programmes (see www.undg.org for details). The coordinating agency will act as the managing agent, accountable for supporting the national implementing partner in-line with a common work plan agreed to by all parties.

Table 2. UN-REDD Programme work areas.

Work area	Brief description of type of support by the UN-REDD Programme
<p>1. MRV and Monitoring</p>	<p>Development of national and/or sub-national systems that enable monitoring and reporting on:</p> <ul style="list-style-type: none"> • Reducing emissions from deforestation and forest degradation • Conservation and enhancement of forest carbon stocks • Sustainable management of forests • Safeguards <p>The UN-REDD Programme will support countries in:</p> <ol style="list-style-type: none"> a) Compatibility, comparability, consistency and transparency in methods, designs, tools and protocols b) Generating data that are transparent, robust, precise and accurate c) Generating information that spans both forest carbon and safeguards d) Detecting changes (activity data/emission factors) e) Considering synergies with information requirements beyond REDD+ f) Combining remote sensing and ground-based inventory approaches g) Accessing free, frequent, relevant and easily available data h) Support policy making and institutional strengthening i) Creating monitoring systems that provide estimates suitable for review <p>National activities are complemented by international support functions on capacity building, guidelines, technical assistance, reviews of science, and integration of different methodologies for timely and cost efficient MRV and monitoring.</p> <p>The programme will also convene expert workshops at different levels (national, regional global) and provide backstopping of the national projects. Support is provided individually in participating countries in two phases:</p> <ol style="list-style-type: none"> a) National planning (2010), up to about a year to tailor the MRV system that suits the unique national circumstances, and b) Implementation (2010 – 2014), a three-five year programme of work.
<p>2. National REDD+ Governance Structures</p>	<p>Mindful of the past failures in reforming the entire forest governance sector yet recognizing the larger context in which REDD+ policies are embedded, the UN-REDD Programme will focus its work on REDD+ specific governance priorities and use them as entry points into addressing broader sectoral governance issues. Countries will be supported to:</p> <ol style="list-style-type: none"> a) Carry out country-led governance assessments. These assessments are guided by principles of country ownership, conditional to inclusive mechanisms and with a strong focus on capacity building. Their central feature is the active participation of local and national stakeholders.

	<ul style="list-style-type: none"> b) Strengthen user capacity development through (1) training and guidance to national stakeholders, including statistical offices, government, and civil societies, on the production and application of governance-related data; and (2) ensuring that the processes undertaken further the capacities of local stakeholders to understand and participate in good governance. c) Apply evidence-based policy making e.g. through integrated teams of policy officials and researchers; and meaningful use of data. d) Address common property tenure issues of Indigenous / marginalized peoples. e) Strengthen national legislative frameworks and policies. f) Enhance the implementation of policy enablers. <p>This work area will be closely linked to the work area on stakeholder engagement.</p>
<p>3. Engagement of Indigenous Peoples, Local Communities and Other Relevant Stakeholders</p>	<p>The UN-REDD Programme is committed to assisting countries to establish transparent and accountable national REDD+ strategies that recognize and respect the rights of, respond to the concerns of Indigenous Peoples and Civil Society, and fulfil the requirements set forth in participation instruments such as consultation processes with relevant local stakeholders. In summary the Programme will continue:</p> <ul style="list-style-type: none"> a) Identifying networks of local stakeholders and communication channels; b) Building stakeholder understanding and capacity to engage in readiness processes; c) Ensuring stakeholder consultation and participation in drafting National REDD+ Strategies and in the establishment of REDD implementation frameworks; d) Connecting REDD ‘supply-chains’, especially government to non-government; and e) Analyzing and raising awareness as to national and international responsibilities concerning rights as they relate to REDD+ and stakeholder participation.
<p>4. Equitable Benefit Sharing</p>	<p>The UN-REDD Programme will address equitable benefit sharing and supporting countries specifically in the following areas:</p> <ul style="list-style-type: none"> a) Women’s empowerment and gender equality, including through a scoping analysis of gender-disaggregated approaches to the components of readiness. b) Poverty and social impact analysis, to advance the analytics and develop tools to assess the impact of REDD+ on vulnerable elements of society. c) Development of pro-poor co-benefit indicators for REDD+ interventions. d) Design of national benefit distribution systems, including fiduciary and management frameworks for national institutions to receive REDD+ performance-based payments and apply the funds towards national low-carbon, climate resilient development efforts. <p>The UN-REDD Programme will also:</p> <ul style="list-style-type: none"> • Provide case studies on best practice in equitable revenue distribution. • Examine the options to build on REDD+ payments to include other or bundled payment mechanisms and incentives, at both international and local scales.
<p>5. Contribution to sector transformation</p>	<p>The UN-REDD Programme will provide information tools and training on the potential of alternatives, and trade-offs to support the complex decisions, across different sectors and stakeholders, required to choose the best possible implementation path. In supporting the country capacity to move toward the sectoral transformation, the UN-REDD Programme will:</p> <ul style="list-style-type: none"> a) Build momentum for step-wise changes in forests: This is a set of products and services associated with making the socio-economic case for shifting forest uses and investments into new uses and supporting arrangements. For example, global best practice syntheses, assembling exemplary case material, awareness building of the potential of such transformations, outreach and advice. b) Exploring options for ‘step-wise change’ in the forest sector, by using tools such as scenario development, trade-off analyses and rigorous interrogation using quantitative and qualitative methods in order to identify options and the horizons

	<p>within which the options are embedded.</p> <p>c) Contributing to leveraging additional investments and investors for sustainable changes to forest uses.</p> <p>d) Learning from deployment of investments and adaptive management, including through South-South learning forums, distilling the lessons for dissemination through various media, providing access to particular, specialized areas of information, supporting communities of interest and practice in relevant areas, and supporting training capacities.</p>
<p>6. Ecosystem Multiple Benefits</p>	<p>The UN-REDD Programme will seek to provide the tools for dealing with trade-offs in a systematic and informed manner, to facilitate improved REDD+ planning.</p> <p>The UN-REDD Programme will continue to support the development of a range of tools and analyses, together with country-specific support. Initial tools and methodologies are already being developed in consultation and collaboration with countries.</p> <p>Future work will include country-specific identification of benefits, gaps in knowledge about forest benefits, and of the likely impact of REDD-related decisions on these benefits. There will be a strong emphasis on capacity building, with appropriate training. South-South collaboration will be promoted and lesson-learning and the exchange of experiences supported, for example through one or more international workshops bringing together participants from the different UN-REDD countries, and through the UN-REDD Programme portal.</p>

5.7. Creating an enabling environment for REDD+ success: the convening, catalyzing and communicating role of UN-REDD

The UN-REDD Programme is well positioned to play a convening and catalyzing role in bolstering REDD+ efforts around the world, because of its global and national reach and its role as a non-partisan broker for governments, civil society and private sector.

Particular contributions will include linking national REDD+ strategies with national development goals but also fostering common understanding on critical constraints and opportunities and facilitating greater collaboration (instead of competition) amongst the various organizations in the REDD+ ‘space’. The UN-REDD Programme will provide a platform for countries to interact with international support mechanisms designed to deliver both emission reductions and socio-economic benefits from REDD+.

6. Management of Programme

The UN-REDD Programme is governed by a Policy Board with strong national coordination and overall support of the Secretariat.

6.1. Policy Board

The UN-REDD Programme is governed by a Policy Board which is responsible for oversight and governance of the Programme. It is composed of representatives from partner countries, donors to the multi-donor trust fund, Civil Society, Indigenous Peoples and FAO, UNDP and UNEP. All members have an equal voice in decisions on general leadership, strategic directions and financial allocations.

The Policy Board provides guidance to the UN-REDD Programme, reviews progress, helps articulate demand and response needed and decides on fund allocation for national and global programmes from the UN-REDD Fund, administered by the UNDP Multi-Donor Trust Fund Office.

6.2. Agencies

This strategy calls for a significant scaling up of readiness activities and support to countries, depending on country circumstances. Since the agencies are responsible for delivering the programme outputs, scaling up

must be complimented by the redirection of agency human resources, infrastructure and institutional arrangements towards the Programme. The resources for scaling up would be sourced from outside the UN-REDD Programme earmarked funding and would involve significant co-funding from the agencies themselves as they view UN-REDD as one of their flagship programmes and central to their mandates on climate change and environmentally sustainable development. Agencies have chosen different ways to organize and locate their teams, ensuring the maximum support to national readiness efforts, backed up by international “normative” support functions.

The agencies, through their senior management have constituted a group called the Coordination Group (CG). This group provides strategic oversight to the Programme and the Secretariat to improve the UN-REDD Programme’s capacity and responsiveness to new demands as they emerge. The executive and senior management of all three organizations stand fully behind the UN-REDD Programme as a model in interagency collaboration within the United Nations.

6.3. Secretariat

The key function of the Secretariat is to serve the Policy Board and ensure that policies and strategies decided by the Policy Board are implemented and adhered to. The Secretariat coordinates and facilitates the delivery of an integrated Programme by the three UN agencies. It does so by providing leadership in strategic planning, facilitating coordination and partnership between the UN agencies, liaising with other REDD+ initiatives and coordinating resource mobilization efforts.

The Secretariat will monitor progress in Programme implementation and propose adjustments that may be necessary to improve efficiency and effectiveness.

Above all the Secretariat will raise awareness, advocate and champion the UN-REDD Programme in a manner that will help in positioning and promoting the Programme and draw capacity forward.

7. Partnerships

The actual requirements for REDD+ and the need for coordination amongst the many REDD+ actors makes a strong case for the establishment of partnerships.

Key strategic partners for the UN-REDD Programme are the Forest Carbon Partnership Facility (FCPF) and the Forest Investment Program (FIP) hosted by the World Bank.³ The UN-REDD Programme will also collaborate with GEF to ensure complementarities, synergies and consistent approaches to REDD+. Furthermore, the Congo Basin Forest Fund (CBFF) has emerged as an important regional initiative to coordinate with.

The UN-REDD Programme will explore closer collaboration with the UNFCCC Secretariat in areas such as supporting the implementation of UNFCCC decisions, providing information and lessons learned from the pilot countries, preparation of technical papers as well as working jointly on capacity development projects.

The Programme will continue to coordinate with the other REDD+ initiatives including with members of the Collaborative Partnership on Forests (CPF), a partnership well positioned to contribute to the achievement of sustainable forest management – a concept defined by the UN Forum on Forests.

Through these partnerships and a combination of integrated technical approaches and methods, the UN-REDD Programme believes it is feasible to reach worldwide coverage of REDD+. In addition, the UN-REDD

³ See paper “Collaboration with FCPF, FIP and other REDD+ Initiatives”

Programme will seek partnership with existing and new centres of excellence including those involved in implementing field activities.

8. Knowledge management and sharing

In line with the vision of the overall strategy of the UN-REDD Programme, the key knowledge management and sharing aspects of this strategy are described below.

8.1. Knowledge management and sharing (website and workspace)

The UN-REDD Programme website is dedicated to raising awareness of REDD+ and promoting countries in their readiness efforts.

Through its partnership arrangements the UN-REDD Programme provides a valuable community of practice platform through its online workspace. This workspace provides opportunities for participants to share their lessons and experiences with other countries while having full access to progress and developments within the Programme and REDD+ in general. All participants can also receive documents and be placed on mailing lists.

8.2. Communications

The UN-REDD Programme will use key international events and media to convey relevant messages and convene stakeholders to discuss substantive international issues related to REDD+. It will use a range of media outlets and tools to convey its messages according to the target audience and communication opportunities, focusing in particular on new web-based media. To make effective use of these new web-based media outlets, investments in skills and infrastructure will be required

8.3. Publications

The UN-REDD Programme will produce regular publications and reports on topical issues, opportunities and challenges presented by REDD+. At the same time the UN-REDD Programme will continue to make use of a broad variety of outreach tools to ensure that messages reach many audiences.

9. Funding the Programme

9.1. Resource Mobilization

The goals of this strategy are underpinned by effective resource mobilization. Resource mobilization will involve maintaining existing donors and attracting new ones. In addition, efforts will be made to mobilize bi-lateral and regional funding sources.

Principles

- a) Accept no funding or assistance for activities outside the scope defined in the UN-REDD Programme strategic plan, framework document and approved work plans
- b) Resource mobilization will be flexible and allow for earmarking
- c) Funds will be applied efficiently and effectively
- d) Commitment to the rapid scaling-up of readiness delivery
- e) Use the Multi-Donor Trust Fund (MDTF) as the primary funding mechanism of the UN-REDD Programme
- f) Apply a flexible and adaptive fund allocation approach that allows for scaling-up as the Multi-Donor Trust Fund is capitalized
- g) Explore additional funding windows consistent with (a).

9.2. Funding arrangements

The UN-REDD Programme has been mainly funded through the UN-REDD Programme Fund, administered by the UNDP Multi-donor Trust Fund (MDTF) Office. Funds have been disbursed according to budget allocations decided by the Programme's Policy Board. The MDTF enables fast-tracking programmes and can deliver resources quickly using existing channels within the agencies, and meet fiduciary requirements.

While the MDTF will remain as the main fund arrangement, other funding windows will be used to enable flexibility in funding by donors, delivery by agencies and access by countries. Accordingly, the Programme will adopt an arrangement that divides UN-REDD Programme activities into two distinct funding tiers.

Tier 1: Activities funded through the current UN-REDD Programme Fund (MDTF), governed by the Policy Board and implemented through national programmes.

Tier 2: REDD+ activities undertaken by agencies, that are clearly contributing to the overall UN-REDD Programme strategy, and that can be funded through various sources, coordinated by an interagency steering committee, and implemented through national programmes or agency projects.

10. Budget

During the planning period (2010-2015) the UN-REDD Programme is expected to scale up its activities to US\$750 million. This figure represents about 25 percent of the grant finance that is estimated to be required for Phases 1 and 2 during the next five years.