



UN-REDD Programme Strategic Framework 2016-20

(REVISED DRAFT – 7 MAY 2015)

UN-REDD PROGRAMME FOURTEENTH
POLICY BOARD MEETING

20-22 May 2015

Washington, D.C., United States

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Abbreviations & Acronyms

AP:	action plan
BUR:	Biennial Update Report
CBR+:	community-based REDD+
CEDAW:	Convention on the Elimination of all Forms of Discrimination against Women
CF:	Carbon Fund (of the FCPF)
COP:	Conference of the Parties
CSO:	civil society organization
ER:	emission reduction
EB:	executive board
ERPA:	emissions reduction payment agreements
FAO:	Food and Agriculture Organization of the United Nations
FCPF:	Forest Carbon Partnership Facility
FIP:	Forest Investment Program
FPIC:	free, prior and informed consent
FREL:	forest reference emission level
FRL:	forest reference level
GCF:	Green Climate Fund
GCP:	Green Commodities Programme
GDP:	gross domestic product
GEF:	Global Environment Facility
GHG:	greenhouse gas
HACT:	harmonized approach to cash transfers
HRBA:	human rights-based approach
ICA/REDD+:	institutional and context analysis for REDD+
IIEs:	international implementing entities
IPs:	indigenous peoples
IPCC:	Intergovernmental Panel on Climate Change
KM:	knowledge management
LULUCF:	land use, land-use change and forestry
M&E:	monitoring and evaluation
MG:	Management Group
MOU:	memorandum of understanding
MOOC:	massive open online course
MPTF:	Multi-Partner Trust Fund
MRV:	measurement, reporting and verification
NAMA:	nationally appropriate mitigation action
NFMS:	national forest monitoring system
NP:	national programme
NS and/or AP:	national REDD+ strategy and/or action plan
PAMs:	policies and measures
PGA:	participatory governance assessment
PLRs:	policies, laws and regulations
PB:	Policy Board
RBA:	results-based action
RBF:	results-based finance

RBP:	results-based payment
REDD+:	Reducing Emissions from Deforestation and Forest Degradation and Conservation, Sustainable Management of Forests and Enhancement of Forest Carbon Stocks in Developing Countries
R-PP:	readiness preparation proposal
SEPC:	Social and Environmental Principles and Criteria
SIS:	safeguards information system
TA:	technical assessment
tCO₂e:	tonnes of carbon dioxide equivalent
ToC:	theory of change
TOR:	terms of reference
VGGT:	Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security
UN:	United Nations
UNDG:	United Nations Development Group
UNDP:	United Nations Development Programme
UNEP:	United Nations Environment Programme
UNEP-FI:	United Nations Environment Programme Finance Initiative
UNFCCC:	United Nations Framework Convention on Climate Change
UN-REDD:	The United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries
UN SDGs:	United Nations Sustainable Development Goals
US\$:	United States dollar

Executive summary

Background

Deforestation and forest degradation have long been recognized as significant sources of greenhouse gas (GHG) emissions, indeed some projects addressing this issue date back to the 1990s. REDD+ was included as part of the Bali Action Plan adopted at the 13th Conference of Parties (COP13) to the United Nations Framework Convention on Climate Change (UNFCCC) in 2007. At COP16 in Cancun in 2010 the Parties to the Convention adopted agreements which defined the scope of REDD+, encouraging “*developing country Parties to contribute to mitigation actions in the forest sector by undertaking the following activities, as deemed appropriate by each Party and in accordance with their respective capabilities and national circumstances: Reducing emissions from deforestation; reducing emissions from forest degradation; the conservation of forest carbon stocks; the sustainable management of forests; and the enhancement of forest carbon stocks.*” At COP19 in Warsaw in 2013 most of the work programme was finalised, such that the UNFCCC has set out the process for developing countries to have the results of their REDD+ activities in terms of emissions reductions recognised for results-based payments (RBPs), through agreed measurement, reporting and verification (MRV) procedures.

The UN-REDD Programme was set up in 2008 to build on the convening power and technical expertise of the Food and Agriculture Organisation (FAO), the UN Development Programme (UNDP) and the UN Environment Programme (UNEP). These agencies are combining forces to support developing countries in their efforts to mitigate climate change through the implementation of REDD+ activities agreed under the UNFCCC. The Programme has expanded steadily and over 60 countries are now involved.

An external evaluation in 2014 resulted in a series of recommendations that have shaped the design of the 2016-2020 strategy. Lessons learned from the period 2008 to 2015 have also been taken into account. The comparative advantages of the UN-REDD Programme – building on the technical expertise of the three UN agencies – indicate how the Programme is well-suited to provide high quality technical advice and knowledge-based solutions across the wide-ranging REDD+ and sustainable development agendas, compared to other REDD+ initiatives. The UN-REDD Programme is not providing the finance for RBPs, but can ensure that REDD+ readiness processes culminate in the establishment of an institutional landscape where national capacities have been developed such that flows of REDD+ RBPs will be managed in an effective, transparent and equitable manner.

Development Goal, Impacts, Outcomes and Outputs – the theory of change, 2016-2020

The overall development goal of the Programme is: to reduce forest emissions and enhance carbon stocks in forests while contributing to national sustainable development. The underlying critical path assumptions that form the basis for the theory of change are as follows:

If (i) political commitments are made to REDD+ within the UNFCCC and are consistent with national sustainable development strategies; (ii) political will and finance are available to support the implementation of REDD+ policies and measures, including investment and incentive payments to tackle the drivers of deforestation and forest degradation and; (iii) there is willingness to engage in comprehensive multi-stakeholder consultative processes at national level, seeking sustainable natural resource management solutions; **Then** GHG emissions from forests will be reduced and carbon stocks will be enhanced while at the same time sustainable, equitable, low carbon development paths will be identified and put into practice.

On the basis of the overall ToC, the outcomes and outputs that will lead to the desired impacts and ultimately to achieving the development goal, are as follows:

Outcome 1. Contributions of REDD+ to the mitigation of climate change as well as to the provision of additional benefits have been designed. The outputs associated with this outcome are:

- Output 1.1. Countries have developed technically and economically sound national REDD+ strategies and/or action plans (NS/AP) involving the active participation of a wide range of stakeholders, with political support and integrated within national development planning processes.
- Output 1.2. REDD+ countries have developed an approach to addressing and respecting the Cancun safeguards agreed under the UNFCCC (COP16) and to providing information on this through a safeguard information system (SIS).
- Output 1.3. Countries have been able to enhance social and environmental benefits where desired, through in-depth and stakeholder-validated spatial and economic analysis of REDD+ in conjunction with the NS/AP, thereby demonstrating the scope for these benefits in terms of food, water and energy security and contributing to a transition to a green economy.

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

- Output 2.1. Countries have developed national forest monitoring systems (NFMS) that allow them to collect information to fulfill the MRV requirements of the UNFCCC (in terms of carbon emission reductions, carbon stocks and carbon sinks in t/CO₂eq).
- Output 2.2. Countries have estimated forest reference emissions levels (FREL/FRL) and submitted these to the UNFCCC in accordance with requirements specified in order to access results-based payments (RBPs) under UNFCCC financing mechanisms.
- Output 2.3. Countries produce estimates of emissions and removals associated with their REDD+ activities that are consistent with their FREL/FRL and their land-use GHG inventories, and fulfil all UNFCCC requirements.

Outcome 3. REDD+ contributions to the mitigation of climate change are implemented and safeguarded with policies and measures that constitute results-based actions (RBAs), including the development of appropriate and effective institutional arrangements. Associated with this outcome are three outputs:

- Output 3.1. REDD+ policies and measures (PAMs) have been implemented in selected countries, generating emissions reductions while capturing lessons learned for subsequent improvement of the NS/APs.
- Output 3.2. Countries' national institutional arrangements are put in place to access and disburse REDD+ finance (RBF).
- Output 3.3. Countries have operationalised the Cancun safeguards - as enshrined in existing or strengthened policies, laws and regulations (PLRs) and implemented through existing institutional arrangements - in addition to demonstrating how the safeguards are addressed and respected in a summary of information submitted to the UNFCCC.

Cross-cutting Themes

Four cross-cutting themes have been identified as being particularly significant in order to ensure that the outputs and outcomes of the Programme will achieve results as desired. **Stakeholder engagement** is often recognized as critical for the transformative changes expected through REDD+. Since 2008 the Programme's work has served to: i) build trust and partnerships between governments and non-governmental stakeholders; ii) help indigenous peoples forest dependent communities and civil society participate in REDD+ processes; iii) create multi-stakeholder dialogue platforms; and iv) put vital issues on the agenda, such as rights to land and natural resources as well as the enactment of Free Prior and Informed Consent (FPIC). This will continue, expanded to include interaction with private sector actors and initiatives. Improved **governance** of forests was included in the Cancun REDD+ decisions (COP16). Analytical efforts are required to identify firstly, the governance deficits that lead to deforestation, forest degradation and unsustainable management as well as conversely, governance enablers that have or would facilitate successful policies and measures; secondly, the key players and their interests in reform; and thirdly what available public policy options are most likely to be effective in addressing the drivers and in which sequence.

As far as **tenure security** is concerned, it has been recognised that this is often an important enabling condition for REDD+. Each country will determine appropriate ways to deal with tenure issues. The Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests (VGGT) may be useful for addressing these. **Gender equality** is also recognised as a major issue in REDD+, consistent with the human rights based approach (HRBA) to development. Concerted efforts will be made to ensure increased gender responsiveness in the activities supported by the Programme.

Delivery – Principles, Programming, Partnerships, Knowledge and Capacity Development

The Programme will be guided by the five inter-related principles of the UN Development Group (UNDG) which are: adopting human rights based approaches (HRBA) for programming, with particular reference to the guidelines on Indigenous Peoples' issues; promoting gender equality; enhancing environmental sustainability; using results-based management; and undertaking capacity development.

Arrangements are defined for scoping UN-REDD Programme support to countries as well as oversight and adaptive management. As far as technical assistance and quality assurance are concerned, inter-agency country support teams will be established to be led by one UN-REDD Programme adviser. Institutional context analysis will be undertaken to determine appropriate tailored country support arrangements. Alignment of financial and administrative arrangements between the three agencies will be accompanied by unified contractual and reporting arrangements.

At the global level the Management Group (MG) will be responsible for joint oversight and consolidated planning, budgeting and results-based reporting for the entire Programme, in accordance with a streamlined organizational set up. A strategic group (SG) formed by senior representatives of the three UN agencies will oversee inter-agency cooperation and provide strategic guidance to the Programme. The Secretariat will facilitate overall coordination and support the operation of the MG and the Programme's governance mechanism.

As far as partnerships are concerned, a number of multilateral agencies are operating in the REDD+ sphere. It is envisaged that the longstanding collaboration with the **Forest Carbon Partnership Facility** (FCPF) of the World Bank will be strengthened and that opportunities for closer collaboration between the UN agencies and both the newly established **Green Climate Fund** (GCF) and the **Global Environment Facility** (GEF) will be explored. Interaction with these strategic partners at global level, as well as with the **Forest Investment Programme** will be complemented with enhanced dialogue on cooperation at country level.

Developing and managing REDD+ knowledge and enhancing capacity development are also key features of the Programme. The aim is to identify and capture REDD+ knowledge and to provide effective and broad-based sharing of this knowledge, inter alia through the REDD+ Academy and through an online learning platform.

Cost Estimates and M&E

Different scenarios for the cost estimates can be envisaged, depending on the number of countries to be supported for readiness and results-based actions (RBAs). A preliminary indicative estimate of the overall costs for achieving the outcomes and impacts as specified is around 300 million USD. A result-based monitoring and evaluation framework is being designed in order to effectively chart progress on the basis of agreed indicators and to inform decision making.

1. Introduction

The 2016-2020 strategic framework for the United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (the UN-REDD Programme) has been developed through extensive consultations in 2014 and 2015 and with the active participation of the UN agencies involved: the FAO, the UNDP and the UNEP. The document comprises a short background introduction to REDD+ and the achievements of the Programme from 2008-2015 (section 2) followed by an outline of the theory of change (ToC) including specification of the Programme's development goal, expected impacts, outcomes and outputs (section 3). Four cross-cutting themes are described in section 4 and section 5 deals with the delivery of the Programme including partnerships. Finally brief notes are included on preliminary cost estimates (section 6) and a proposed monitoring and evaluation (M&E) framework (section 7).

It is important to note that the strategic framework forms the basis of a programme document that will be finalized and approved in accordance with the agreed governance arrangements of the UN-REDD Programme from 2016 to 2020. As part of this process a results framework will be developed. Furthermore, the strategy may be updated periodically when new REDD+ guidance becomes available, to adapt to changing circumstances or to respond to lessons learned.

2. Background and Lessons Learned from 2008-2015

2.1. REDD+ Defined

Deforestation and forest degradation have long been recognized as significant sources of greenhouse gas (GHG) emissions. Indeed some projects addressing this issue date back to the 1990s. In the most recent fifth assessment of climate change causes and impacts published by the Inter-governmental Panel on Climate Change (IPCC), it can be inferred that deforestation and forest degradation account for over ten percent of GHG emissions.¹ In 1992 the United Nations Framework on Climate Change (UNFCCC) recognized the role of land use, land-use change and forestry in mitigation of climate change, referring to the promotion of sustainable management as well as to the conservation and enhancement of sinks and reservoirs of GHGs.

REDD+ was included as part of the Bali Action Plan adopted at the 13th session of the Conference of the Parties (COP) to the UNFCCC in 2007, and is defined as: *"reducing emissions from deforestation and forest degradation in developing countries; and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries"* (decision [1/CP.13](#)). This wide scope was confirmed and agreed upon to allow broad participation, based on differing national circumstances. REDD+ decisions under UNFCCC have been adopted progressively since COP13. During COP15 in Copenhagen, several principles and methodological guidelines were defined through the adoption of decision [4/CP.15](#): *"Methodological guidance for activities relating to 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."* At COP16 parties adopted decision [1/CP.16](#) (the so called 'Cancun Agreements'). This defined the scope of REDD+ and the five activities are listed in decision [1/CP.16](#), paragraph 70: *"Encourages developing country Parties to contribute to mitigation actions in the forest sector by undertaking the following activities, as deemed appropriate by each Party and in accordance with their respective capabilities and national circumstances:*

¹ Deforestation and forest degradation account for around twenty-five percent of CO₂ emissions. Approximately two-thirds of this is sequestered by newly planted and recovering forests. When absorption of CO₂ by newly planted and recovering forests is taken into account, land-use change (mainly deforestation and forest degradation) contributes around ten percent of CO₂ emissions. However, this figure does not account for emissions from burning and decomposition of drained peat lands, which are often a result of deforestation and forest degradation and a significant source of global emissions. See: <http://ipcc.ch/report/ar5/wg1/>

- *Reducing emissions from deforestation;*
- *Reducing emissions from forest degradation;*
- *Conservation of forest carbon stocks;*
- *Sustainable management of forests;*
- *Enhancement of forest carbon stocks.”*

Subsequently a work programme on methodological issues was launched, including modalities for Forest Reference Levels (FRLs) and Forest Reference Emission Levels (FRELs) and national forest monitoring systems (NFMSs) (decision [1/CP.16, appendix II](#)). The Cancun Agreements also included an important milestone in the UNFCCC with the adoption of seven safeguards to be addressed when undertaking REDD+ activities ([decision 1/CP.16, appendix I](#)).

At COP19 in Warsaw (in 2013) most of the work programme was finalised. Together, the seven decisions adopted and referred to as the [Warsaw Framework for REDD+](#) completed the REDD+ rulebook. The framework includes a decision on enhancing coordination of support for the implementation of activities, including institutional arrangements. A first decision on aspects related to finance for Results-Based Actions (RBAs) was also adopted. Taken together, the UNFCCC has set out the process for developing countries to have the results of their REDD+ activities recognised for Results-Based Payments (RBPs).

2.2. The UN-REDD Programme, 2008-2015: Achievements and Lessons Learned

The UN-REDD Programme was set up in 2008 to build on the convening power and technical expertise of the UN Food and Agriculture Organisation (FAO), the UN Development Programme (UNDP) and the UN Environment Programme (UNEP), combining forces to support developing countries get ready to undertake efforts to mitigate climate change through the implementation of REDD+ activities agreed under the UNFCCC. An initial Framework document (2008) was attached to the memorandum of understanding (MoU) signed between the three partner organisations of the UN and the Multi-Partner Trust Fund (MPTF) Office, as the Administrative Agent.

The initial Framework document was designed primarily to support nine pilot countries and establish the UN-REDD Programme architecture, including the Secretariat based in Geneva. The Programme grew rapidly and a new MoU was signed in 2011 with the first five year strategy for the Programme (2011-2015) replacing the Framework document. The first strategy stressed the importance of capacity building for REDD+ readiness with a view to *“supporting governments to prepare national REDD+ strategies, build monitoring systems, engage stakeholders and assess multiple benefits.”* (UN-REDD Programme, 2010 page 1).

The UN-REDD Programme has grown to include 60 partner countries by the beginning of 2015. Full-scale national programmes designed for REDD+ readiness have been funded in 23 countries, smaller targeted support and policy/technical advice has been provided to over 35 countries and a global programme has allowed the UN-REDD Programme to move the REDD+ discussion forward through the development of guidance, tools and briefs. It also is important to note that the Programme has operated in tandem with the Readiness Fund of the Forest Carbon Partnership Facility (FCPF) of the World Bank. A common template for readiness preparation proposals (R-PP) and various guidelines on technical matters have been developed jointly by the UN-REDD Programme and the FCPF and there have also been major efforts to share knowledge and information.

As noted above, during the initial five years of the Programme (2008-2013) the arrangements for REDD+ under the UNFCCC have been progressively developed through COP decisions. Meanwhile, through the national programmes and other forms of assistance, considerable progress has been made towards REDD+. In accordance with the outcomes specified in the 2010 Programme strategy for 2011-2015, the results of the UN-REDD Programme have been achieved in a series of thematic work areas:

- Measurement, reporting and verification (MRV) and forest monitoring;
- Inclusive, transparent and accountable national governance systems for REDD+, forests and finance;
- Stakeholder participation in national and international REDD+ decision making;
- Social and environmental safeguards and multiple benefits for REDD+;
- Transformation towards the green economy; and
- Development, management and sharing of REDD+ knowledge.²

Several assessments of the UN-REDD Programme have been undertaken since 2012, most notably an independent external evaluation in 2013-2014. The overall performance was summarized as follows:

“The UN-REDD Programme has helped draw global and national attention to the importance of forests. It has given previously marginalized populations a strong voice in relevant decision-making arenas; it is leading countries to engage in policy reforms, increase transparency and reduce the risk of corruption; it has triggered the search for viable solutions to the problems associated with deforestation; it is supporting the valuation of forests and the services they provide; and it has allowed a broad range of stakeholders to gain experience with an innovative construct that now makes it possible to better articulate the conditions for sustainability and how such an agenda should be pursued.”³

The 2013-2014 external evaluation was intended both as an assessment of the results achieved but also as a means of informing the revision of the Programme strategy beyond 2015. The recommendations focused on the need to re-think the purpose of the Programme and develop a theory of change, on enhancing collaboration with the FCPF, on country ownership of REDD+ initiatives, on cross-sectoral approaches and broad stakeholder participation. There were also recommendations pertaining to the work on land tenure, on the importance of social and environmental safeguards in REDD+, on gender equality and on the participation of CSOs and IPs. Finally the evaluation team emphasized the need to revise and simplify the governance structure of the Programme and to improve monitoring and reporting.⁴

On the basis of the external evaluation and other reviews of progress, the most significant lessons learned through the Programme since 2009 can be summarized as follows:

- Ensuring that countries are in the driving seat in the development of REDD+ is vital for success. This means that capacity development with a wide range of stakeholders and in terms of numerous critical topics including MRV, forest governance, safeguards, benefits, etc. is of utmost importance.
- There is no “one size fits all” approach to providing support for REDD+. Tailoring external assistance to the needs of each country is fundamental for success.
- The establishment of effective, transparent national forest monitoring systems is a high priority for REDD+ countries as they can provide data on the increases in carbon stocks and reductions in GHG emissions which represent the “performance” for which REDD+ payments would ultimately flow.
- Capturing carbon value alone may not always be sufficient to alter land use, budgetary and natural resource management decisions and practices. Linking REDD+ processes to national sustainable development agendas can contribute to supporting the shift towards building a low-carbon society while also prioritizing conservation and offering substantial opportunities for improved livelihoods.
- REDD+ requires extensive cross-sectoral efforts – beyond the forestry services and ministries of environment – in order to address the large drivers of deforestation and degradation in the context of economic development and the impacts of climate change. Numerous interest groups are implicated in and affected by policy reform. Addressing the drivers takes time and progress to date has been slow.
- Early participation and inclusion of all stakeholders (women and men) is essential in national and international decision making on REDD+ and can contribute to reinforcing credible and legitimate

² Many of the results are reviewed in the publication entitled “On the road to REDD+” (2014). A list of key references is included in annex A. In annex B a summary of the main achievements is included, based on a comprehensive analysis of progress reporting since 2009.

³ Frechette, A. et al (2014, p. 78): Final report of the external evaluation of the UN-REDD Programme.

⁴ Follow up to the evaluation is shown in a matrix in annex C.

policy-making and implementation. In other words, developing national strategies in an inclusive and multi-stakeholder manner is vital. The private sector has a key role to play in these processes, but has not been sufficiently engaged so far. Conflicts may arise and conflict or grievance resolution mechanisms need to be in place.

- Viewing REDD+ predominantly as a benefit-sharing scheme is unlikely to be successful, as REDD+ payments will not always be sufficient to meet opportunity costs. REDD+ needs to be considered as part of broader national transformation processes, as an incremental contribution to national efforts to improve land management and climate mitigation.
- Clarification of land tenure is important for enabling implementation of REDD+, including policies and measures and their incentivisation. Such incentives need to be equitably distributed, recognizing and protecting customary rights of local communities and indigenous peoples, which may contribute to a better understanding of multiple and overlapping tenure rights.
- When considering REDD+ PAMs, the generation and distribution of forest ecosystem goods and services should be considered. The costs and benefits of different REDD+ actions also need to be assessed. The role of forests in climate change adaptation is also an important issue.
- Development of safeguards and safeguard systems should be associated with the development of the National REDD+ Strategy or Action Plan, so that the safeguards respond to the targeted PAMs. Developing safeguards too early in the readiness phase has led to expansive safeguard systems with literally hundreds of indicator, far beyond the scope of the REDD+ interventions. This can lead to high expectations that REDD+ safeguards will be the panacea for all forest-related challenges.
- As far as countries are concerned ensuring alignment between REDD+ initiatives is important in order to map out the support needed and to determine appropriate REDD+ policies and measures.
- Through the development of tools, guidelines and enhanced knowledge, an important and potentially influential REDD+ “community of practice” is emerging, which can be instrumental in ensuring that appropriate and effective policies and measures are devised and implemented to tackle deforestation and forest degradation, enhance carbon stocks, etc.

These lessons learned underpin the design of the 2016-20 strategy and are reflected in the theory of change outlined below (section 3.2).

2.3. REDD+ and Sustainable Development

As progress has been made in designing REDD+ strategies and action plans in a number of developing countries since 2007-2008, it has become increasingly apparent that REDD+ can make a significant contribution to sustainable development in the context of climate change. Some countries have launched ambitious climate change, green and sustainable development action plans, in which REDD+ is a major component of the effort to transform natural resource management and tackle poverty. The challenges were succinctly stated at the UN climate change summit in 2014, in a declaration on tackling deforestation and forest degradation:

“Forests are essential to our future. More than 1.6 billion people depend on them for food, water, fuel, medicines, traditional cultures and livelihoods. Forests also support up to 80% of terrestrial biodiversity and play a vital role in safeguarding the climate by naturally sequestering carbon. Yet, each year an average of 13 million hectares of forest disappear, often with devastating impacts on communities and indigenous peoples. The conversion of forests for the production of commodities—such as soy, palm oil, beef and paper—accounts for roughly half of global deforestation. Infrastructure, urban expansion, energy, mining and fuel wood collection also contribute in varying degrees.

Reducing emissions from deforestation and increasing forest restoration will be extremely important in limiting global warming to +2°C. Forests represent one of the largest, most cost-effective climate solutions available today. Action to conserve, sustainably manage and restore forests can contribute to economic growth, poverty alleviation, rule of law, food security, climate resilience and biodiversity conservation. It can

help secure respect for the rights of forest dependent indigenous peoples, while promoting their participation and that of local communities in decision-making.”⁵

This substantial agenda defining the global effort to tackle climate change and keep temperature increase below plus two degrees Celsius above the pre-industrial levels, combined with supporting countries to make significant and transformative progress with respect to the UN Sustainable Development Goals (SDGs), underpins the design of the UN-REDD Programme, 2016-2020.⁶ In designing the 2016-2020 strategic framework for the UN-REDD Programme and – building on the conclusions of the external evaluation- both the UNFCCC REDD+ process and the sustainable development agenda of the UN have been taken into account.

2.4. UN Agencies working together – strengths of the UN-REDD Programme partnership

It is important to briefly highlight how the UN agencies combine forces through the Programme to provide countries with support for REDD+. Firstly, the agencies have global reach and are able to draw on a pool of expertise on forests, land use, climate change and sustainable development (including MRV, governance and economics in the natural resource sectors) and related topics, which is vast, well-qualified and recognized by UN member states and the UNFCCC (see below). Secondly and most importantly, the UN-REDD Programme offers support to countries in a manner which is consistent with the UN Charter as well as with international treaties and conventions, notably the UNFCCC, which has developed and agreed the “rulebook” for REDD+ (as outlined in section 2.1.).

Thirdly, UN-REDD Programme provides support in accordance with Human Rights Based Approaches (HRBA), notably with respect to the concerns and interests of IPs through Free, Prior and Informed Consent (FPIC) as well as poor and marginalized forest communities. Similarly, the Programme is committed to ensuring the full and effective participation of all stakeholders (both female and male) in REDD+.⁷ Fourthly, in the context of developing REDD+ policies and measures in particular countries, the UN agencies have extensive experience in organizing multi-stakeholder dialogues. It is also important to stress that the UN-REDD Programme has developed mechanisms to be fully responsive to country needs and is able to help countries to shape appropriate national REDD+ directions or visions as defined in the national REDD+ National Strategy (NS) and/or Action Plans (AP). Finally, it is worth noting the UN-REDD Programme operates in accordance with UNDG procedures for performance-based management.

On this basis the collaborative partnership aims at combining the strengths and deploying the credibility, technical capacities, advocacy roles and the global, regional and national convening powers of the three agencies. Support to be provided is summarised as shown below with respect to the agencies’ mandates. Thus, the agencies provide support to national REDD+ processes that are inclusive, transparent, equitable and contribute to national sustainable development goals. The agencies also have a proven ability to influence policy and build capacity and long-standing roles as trusted partners working across sectors and with multiple stakeholders, often on sensitive issues.

⁵ See: <http://www.un.org/climatechange/summit/wp-content/uploads/sites/2/2014/09/FORESTS-New-York-Declaration-on-Forests.pdf>

⁶ The SDGs include taking action to combat climate change and its impacts (proposed goal 13) as well as protecting, restoring and promoting the sustainable use of terrestrial ecosystems, sustainably managing forests, combating desertification, halting and reversing land degradation and halting biodiversity loss (proposed goal 15).

⁷ All three UN agencies have policies on gender and stakeholder participation that are applied in addition to the specific guidance developed by the Programme for REDD+. See also section 4.4 (below).

	FAO	UNDP	UNEP
Mandate	FAO's three main goals are: the eradication of hunger, food insecurity and malnutrition; the elimination of poverty and the driving forward of economic and social progress for all; and, the sustainable management and utilization of natural resources, including land, water, air, climate and genetic resources for the benefit of present and future generations.	UNDP works in more than 170 countries and territories helping to achieve the eradication of poverty, and the reduction of inequalities and exclusion. UNDP helps countries to develop policies, leadership skills, partnering abilities, institutional capabilities and build resilience in order to sustain development results. UNDP's areas of work focus on: a) How to adopt sustainable development pathways; b) How to build and/or strengthen inclusive and effective democratic governance; c) How to build resilience.	UNEP is the voice for the environment within the United Nations system and the leading global environmental authority that sets the global environmental agenda, that promotes the coherent implementation of the environmental dimensions of sustainable development and that serves as an authoritative advocate for the global environment. UNEP serves as the Secretariat of the United Nations Environment Assembly – UNEA – which has universal membership.

As far as the REDD+ related technical advisory and capacity development services provided by the three agencies are concerned, the following domains of competence are of particular importance:

- monitoring forests and land-use, including national forest inventories, measurement, reporting and verification of carbon estimates, National Forest Monitoring Systems and FREL/FRL, and Sustainable Forest Management;
- ensuring linkages between REDD+ and governance including legal frameworks, tenure, the agricultural sector and food security issues as well as climate smart agriculture;
- establishing and coordinating initial REDD+ readiness participatory and institutional arrangements;
- developing inclusive national REDD+ strategies that are informed by and contribute to national development plans and processes;
- making arrangements for implementing REDD+ policies and measures, including inter-sectoral coordination and finance;
- developing specific elements of REDD+ processes such as governance, capacity development, gender, social impacts, safeguards, stakeholder engagement and national grievance mechanisms,
- supporting biodiversity conservation; environmental safeguards, and Safeguards Information Systems (SIS); ecosystem services and natural capital economics;
- undertaking analysis of the drivers of deforestation; identification of costs and benefits of PAMs;
- identifying non-carbon benefits and related spatial planning; analysis of fiscal policies;
- promoting private sector engagement and green economy linkages including innovative REDD+ finance.

As noted above, the UN-REDD Programme has made a significant contribution to capacity development processes in a large number of developing countries, inter alia through specialized training facilities, through collaboration with REDD+ relevant research institutions and networks, through organizing south-south exchanges, etc. The Programme's agencies have developed a wide range of partnerships with other multilateral development institutions as well as with initiatives that are of critical importance for the

success of REDD+ (e.g. forest and landscape restoration, climate smart agriculture, etc.) and with bilateral development agencies.⁸

The result is that the UN-REDD Programme is well-suited to provide high quality technical advice and knowledge-based solutions across the wide-ranging REDD+ and sustainable development agendas, compared to other REDD+ initiatives. The UN-REDD Programme is not providing the finance for RBPs, but can ensure that REDD+ readiness culminates in the establishment of an institutional landscape where national capacities have been developed such that flows of funds will be managed in an effective, transparent and equitable manner. This is critical for the success of REDD+.

The multi-stakeholder dimension is also of utmost importance in determining success. The UN agencies are able to bring this diversity into play, within the context of the ambitions for REDD+ defined both in the UNFCCC and in the SDGs. Assuming efficient and focused support based on rigorous country needs assessments, pooling the expertise and resources of the three UN agencies in close collaboration with other partners, can form the basis for significant REDD+ progress.

3. 2016-20 – Goals, Impacts and Outcomes

3.1. Development Goal of the UN-REDD Programme

The overall development goal of the Programme is as follows: **to reduce forest emissions and enhance carbon stocks from forests while contributing to national sustainable development**. In other words, while focusing on REDD+ opportunities and the potential for emissions reductions and enhanced forest carbon stocks as agreed in the UNFCCC, the UN-REDD Programme will be consistent with and contribute to achieving the UN SDGs.

A ToC provides a means for validating the causal relationships between the goals, impacts, outcomes and outputs of the programme, showing how these will achieve the desired changes as well as the assumptions on which the changes are based. Thus, at the level of the development goal, it is important to define the assumptions that underpin the critical change path envisaged. The associated ToC statement is as follows:

If (i) political commitments are made to REDD+ within the UNFCCC and are consistent with national sustainable development strategies; (ii) political will and finance are available to support the implementation of REDD+ policies and measures, including investment and incentive payments to tackle the drivers of deforestation and forest degradation and; (iii) there is willingness to engage in comprehensive multi-stakeholder consultative processes at national level, seeking sustainable natural resource management solutions; **Then** GHG emissions from forests will be reduced and carbon stocks will be enhanced while at the same time sustainable, equitable, low carbon development paths will be identified and put into practice.

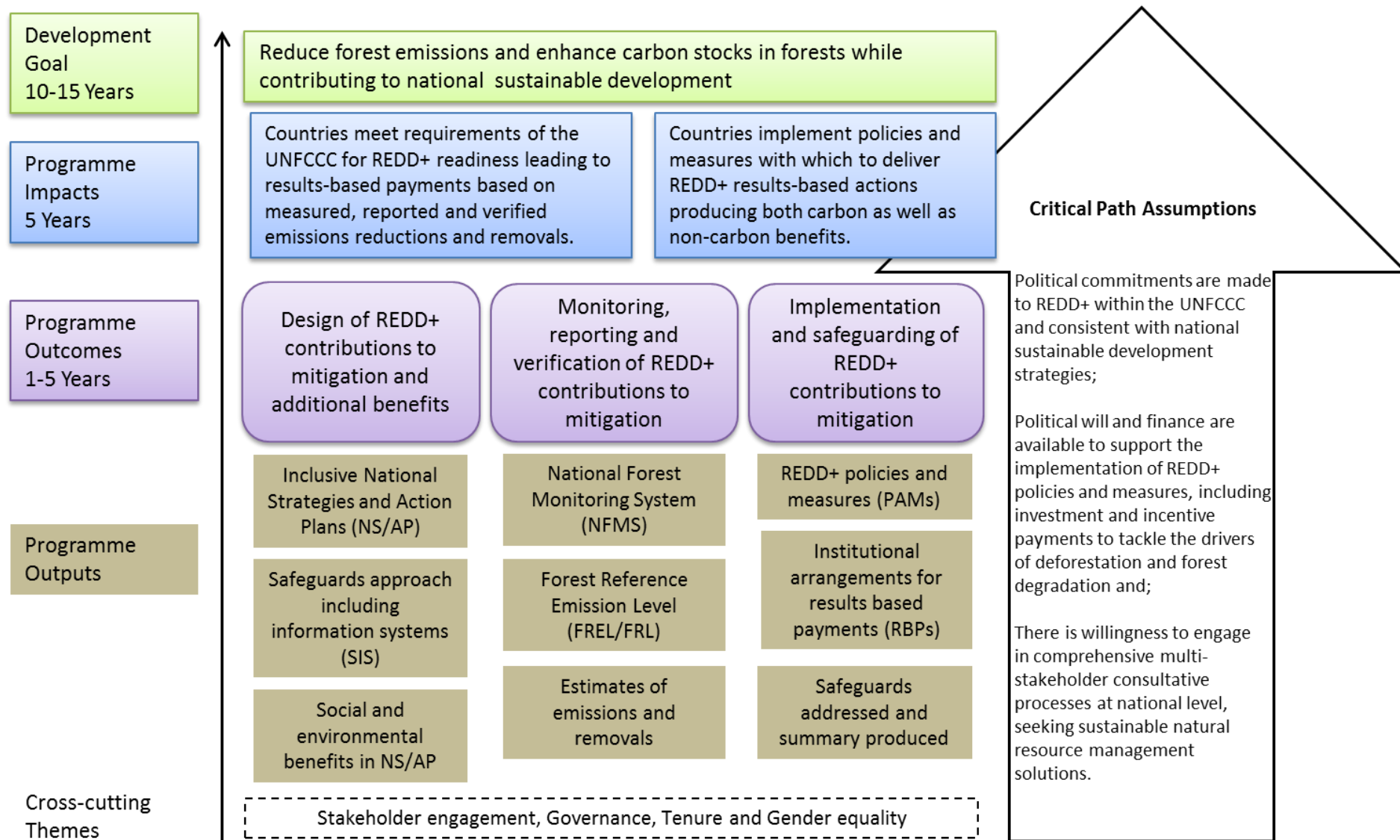
3.2. Theory of change, 2016-2020

Consistent with the lessons learned outlined above (section 2.2) and recognizing that impacts are caused by the cumulative effects of the outcomes, the UN-REDD Programme will support changes that impact both: i) how countries meet the requirements of the UNFCCC, progressing from REDD+ readiness to RBPs; and, ii) the implementation of national REDD+ policies and measures as RBAs that produce carbon and non-carbon benefits. The causal relationships are further described in the following and illustrated in the diagram.⁹

⁸ Further information about the key partners for the UN-REDD Programme, particularly the World Bank's FCPF and the Green Climate Fund (GCF) is included in section 5.3 (below).

⁹ A draft results framework for the Programme is being developed with further specification of the assumptions and indicators.

UN-REDD Programme 2016-2020, schematic Theory of Change – based on UNDG guidelines



The UN-REDD Programme provides support to developing countries that intend to contribute to climate change mitigation through reducing emissions from deforestation and forest degradation, the sustainable management of forests, and the conservation and enhancement of carbon stocks as defined in the UNFCCC. Thus, the impacts of the Programme will arise both through countries fulfilling the requirements of the Convention to qualify for RBPs and through countries implementing a range of national reforms and measures that change the use and management of natural resources. The enabling environment for countries to achieve the desired REDD+ contributions is critical. Both the overall development goal and these impacts are anticipated as changes resulting from the support to countries to strengthen capacities through the UN-REDD Programme. However, the impacts are also due to other potentially significant changes, in particular the availability and provision of international funds for REDD+ that will meet demand in tropical forest countries for RBPs.

In terms of the UNFCCC, the drivers of change at country level concern the continued effective development of readiness capacities in a range of institutions that are involved in REDD+. Well-informed decisions, based on accurate data and information about emissions from the forest sector as well as on agreements concerning the scope and scale of REDD+ activities, are of particular importance. Advancing towards emissions reductions and/or removals in order to satisfy the conditions for receiving RBF from international sources consistent with the UNFCCC is a matter of institutional strengthening to ensure that the systems and mechanisms for such flows of funds are operational and efficient. In this context, governance considerations are of great importance, to ensure transparency in resource management, tackle corruption, etc. The UN-REDD Programme has accumulated considerable knowledge and experience that can be used to support countries in this area.

Similarly, the development of national laws, policies and measures to generate carbon and non-carbon benefits associated with REDD+ is a process of change involving a series of critical factors. The overall political will to enact legislation or introduce new measures and move towards low-carbon development is fundamental. Other important drivers of change encouraging RBAS will include directing investment towards actions that address deforestation and forest degradation, agreeing on the scope of non-carbon benefits, the availability of data and information on social and environmental benefits, as well as the effective operation of safeguards. Given the wide ranging scope of the changes envisaged, inter-sectoral collaboration will be paramount, which is another reason why the UN-REDD Programme is well-placed to provide support.

The expected impacts of the Programme will be driven by three outcomes that address readiness and beyond, towards REDD+ implementation. The REDD+ readiness process entails the design of the NS and/or AP as well as the design or consolidation of MRV systems, built on existing institutions. Associated with these processes is the establishment of Safeguards Information System (SIS) as well as the determination of additional social and economic benefits. The fundamental driver of change which will ensure the necessary transformation in the potentially wide range of institutions concerned is “political space” for full and effective participation and the creation of an enabling environment for REDD+ actions to be successful. Multi-stakeholder dialogue has been recognized as an essential mechanism for ensuring that REDD+ initiatives are anchored in local communities, with IPs organisations and private business involved where there are interests at stake in forest resources. If important and influential interests (stakeholders) are not fully involved in the NS and/or AP process, there is likelihood of failure. Thus, the UN-REDD Programme will continue to emphasise this important dimension.

In concert with other REDD+ initiatives funded through national, bilateral and multilateral arrangements, it is envisaged that an important outcome of the Programme will be to scale up support for REDD+ RBAs in a limited number of countries. The desired changes in terms of GHG emissions require concerted efforts to change natural resource management policies and practices affecting the forest sector, which will be rewarded through RBPs. These changes will have to be measured and reported regularly in a manner consistent with the GHG inventory. Credible and agreed policies and measures require consultations and negotiations as well as careful design of investment schemes, etc. Identification of appropriate reforms – for example to ensure greater tenure security for marginalized populations – is the first step, but follow up will often be needed to ensure implementation. Effective management of the flow of REDD+ funds and

continued attention to safeguards are also critical. Many of the lessons learned from the UN-REDD Programme since 2008 can be rolled out in providing support for the implementation phase, (towards RBPs) even when the Programme will not provide the payments themselves.¹⁰

3.3. Outcomes and Outputs

3.3.1. Outcome 1 – Design of REDD+ Contributions to Mitigation and Additional Benefits

REDD+ Strategies and/or Action Plans

Forest changes occur at the interface between human and environmental systems. Land managers constantly make trade-offs between different land use opportunities and the constraints imposed by a variety of external factors. Deforestation and forest degradation can result from direct and indirect causes known as drivers.

These drivers vary among regions and countries, and are often outside the forest sector. The long-term viability of REDD+ depends on altering business-as-usual activities in sectors currently driving GHG emissions from deforestation and forest degradation. The direct drivers are human activities that impact forest cover and result in loss of carbon stocks. Agriculture is estimated to be the largest direct driver, accounting for about 80 per cent of deforestation worldwide. Mining, infrastructure and urban expansion are important but less prominent (Kissinger et al, 2012). Major drivers for forest degradation include unsustainable logging (both legal and illegal) and the use of fuelwood and charcoal, the latter in particular in Africa. Indirect drivers for both deforestation and forest degradation include a range of forces that are often interrelated, combining social, economic, political, technological and cultural processes that operate at a range of scales. Drivers are different from country to country and addressing them effectively will depend on a variety of factors.

Therefore assessment at country level becomes essential for defining the most appropriate measures to sustainably address the drivers while developing REDD+ within the context of NS and/or AP.¹¹ In addition, in many countries weak governance of institutions in forest-related sectors, including capacity deficiencies, conflicting cross-sectoral legislation and policies and illegal activities (related to corruption and weak enforcement) are critical underlying drivers of deforestation and degradation. Thus, achieving REDD+ results will entail: i) that the direct, indirect and underlying drivers of deforestation are identified at the country level; and ii) that national stakeholders identify and assess the most strategic policies and measures as part of the NSs and/or APs to most sustainably address drivers of deforestation and degradation as well as “+” activities, including linkages to broader low carbon, climate change and/or sustainable development strategies.¹² Cost benefit analyses to identify non-carbon benefits will usually be required to facilitate prioritisation of policies.

REDD+ Safeguards

Under the UNFCCC, parties to the Convention have agreed to a set of seven safeguards (UNFCCC [Decision 1/CP.16](#)) to be promoted and supported when undertaking REDD+ activities, known as the Cancun safeguards. Parties implementing REDD+ are asked to develop both an SIS and provide a summary of information ([Decision 12/CP.17](#)) on how all the safeguards are being addressed and respected throughout the implementation of the REDD+ activities. The summary should be included in national communications, after REDD+ activities start, and may also be provided via the UNFCCC’s [REDD+ web platform](#) ([Decision 12/CP.19](#)).

¹⁰ Hence the importance of acting in concert with, inter alia, the World Bank’s Forest Carbon and BioCarbon funds, the Green Climate Fund (GCF), the Forest Investment Program (FIP) and other bilateral initiatives (for results based funding).

¹¹ In some countries a NS and/or AP may be part of an overall climate change or sustainable development strategy.

¹² See also section 4.1 (below), concerning stakeholder engagement processes supported by the Programme.

The UN-REDD Programme focuses on supporting countries to meet (or exceed as desired) their requirements under the UNFCCC, rather than imposing any novel safeguard requirements of its own. Work on addressing, respecting and providing information on the safeguards will be country-led, with the agencies' inputs emphasizing decision support, capacity building and participatory processes to empower in-country stakeholders. These inputs are designed to enable countries to take a flexible country approach in responding to the UNFCCC decisions on safeguards. In this context, the UN-REDD Programme has laid out a general [framework for supporting the development of country approaches to safeguards](#), to guide delivery of its support to countries in establishing the safeguards pillar of the Warsaw framework in their specific contexts and circumstances.

The country approach to safeguards comprises two core work streams: first, on identifying and, if necessary, strengthening the policies, laws and regulations (PLRs) that address the Cancun safeguards; and second, on developing an SIS as required under the UNFCCC. The PLRs and SIS should draw as much as possible on existing institutions, processes and procedures. There is no specific guidance from UNFCCC on the content or structure of the summary of information, beyond that it covers all seven Cancun safeguards. It is expected to draw on the SIS and may describe the overall safeguards process, the relevant PLRs in place, and the degree to which these are being respected in practice.

It is important to underline that there are two main areas of synergy between safeguards work and other pillars of the Warsaw Framework. Early on in both NS, AP and safeguards processes, an assessment of environmental and social benefits and risks of proposed REDD+ actions can serve to sharpen the scope of both work areas and strengthen the selection and design of strategic options comprising the NS and/or AP. PLRs identified as addressing the safeguards may also contribute to REDD+ implementation overall, i.e. they might constitute some of the policies and measures (PAMs) described in the NS and/or AP. The NFMS may include information related to some of the Cancun safeguards, for example identifying if natural forests are being converted.

Integration of Social and Environmental Benefits in REDD+

One of the basic motivations for governments and stakeholders to become engaged in REDD+ is the potential to achieve social and environmental benefits that go beyond climate change mitigation. Many countries include the achievement of additional benefits among the objectives of their REDD+ policy documents, often referring to biodiversity conservation, ecosystem services (especially water regulation and soil retention), ecosystem resilience, support to local livelihoods, the cultural and spiritual values of forests, and poverty reduction. These additional benefits can make REDD+ efforts more sustainable in the long-term, lend greater momentum and political will to REDD+ efforts, and by contributing to other existing goals, reduce overall costs for governments.

Under the UNFCCC, as indicated above, the Cancun safeguards ask countries to promote and support the use of REDD+ actions to enhance '*other social and environmental benefits*'. Parties have further recognized the importance of non-carbon benefits for the long-term sustainability of REDD+ efforts in Decision 9/CP.19, and work on methodological issues related to non-carbon benefits is ongoing as mandated by Decision 1/CP.18. The delivery of additional benefits by REDD+ can also contribute to globally agreed policy goals, in particular the Aichi Biodiversity Targets ([Targets 5, 7, 11 and 15](#)), the UN [SDGs](#), and [adaptation to climate change](#).

NSs and/or APs can reflect the approach that a country chooses to take to achieving additional social and environmental benefits, and provide a framework for relevant actions. In the early stages of designing NSs and/or APs, countries may benefit from support on the identification and prioritization of possible additional benefits from REDD+, as well as in communicating about these benefits with stakeholders, making appropriate links with the national approach to safeguards, tailoring REDD+ actions to increase the resulting benefits, and finding ways to address potential trade-offs between different types of possible benefits.

Spatial decision support work can offer significant inputs to the NSs and/or APs, for example by identifying likely zones for different actions and the various social, economic and environmental benefits that may

result. Where REDD+ actions such as improved forest protection or reforestation are to be implemented in specific locations rather than through universal policies, zoning decisions may be required to prioritize locations for those actions.

With UN-REDD Programme support, many countries have already made progress in identifying priority benefits and locations where these could be achieved, and so their next challenge is to put this knowledge into practice. The UN-REDD Programme will continue to assist countries to consider additional benefits both in the design of NSs and/or APs and in the implementation of policies and measures leading to RBAs.

This work contributes directly to the third impact of the Programme, enhancing partner countries' achievement of additional social and environmental benefits from REDD+. It links closely with work on safeguards and NSs and/or APs and on the development of PAMs for RBAs, and the Programme will assist countries to develop these aspects in a coherent manner.

Outcome and outputs

On this basis the first Programme outcome is: the design of REDD+ contributions to the mitigation of climate change as well as additional benefits. Outputs are as follows:

Output 1.1 – National Strategies and/or Action Plans

Countries have developed technically and economically sound REDD+ NSs and/or APs. These involve the active participation of a wide range of stakeholders and sectors. The NSs and/or APs can benefit from high-level political support and are integrated into national development objectives and planning processes. This opens the way for REDD+ implementation through PAMs and iterative revisions of the NS and/or AP following a pragmatic step-wise approach. In short, with support from the UN-REDD programme:

- REDD+ countries have planned robust and pragmatic NS and/or AP development processes;
- REDD+ countries have the best available information to make decisions, including on the drivers of deforestation and degradation as well as the costs and benefits of policy options;
- REDD+ countries have carried out quality gender sensitive and participatory NS and/or AP development processes ensuring the full and effective participation of IPs and local communities;¹³
- REDD+ countries have national strategies that include, as appropriate, a combination of national and international, public and private sources of funding that make them more financially resilient; and
- REDD+ countries with significant changes in national circumstances and/or sufficient lessons learnt from REDD+ implementation have revised their NS and/or AP accordingly, in a dynamic, step-wise approach towards national implementation (accessing RBPs).

Output 1.2 - Safeguards

Partner countries will have developed an approach to addressing and respecting the Cancun safeguards, and to providing information on this through an SIS. The approach may also take account of specific national goals or donor requirements. The work has been informed by UN-REDD Programme technical and financial support and has used UN-REDD tools and guidance¹⁴ to the extent desired by governments. The Programme will have assisted partner countries to define a country-led safeguards process, identify the potential benefits and risks of different proposed REDD+ actions, and document how existing PLRs address the safeguards, together with a plan for any further PLR revision or development needed to ensure sufficient coverage of each safeguard. Countries supported will have a clear design for an SIS consistent with the UNFCCC decisions and that articulates the system's institutional arrangements, informational content and structure, and technological dissemination solutions. This will include agreed content and a format for the summary of information to be submitted in order to obtain RBPs under the UNFCCC.

¹³ See also sections 4.1 (on stakeholder engagement) and 4.4. (on gender and REDD+).

¹⁴ These include tools on the overall safeguards process (the [Country Approach to Safeguards Tool](#) and [Benefits and Risks Tool](#)) and others that respond to individual safeguards (such as the [Guidelines on Free, Prior and Informed Consent](#) or [mapping tools](#)).

Output 1.3 – Including Social and Environmental Benefits in the NS and/or AP

Countries have been able to enhance additional benefits from REDD+, where desired, through in-depth and stakeholder-validated spatial and economic analysis of the benefits and costs of possible REDD+ actions. Where desired, NSs and/or APs will take account of additional benefits, for example through a statement on priorities, as part of the justification for selected policies and measures and in any zoning that indicates the preferred locations for RBAs. Government agencies responsible for REDD+ will have strengthened inter-sectoral collaboration by demonstrating the scope for additional benefits such as food, water and energy security, and contributing to a transition to a green economy.

Partner countries will also be better able to implement REDD+ RBAs and measure their impacts, through enhanced capacity of government agencies and stakeholders at the national and subnational level to: plan for and implement REDD+ interventions to achieve social and environmental benefits; to demonstrate the value of REDD+ and forests to other political and economic sectors; and to collect and analyze information on the scope for and achievement of additional benefits (linking with work on SIS).

The Programme will have assisted partner countries in the above, with the work drawing on UN-REDD financial and technical support and tools as required. At the global level, REDD+ will be providing a clear and measurable contribution to the 2020 Aichi Biodiversity Targets and supporting improved governance (including through access to information), enhanced livelihoods, gender equality and other enabling conditions for the UN SDGs.

3.3.2. Outcome 2 – Measuring, reporting and verification of REDD+ Contributions to Mitigation**Introduction - what is being done**

Developing countries need to measure and report their REDD+ mitigation contributions internationally if they want to access RBPs under the UNFCCC, as agreed in Cancun in 2010 at COP16 and in the follow up decisions. In this context, developing countries are requested to develop a NFMS, estimations of the emissions and removals associated to their REDD+ activities and FRELs and/or FRLs. These are two of the four key elements that developing countries should have in place to demonstrate/measure their mitigation efforts in order to access REDD+ RBPs under the UNFCCC, for instance through the Green Climate Fund (GCF) or other financing mechanisms.

The question is: “what does measuring and reporting REDD+ mitigation contributions internationally imply or consist of?” The identified problem can be broken down through the question: “why are countries currently unable to report internationally on REDD+ results?”

Under the UNFCCC REDD+ context NFMSs are primarily meant to provide information on emissions reductions from forests and enhancement of sinks and/or carbon stocks in the context of REDD+,. While working with multiple countries it was widely recognized that forest monitoring can also provide relevant information for domestic planning, for some safeguards, etc. The UN-REDD Programme therefore supported in-country NFMS related activities with the understanding that information on the forest sector could serve two simultaneous functions: monitoring in a wider sense and measurement, and MRV for REDD+ activities. Overall an NFMS is an essential component for the management of REDD+ information for national programmes, and beyond. This is because it allows for more informed decision-making at all stages by providing accurate data that is essential in any country to plan and implement effective REDD+ activities domestically.

The implementation of UNFCCC REDD+ decisions, taking into account national circumstances and capacities, is at the heart of the approach to support countries in designing and/or building their NFMS. The Programme support aims to build the technical capacity of each developing country’s institutions on issues and technical elements relating to an NFMS.

To move towards sustainable and cost effective NFMSs and ensure that support is provided in the best interest of developing countries, the Programme aims to support NFMSs that are designed to serve

multiple purposes for the forestry sector, as opposed to the promotion in countries of independent or parallel monitoring systems for different purposes. The NFMS should also be well-anchored into sound institutional arrangements and be able to function mainly with national expertise and with limited outside expertise. Upfront assessments of information needs and capacities, building upon existing components and systems, and linking to other domestic land information systems, will contribute to greater ownership, integration and sustainability.

In line with the recent COP guidance, countries are expecting that the UN-REDD Programme support on FRELs and FRLs will be aligned with the key points reflected in COP decisions made on the scale, scope and other requirements. Thus, in supporting countries through the process of developing FRELs and FRLs in line with the UNFCCC decisions, it will be necessary to: i) maintain [consistency with national GHG inventories](#); ii) ensure that they are established transparently, providing information and rationale on FREL and FRL developments; iii) [allow for a step-wise approach](#); and iv) [allow for the use of subnational FREL and FRLs as an interim measure](#) while looking in the future to scale up to national level.

The development of FRELs and FRLs is a process that requires consideration of national circumstances, data availability and existing capacities. Countries in general aim for national scale FRELs and FRLs, but in many cases neither the data nor the capacities are initially available. Therefore it is expected that many countries will start at the sub-national scale. Countries are looking at the technical assessment process as a facilitative process to improve in a step wise manner their FRELs and FRLs in order to increase scale, to include more REDD+ activities and pools, and to reduce the uncertainty of the estimates. In doing so, countries are sharing experiences (south-south exchanges) and receive high-quality technical advice.

Outcome and outputs

The second Programme outcome is therefore that country contributions to the mitigation of climate change through REDD+ are measured, reported and verified and necessary institutional arrangements are in place. Outputs are as follows:

Output 2.1 - Countries Develop the NFMS and Institutional Anchorage

Countries develop an NFMS that allows them to collect information to fulfill the MRV REDD+ international requirements – this is carbon emission reductions, carbon stocks and carbon sinks in tonnes of carbon dioxide equivalent (t/CO₂eq). The NFMS fully takes into account implementation costs in the design so as to ensure sustainability and alignment with expected flows of RBPs. Countries take into account other needs for forest information while designing the NFMS.

Output 2.2 - Countries Develop and Submit FREL/FRLs to the UNFCCC

Countries have developed initial FRELs and FRLs and submitted these to the UNFCCC in accordance with requirements specified in order to access RBPs under UNFCCC financing mechanisms (such as the GCF or others). Countries continue to improve their reference levels and implement recommendations of the technical assessments (TAs). In this context it is important to stress that countries will need to revise and improve FRELs and FRLs.

Output 2.3 - Estimates of Emissions and Removals Associated with REDD+ Activities

Countries produce initial estimates of emissions and removals associated with their REDD+ activities that are consistent with their FREL and FRL and their land-use GHG inventories, and fulfill all MRV REDD+ international requirements. Such estimates are included in the REDD+ annex of the Biennial Update Report (BUR) to the UNFCCC.

3.3.3. Outcome 3 – Implementation and safeguarding of REDD+ Contributions to Mitigation

Introduction

At the core of REDD+ NSs and/or APs lies the identification of PAMs to be implemented to achieve emissions reductions (ERs) and/or removals. Thus, in order to achieve the overall development goal of the Programme, contributions to climate change mitigation will need to be designed, measured and implemented. Complimenting outcomes 1 and 2, outcome 3 combines implementation of the PAMs identified through countries NSs and/or APs while addressing safeguards, to ensure that REDD+ becomes operational. Both new as well as existing PAMs will be integrated into the REDD+ NS and AP.

It is worth noting that the Programme has started to receive requests from countries for support in the implementation of their PAMs identified as crucial for REDD+. It is anticipated that this sort of request will keep coming, more so given that the REDD+ rulebook has been agreed and that new financial opportunities for REDD+ are emerging, most notably with the forthcoming operationalization of the GCF and the increasing engagement of bilateral cooperation through RBP agreements. Accordingly, the UN-REDD Programme will make provisions to address requests from countries for support in the implementation of REDD+, towards RBPs.

The Programme will provide this kind of support in a number of selected countries; specifically those which have made significant progress towards readiness in line with the requirements of the UNFCCC. Based on this, and the demand received so far, it is anticipated that one to two national proposals for support for implementing PAMs will be received annually between 2016 and 2020. This represents a total of five to eight national proposals for implementing PAMs for REDD+. Requests for support for establishing institutional arrangements to finance the implementation of PAMs may be larger, approximately ten to 15 countries during the next five years. In essence, this outcome is not wide-ranging, but focused on responding to requests from those countries with an advanced degree of REDD+ readiness.

This kind of support represents a new area for the Programme. It is however not a new domain for the agencies, which have been already supporting the implementation of PAMs for climate-change mitigation in different contexts, including through relevant GEF-funded programmes, for decades. The UN-REDD Programme aims to offer tailored assistance and advice to countries for the implementation of REDD+ PAMs that are linked with the drivers of deforestation and country-specific circumstances (output 3.1). Simultaneously, the UN-REDD Programme will be able to assist governments with the creation and operation of institutional arrangements, processes and tools to implement such PAMs, as well as accessing and disbursing REDD+ finance. Finally, the UN-REDD Programme will aim to ensure that these actions and processes respect and address the safeguards referred to in the UNFCCC Cancun Agreements.

Policies and Measures (PAMs)

Addressing drivers can be achieved in many different ways and by relying on multiple development partners, including the UN-REDD Programme. For example, countries can develop and implement NAMAs, receive funding from the GEF, work with bilateral partners or rely on their own resources. The UN-REDD Programme could be a partner of choice when countries are seeking RBF under the Warsaw framework as a result of the PAMs they will implement. In this case, in addition to supporting PAM implementation (a line of work already undertaken in the climate change mitigation sector by the agencies), the support could be tailored to ensure the proper linkages with other key conditions of RBP as defined by the Warsaw framework. This means supporting the implementation of PAMs that are consistent with the scale and scope of the FREL and FRL i.e. that they address the driver of the activity included in the FREL and FRL or its subsequent iterations, or that they are to be implemented at the scale chosen for the FREL and FRL. It could also include consistency with the technical specifications of the NFMS, the possibility to monitor the effectiveness of PAMs with proxy indicators through the NFMS monitoring function or safeguarding PAM actions.

Linking PAM implementation to rigorous monitoring permitted by the NFMS associated with forest conservation, sustainable management and enhancement of forest carbon stocks can ensure that achieving the ultimate objective of the PAM (i.e. emission reductions and removals) stays at the center of attention and that adjustment can be made if preliminary results show that performance falls short. This unwavering focus on results in terms of emission reductions and removal is a distinguishing characteristic of REDD+ and an added value of any action implemented with the support of the UN-REDD Programme.

Building on experience and lessons from the past years, the Programme can support countries to assess which PAMs are most likely to succeed in reducing emissions and increasing removals. The body of knowledge acquired through successful national programmes will be important in this context. Studies on identifying the drivers of deforestation and forest degradation as well as institutional and context analyses (on the political and social viability of PAMs) have contributed to this knowledge.

Furthermore, thanks to the existing and future portfolio of the partner agencies, the UN-REDD Programme can ensure coherence in terms of metrics, results frameworks, focal points and institutional coordination with other forest and climate change mitigation portfolio components of the agencies (such as GEF) as well as among different sectoral policies and help ensure that REDD+ is embedded in national and sub-national policy processes. Similarly, countries can also be supported in their engagement with domestic and international private sector entities, across the supply chains, and linking them into REDD+ processes.

Another area where the Programme can provide support is helping to pilot processes which (if successful) can be followed by capacity development and further investments by the country or other development partners to move from the pilot phase to national implementation.

As noted above, the Programme will assist with the implementation of PAMs that result directly in emission reductions or removals as well as those creating enabling conditions for ERs and removals. The PAMs will vary largely and will be based on the specific drivers and other national circumstances of the countries. Building on the work undertaken since 2008 as well as on the expressed interests and requests from REDD+ countries, the Programme's support could potentially cover the areas listed below. Given the need to resonate with drivers and other country circumstances, additional areas may be identified during the dialogue with REDD+ countries for implementing PAMs; accordingly the following is an indicative list of areas and activities where the UN-REDD Programme could provide support:

- Strengthen sustainable forest management and the restoration of degraded lands;
- Strengthen community management of forests;
- Reassess of the protected area networks and their management;
- Foster dialogue between government and IPs on forest-related rights including titling and registration of IPs' lands;
- Design set-up and test sustainable biomass energy programs;
- Design, set up and test/pilot incentives to shift productive activities towards sustainability including the strengthening of systemic capacity to provide producers with technical assistance, the operation of government-led multi-stakeholder commodity platforms for each commodity driving forest loss in the country, the rehabilitation of and production on degraded land to alleviate pressure on forests (zero deforestation credit lines, microfinance, supply chain traceability), incentive schemes to promote off-farm employment, the promotion of the legal supply of timber,
- Design incentives for agents of deforestation and forest degradation, conservation, reforestation and natural regeneration (e.g. through schemes for payment for environmental services);
- Harmonize existing incentive mechanisms including fiscal policies across different initiatives (REDD+, sustainable supply chains, domestic policies etc.) such as the creation of "Guichet unique" for environmental and agricultural subsidy programs;
- Develop M&E systems for measuring the progress of a country towards implementation of its PAMs designed to facilitate convergence among Sustainable Supply Chain initiatives, REDD+, and domestic policies and finance;

- Facilitate preferential access to countries that deliver REDD+ performance combined with progress in commodity policies to address deforestation to markets in REDD+ donor countries, considering exemptions to farmers and mills in countries that have delivered REDD+ results from the roundtable criteria concerning the clearing of primary forests for their certification or the creation of environmental registries of rural lands;
- Remove legal loopholes and strengthen rule of law (e.g. FLEGT, anti-corruption and other governance reforms);
- Support legal reform removing perverse incentives to deforest (including e.g. focusing on land tenure, moratoria on concessions and fiscal policies, etc.);
- Inter-sectoral coordination to integrate REDD+ objectives into existing or forthcoming rural development plans, land use planning, extractives or infrastructure development.

The type and scale of support will depend on the particular requests by countries, which could demand assistance to pilot a specific PAM or, more broadly, implementation support for a set of inter-related PAMs across various sectors during a few years. It is anticipated that support will be focused and will build on priorities identified in the NS and/or AP. Based on experience with a handful of countries, it is expected that the implementation of the NS and/or AP will combine different resources available or potentially available to countries, use different implementation modalities and development partners both for financial and programmatic support. In this matrix of implementation arrangements, the UN-REDD Programme will support based on the portfolio of the Programme partners and the breadth of their partnership with the government in a given country. In some countries the partners portfolios already include a number of activities related to improving forest management and forest governance. Beyond the forest sector, agencies are already involved in the design and implementation of PAMs which are essential to successful REDD+, including in the field of poverty reduction, sustainable agriculture, human rights and dialogue with IPs. Furthermore, actors in commodity supply chains - including producers, traders, chambers of commerce, industry associations, buyers, retailers, financial institutions (covering debt, equity and insurance) - and all those involved in the drivers of deforestation, as well as extractive industries, could be targeted through PAMs.

Safeguards

In addition, through application of the country approach to safeguards, the Programme will assist countries in identifying and strengthening existing domestic governance arrangements - PLRs, institutions, institutional procedures and processes, and information systems,- to ensure a country-specific specification of the Cancun safeguards is respected throughout the implementation of PAMs identified in the NS and/or AP. In doing so, the UN-REDD Programme will enable countries to meet (or exceed as desired) the safeguards requirements for RBPs through submission of information summaries on how REDD+ safeguards are addressed and respected, included in national communications (or on a voluntary basis via the web platform) to the UNFCCC.

The Programme will advise countries in compiling and structuring their summaries of safeguard information, in line with existing and any future UNFCCC guidance, as a key product of their SISs. The summaries will demonstrate to international constituencies how each country has addressed (identified existing governance arrangements in place to meet) and respected (implemented those arrangements in practice, with incremental improvements over time to meet) their country-specific unpacking of the Cancun safeguards. Particular attention will be paid by the Programme to strengthening implementation of those PLRs that address the greatest environmental and social risks, or promise the greatest benefits. Through this risk management/benefit enhancement approach, PAMs will be environmentally sustainable and socially equitable.

Outcome and outputs

Thus the overall outcome is that REDD+ contributions to the mitigation of climate change are implemented and safeguarded with policies and measures that constitute RBAs, including the development of appropriate and effective institutional arrangements.¹⁵ Associated with this outcome are three outputs.

Output 3.1 – Support for REDD+ Policies and Measures

REDD+ PAMs are implemented in selected countries, generating emission reductions while capturing lessons for the subsequent improvement of the effectiveness of the NSs and/or APs. Based on country requests, the UN-REDD Programme may undertake one or more of the following:

- Provide technical and policy advice to support both national stakeholders and international funding institutions in reaching mutually satisfying agreements to secure the implementation of REDD+ PAMs, while ensuring compliance with UNFCCC agreements and requirements. This may entail supporting the drafting of technical/legal documents in preparation of funding agreements and reviewing and advising on the proposed agreements from a legal and technical perspective.
- Conduct cost-benefit analysis of possible PAMs, including spatial and land use planning as well as assessment of non-carbon benefits.
- Depending on the choice of PAMs and requests for UN-REDD Programme assistance, support countries with the implementation of PAMs, such as: i) drafting/revision of the technical, legal and operational documentation required to implement specific PAMs; ii) supporting the selection process of implementing partners; iii) prepare, convene and facilitate strategic meetings (e.g. steering committees, bilateral meetings, stakeholder consultations, technical meetings); iv) provide and recruit professionals to be deployed within government for qualitative advice; v) procure goods and services (including additional feasibility studies and analysis as well as operational support); and vi) carry out quality assurance of the design of effective and efficient incentive mechanisms.
- Provide capacity building to professionals from government agencies, to implementing partners and to relevant stakeholders on all of the above.
- Depending on the requests, support could be provided to align policies and measures with international funding and with actions taken by other stakeholders including but not limited to private sector actors involved in commodity supply chains and finance.
- Support the development and operation of M&E frameworks to monitor the implementation of PAMs with a strong results-based perspective including ex-post analysis of effectiveness and efficiency.

The level of involvement of the Programme will depend on the capacities of the countries and their preferences, on donor requests and on the ability of the agencies to deliver the requested assistance. In any case, support will be defined in agreement with both recipient and donor countries.

Output 3.2 - Institutional Arrangements for REDD+ Finance Developed

To enable the implementation of PAMs, some countries may require support with the institutional arrangements for REDD+ finance, including for RBPs. This support focuses less on the substantial PAMs, but rather on the institutional framework for channelling funds to support REDD+ actions. Through UN-REDD Programme support, institutional arrangements are put in place to access and disburse REDD+ finance. These arrangements will be required for the flow of RBPs for tangible results in terms of ERs and removals (in tCO₂e). In order to achieve the output above, the Programme will be able to provide support to selected countries on a number of activities related to institutional design and operationalization for REDD+ finance. This would comprise tasks such as the following:

¹⁵ It is important to note that countries will continue to revise and improve FRELs/FRLs and land use GHG inventories, providing updated information to the UNFCCC following the recommendations of the technical assessments. In this way, MRV processes also underpin the implementation of REDD+ PAMs.

- Support the creation and/or strengthening of institutions, tools and processes required to implement the REDD+ PAMs, including the combination and sequencing of different sources of finance, while ensuring effective inter-institutional and inter-sectorial cooperation, and ensuring a transparent and equitable flow of information to relevant stakeholders;
- Support the development of a strategic engagement framework with funding sources (including the selection and nomination of focal points, national designated entities and national entities) consistent with other climate finance initiatives in the country;
- Understand and meet the fiduciary standards and operational modalities of the financing entities providing investment and RBF including: i) support for the identification of entities to obtain and receive RBPs recognized under the UNFCCC, consistent with any specific operational modalities of the financing entities (including the GCF); ii) capacity building to help entities meet requirements of financing entities including accreditation requirements of the GCF; iii) technical advice and support for inclusive participatory processes in the development of an initial portfolio of programs and projects in line with national development plans;
- Provide advice on the operation of an interim financial architecture at the national level;
- Create effective and efficient national operational modalities to channel REDD+ finance towards the implementation of PAMs (including the disbursement of incentives);
- Support viable financial and operational planning of the national fund management architecture;
- Understand the implications and manage the different rules and reporting requirements applied under each REDD+ payments agreement including: i) legal advice and links with UNFCCC processes; and ii) technical advice on the implications of such agreements for equitable benefit sharing.

Output 3.3 – Safeguards Operationalized as Enabling Environment for RBAs and Payments

Countries have operationalized a domestic unpacking of the Cancun safeguards as enshrined in their existing or strengthened PLRs (addressing safeguards) and implemented through their existing institutional arrangements (respecting safeguards). Subsequently, the Programme will assist countries in demonstrating how the safeguards were addressed and respected in a summary of information submitted to the UNFCCC. This would include tasks such as:

- To strengthen existing governance arrangements, particularly institutions (statutory and customary as appropriate), and institutional procedures, identified during the initial PLR assessments as priorities for ensuring safeguards are respected throughout implementation of PAMs;
- To iteratively refine PAM designs, informed by risk/benefit analyses employed during initial safeguards scoping activities, to be more environmentally sustainable and socially equitable; and
- To advise countries on the options for content and structure, in line with existing and any future UNFCCC guidance, of their SIS, and summaries of safeguards information, and how these means of demonstrating safeguarded PAMs can be improved over time.

4. Cross-cutting Themes

4.1. Stakeholder Engagement – Civil Society, Indigenous Peoples and the Private Sector

Introduction

Full and effective stakeholder engagement is an indispensable priority for REDD+ for a number of reasons. Firstly, UNFCCC decisions have consistently called for parties to ensure the full and effective participation of relevant stakeholders in the design and implementation of REDD+ NSs and/or APs. Secondly, there has been a strong demand for meaningful stakeholder engagement from donors, IPs, civil society and REDD+ countries alike since the early days of conceptualizing REDD+. Thirdly, because of the transformational reforms REDD+ often demands, the success in any country depends on partnerships and buy-in across a large swath of government, society, business and institutions. Stakeholder engagement is not merely a matter of integrating the views of the different actors that are concerned by REDD+ but also to craft partnerships, consensus and inclusive and gender sensitive policies that will make REDD+ transformational,

attainable and enduring. In accordance with the guiding principle of the Programme to take a HRBA to programming, this also means that the Programme must ensure the recognition of and respect for rights, including those of IPs, under applicable international law.

Since 2008 the UN-REDD Programme has contributed to the widespread recognition of stakeholder engagement as a central feature of REDD+ readiness. In addition, the Programme's work has served to: i) build trust and partnerships between governments and non-governmental stakeholders; ii) sensitize governments on the importance of stakeholder engagement; iii) help IPs and civil society to structure themselves for improved engagement; iv) create multi-stakeholder dialogue platforms; and v) put delicate issues on the global REDD+ agenda, such as rights to land and natural resources, and FPIC. The Programme has also helped to translate stakeholder concerns and protests into recommendations and solutions.

Approaches and Methods for Broader Stakeholder Engagement and Social Inclusion

As the Programme aims to support countries to meet the requirements of the UNFCCC REDD+ decisions, the stakeholder engagement work will be restructured accordingly. The REDD+ elements primarily relevant to stakeholder engagement are: i) NS and/or AP; and ii) safeguards, although decision 4/CP.15 also makes clear that IPs and local communities should also be involved in monitoring and reporting.¹⁶

Greater focus will be placed on the private sector. Despite the importance of the private sector to the success of REDD+, its role has been relatively marginal to the development of REDD+ to date. The important role of the private sector was emphasised in the UN-REDD Programme external evaluation.

The active engagement of the private sector is critical for the development of NSs and/or APs, to ensure alignment of objectives and ultimately the success of REDD+. Private sector actors represent roughly 70 per cent of global gross domestic product (GDP) and employment. They are the largest global land users and as a result are key actors in land-use change dynamics and the largest drivers of deforestation and forest degradation. Furthermore, private sector actors: i) are a critical agent in the implementation of actions and measures that advance REDD+ objectives; ii) can accelerate the innovation required to decouple economic growth from resource use; and iii) represent a significant potential source of finance and investment for REDD+ implementation. Many RBAs will be based on PAMs which have an impact on private sector behavior. The UN-REDD Programme will not engage with the private sector as an end in itself, but as a means to an end. This will be necessary to inform and assist partner countries in crafting effective and efficient actions in addition to PAMs to create an enabling environment that will shape private sector operating models towards reducing deforestation and forest degradation.

Appropriate stakeholder engagement is necessary both during the development of NSs and/or APs and their implementation. A participatory process that is full and effective comprises two key stages: i) determining the scope and scale of REDD+; and ii) determining a country's iterative pathway towards a comprehensive scope, decision-making around the strategic prioritization of REDD+ PAMs, and the implementation of PAMs to achieve REDD+ results.

With regard to private sector engagement the new approach will include fully country-tailored support packages based on country requests, including an offer to establish platforms for private sector engagement in the design and implementation of PAMs and analysis of private sector risks, opportunities and trade-offs. REDD+ needs to be embedded into broader economic development plans and goals if it is going to be successful and help shape private sector behavior. The risks of REDD+ for the private sector as well as the opportunities from REDD+ in terms of investment options and securing commodity supply chains need to be clearly articulated at national level. The private sector is more than large multi-nationals. Indeed, it is often small and medium enterprises which are engines of growth in both developed and

¹⁶ Decision 4/CP.15 (Copenhagen): in the preamble states 'Recognizing the need for full and effective engagement of indigenous peoples and local communities in, and the potential contribution of their knowledge to, monitoring and reporting of activities' and paragraph 3 operationalizes this commitment and "Encourages, as appropriate, the development of guidance for effective engagement of indigenous peoples and local communities in monitoring and reporting."

developing economies and which create jobs, drive economic development and can change current development pathways. The private sector will change behavior primarily in response to regulations and incentives and in response to risks and opportunities.

REDD+ NS and/or APs will have repercussions on a large segment of the private sector, with considerable potential implications for direct and indirect land users. Engagement with relevant private sector actors can help to ensure the PAMs are effective in achieving the desired REDD+ results. This may include improving the understanding of what drives their current practices (that contribute to deforestation or the other potential RBAs) and in terms of shaping incentive measures that are likely to be the most successful in shifting those current practices.¹⁷ The UN-REDD Programme in 2011-2015 has made progress in demonstrating a business case for private sector engagement, focusing on the opportunities as well as the investment opportunities related to REDD+. In 2016-2020, the Programme will take the global tools and lessons learned on private sector engagement over the past years into the country level and offer tailor-made country approaches to private sector engagement. This is essential as the private sector drivers of deforestation and forest degradation, and the investment opportunities of REDD+, differ greatly across regions and countries. Thus, the UN-REDD Programme approach to stakeholder engagement will include support at the country-level in the following spheres.

Stakeholder analysis – this is ideally conducted at the onset of REDD+ readiness, even as part of scoping REDD+ or REDD+ readiness planning. Stakeholder mapping is a first step that may contribute to determining the appropriate scope and scale of REDD+ for any given country. It can provide analysis on the interests and issues of each stakeholder group in relation to REDD+, and their capacities to engage. In this sense, the institutional and context analysis for REDD+ (ICA/REDD+) that UN-REDD has been using represents a valuable methodology to help countries scope their stakeholders, understand the political and socio-economic views around REDD+, and explore their interrelations. The ICA/REDD+ not only provides stakeholder analysis, but also serves to forecast points of divergence and tension between stakeholders when developing a NS and/or AP, as well as opportunities for alliances and collaborative efforts.

Multi-stakeholder platforms – these will become the core approach to strategic planning for REDD+. Inclusive NSs and/or APs that involve all relevant and affected stakeholders are not only more likely to be accepted (and therefore applied), but are also more likely to be successful in achieving their REDD+ goals. The UN-REDD Programme up until 2015 has supported countries with a number of engagement processes, for example, through its support to the engagement of IPs and local communities; through its participatory governance assessments (PGAs); through its gender-sensitive REDD+ support; through national thematic task forces; and through the national commodity platforms of the Green Commodities Platform (GCP). The focus during 2016-2020 will be to support countries to combine and sequence these processes so that the development and implementation of their NS and/or AP is accompanied by effective multi-stakeholder and gender responsive engagement. These platforms can take different forms, and evolve over time. This will include policy dialogue within government, and with non-governmental stakeholders to build consensus around the national ‘vision’ of REDD+ and the proposed strategy for achieving REDD+ results. Multi-stakeholder platforms provide an open and transparent means to engage key actors and build the partnerships required for REDD+ to prosper. Where existing national processes for engagement exist, they can be supported in order to be fit for purpose. Where necessary, support will be given to develop appropriate multi-stakeholder platforms.

On-the-ground capacity and awareness support – to complement national dialogue it is important that stakeholders, including equitably both female and male, have the capacity and the necessary understanding of REDD+ to be able to engage meaningfully. The UN-REDD Programme will continue to provide support to IPs and forest-dependent communities through community-based REDD+ (CBR+) and

¹⁷ The work of UNDP’s Green Commodities Programme (GCP) may be very relevant, as it supports the creation of national policy dialogue platforms for a number of relevant commodity sectors. Similarly, the UNEP Finance Initiative (UNEP-FI) engages with various relevant private sector actors, both in collaboration with the GCP and in other contexts. The work of the FAO Development Law Service is also a key to ensuring participatory and inclusive legislative processes.

focus on ensuring adequate capacity, institutions and processes for IPs and CSOs to participate in national, regional and international processes.

Social inclusion – for a NS and/or AP to be successful it not only needs to deliver results in terms of emissions reductions, but it must also contribute to a country’s broader national development goals and priorities. This can take a number of forms – from consideration of the potential social impacts of REDD+ policies and measures (particularly on marginalized members of society), to the provision of alternative livelihoods, new employment opportunities from REDD+ transformations, the equitable sharing of REDD+ benefits, and the development of REDD+ policies that can have multiple benefits.

Consensus, agreements and partnerships – ensuring stakeholders own and truly have a stake in a country’s NS and/or AP represents a key outcome of stakeholder engagement process and will make the attainment of expected REDD+ results more likely and more viable. The UN-REDD Programme will support this goal.

Capturing knowledge – creating a safe and neutral environment to facilitate the multi-stakeholder dialogue required to allow governments develop a range of options that deliver transformative change from business-as-usual to REDD+ results. Discussion platforms at national and regional level will build on existing stakeholder engagement platforms in partner countries, where possible. Areas for discussion at national level might include: i) regulatory instruments, ii) economic instruments, and iii) information instruments (i.e., changing behavior through legality, price and awareness respectively). Comprehensive guidance tools focusing on key issues of stakeholder engagement, gender and FPIC have been developed and are being applied to country contexts. Relationships and practical cooperation with important national, regional and international-level constituencies are well established.

Upon request, the UN-REDD Programme will also conduct independent assessments and provide advice to countries on the following elements related to the quality of stakeholder engagement processes:

- Consideration of rights and social and gender specific impacts in stakeholder identification, mapping and analysis;
- Ensuring the legitimacy and accountability of bodies representing relevant stakeholders (e.g. support to self-selection processes);
- Respecting traditional decision-making and governance systems in indigenous lands and territories, balancing the need to promote innovations in decision making and governance that increases social equality; and
- Identification and provision of sufficient human, financial, technical and legal resources for effective participation of IPs and local communities (in both decision-making and implementation), including capacity building for individuals, communities and relevant networks and local institutions; and Ensuring that FPIC is upheld for relevant rights-holders on issues that may affect their lands, territories and resources.

4.2. Forest Governance

Introduction

The UNFCCC REDD+ decisions make two main references to governance:

- Paragraph 70 of decision 1/CP.16, where four of the seven Cancun safeguards directly relate to good governance – and one to *forest* governance specifically - namely: i) policy coherence (national & international); ii) forest governance (transparency & effectiveness); iii) knowledge and rights of IPs & local communities; iv) full and effective participation of relevant stakeholders, in particular IPs & local communities.
- Paragraph 72 of decision 1/CP.16, which requests that NSs and/or APs address, amongst others, forest governance issues.

These decisions have been described as covering a vast array of topics such as access to information; accountability; corruption; land tenure; equitable distribution of benefits; gender equality; conflicting

policies/regulations; enforcement of the rule of law; adequate access to justice; institutional framework and capacity; integration of social, economic and environmental considerations; and cross-sectoral coordination. This broad interpretation is also reflected in partner country's demands and sustained requests for governance support since 2008.

Governance Analysis to Inform Scope, Scale and Priority Drivers

All national programme documents and R-PPs acknowledge, to varying degrees of detail, governance deficits as underlying causes of drivers of deforestation and degradation.¹⁸ As part of the development of a NS and/or AP, using governance information to understand root causes of drivers requires analytical efforts to identify i) governance deficits that facilitate deforestation, forest degradation and unsustainable management, and, conversely, governance enablers that have or would facilitate successful policies and measures; ii) key players, and their interests in either reform or in the status quo; and iii) what available public policy options are most likely to be effective in addressing the drivers and in which sequence. Activities could include:

- Support to address policy, legal and regulatory inconsistencies in different forest-related sectors, through adjustments of policy documents, legal texts and development of new laws, decrees and regulations;
- Analyses of governance causes (including corruption) to drivers and unsustainable management, promoting through facilitated multi-stakeholder processes;
- ICA/REDD+ to assist countries to understand the political and socio-economic views around REDD+ and explore their interrelations and adjust the institutional set-up to properly develop and engage relevant capacities and institutions; and
- Support studies to understand the most complex social and governance risks, impacts, benefits and trade-offs related to the NS and/or AP options.

Collaborative and Accountable Institutions for the Implementation of REDD+ NS and/or AP

The implementation of NSs and/or APs will, depending on the national contexts, require addressing existing governance deficits in the forest sector but also strengthening policy and legal frameworks, for example to nest institutional arrangements into existing regulatory and legal frameworks across sectors and institutional capacity. The latter would entail capacity development for institutions implementing REDD+ (in terms of knowledge, training and human resources), as well as strengthening collaborative capacities for implementation, inter-sectorally and between governmental and non-governmental actors. To be effective, institutions may need to develop their accountability mechanisms, including both regular feedback systems and grievance and redress systems, through fair, transparent, accessible organizational systems and resources established by national government to receive and address concerns about the impact of their policies, programmes and operations on external stakeholders, including women, men and youth.

Finally, to ensure adaptive management and evidence-based decision-making, systems should be developed to systematically monitor, collect and learn lessons from implementing PAMs, in order to assess their relevance, usefulness, internal and external coherence, strategic relevance, cost effectiveness, sustainability over time and capacity building component. The objective of such monitoring of PAMs is for countries to analyze not only if the targets of a specific policy or measure have modified their behavior, but also how to inform decision-making to improve or reorient PAMs in the next iteration of a NS and/or AP.

Activities could include:

- Continued support to policy and legal reforms;
- Capacity needs assessments and capacities development plans (individual, institutional and collaborative capacities) at various levels;

¹⁸ The World Resources Institute has analyzed 46 such documents to date: <http://www.wri.org/publication/getting-ready>

- Capacity development for institutions implementing REDD+, in terms of knowledge, human resources and trainings;
- Institutional strengthening of various governmental and non-governmental stakeholders; and
- Continued support to enhance responsiveness to feedback (e.g. through participatory social impact analysis and social audits¹⁹) and grievance systems.

Support to governance also cuts across safeguards (output 1.2) and institutional arrangements for REDD+ finance (output 3.2).

4.3. Tenure and REDD+

The provision of clear tenure rights over forests provides motivation to sustainably manage forest resources, thus contributing to the goal of reducing carbon emissions. Likewise, clarifying tenure rights strengthens accountability. By identifying who owns, manages and uses forests, more effective engagement on the ground in activities to address deforestation and forest degradation can be achieved. The challenges faced in many developing countries with regard to tenure and REDD+ often stem from the difficulty of reconciling customary rights and statutory law, combined with increasing pressure on forest resources. Some common issues that relate to REDD+ include: lack of legal provisions to recognize customary forest tenure; lack of transparency in transactions related to forestland; costly and cumbersome forestland registration procedures that tend to exclude the poor; lack of enforcement of existing forest tenure claims, and lack of institutional capacity to address forest tenure issues.

While not a requirement, the Cancun Agreements request developing country parties to address land tenure issues (1/CP.16, paragraph 72) when developing and implementing their national strategies. Thus, many countries have acknowledged the importance of tenure in the context of REDD+ and have been seeking support from the UN-REDD Programme in this area.

The UN-REDD Programme's focus on tenure stems from understanding tenure security as an important enabling condition for REDD+. It is important to stress that each country will determine the appropriate approach to deal with tenure issues based on its unique situation. Depending on country needs and priorities, the UN-REDD Programme may support both short and long-term activities, ranging from technical advice on tenure reforms based on participatory approaches, to training on the use of specific tools and methodologies to improve land use planning and management. In addressing tenure and REDD+ the following are important:

- To support a country-driven approach to tenure and REDD+, whereby multiple stakeholders are encouraged to participate in the process of assessment, capacity building, and reform;
- To utilize the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security (VGGT) as a guiding framework for addressing tenure issues in the context of REDD+;
- To emphasize the importance of customary ownership rights and the rights of indigenous and local communities;
- To promote the mainstreaming of gender and the use of gender-sensitive approaches (see below); and
- To encourage an integrated approach that recognizes the interconnectedness of forest tenure with the broader land and resource tenure regime. In particular, to identify and take advantage of synergies related to in-country VGGT activities.

During the period from 2016 to 2020 a transition is envisioned in the UN-REDD Programme's support to countries on REDD+ and tenure, in which some countries that have already conducted assessments will begin to implement the ensuing recommendations, including legal and policy reform, participatory land use

¹⁹ See UNDP guidance <http://www.undp.org/content/dam/undp/library/Democratic%20Governance/OGC/dg-ogc-Fostering%20Social%20Accountability-Guidance%20Note.pdf> and *A practical Guide to social audits* <http://www.pogar.org/publications/ac/books/practicalguide-socialaudit-e.pdf>

planning and mapping, and capacity development. At the same time, a number of new countries will embark on assessments of their tenure regimes in the earlier years of the cycle. The UN-REDD Programme's contribution to supporting enabling conditions for tenure must be viewed in the context of a larger effort to reform land tenure across many sectors beyond forestry. There should be continual efforts to harmonize and align approaches with other initiatives and to find synergies.

The results will be twofold: i) the enabling conditions for REDD+ are enhanced through concrete steps taken to address tenure concerns impacting forests; and ii) in-country capacity to address tenure is enhanced. Depending on country circumstances, activities could include:

- Broad assessments on tenure regimes in the context of REDD+ which identify recommendations and next steps;
- Legal and policy reform based on consultative processes to address weaknesses and gaps related to tenure in the context of REDD+;
- Land use planning and participatory mapping activities to enhance tenure security for forest lands;
- Training and capacity building to increase human resources capacity to enable tenure reforms and concrete actions;
- Engagement in broader land reform processes;
- Guidance to improve tenure procedures, for example by streamlining forestland registration;
- Development of legal provisions on conflict management related to tenure;
- Provision of a forum for learning and exchange on issues related to tenure and REDD+; and
- Sharing of experience and lessons learned through documentation, media and outreach.

4.4. Gender and REDD+

Introduction

It is widely acknowledged that gender equality and women's empowerment are catalysts for reaching sustainable development. However, various social, economic, cultural and political inequalities are still present in many societies which limit certain groups, such as women, the poor, youth, the handicapped, and the elderly, from being able to equitably access resources and fully participate in, contribute to and benefit from REDD+. Given these dynamics, the UN-REDD Programme aims to contribute to gender equality and the full participation and empowerment of women in its approach, seeing women and men as key agents of change, whose unique but often differentiated knowledge, skills and experiences are vital to successful REDD+ action. As women and men often have different roles, responsibilities and priorities in communities, they may experience the effects of climate change and REDD+ policies differently. They may also respond to different incentive measures and public policy interventions. It is therefore important to ensure that gender dimensions and women's empowerment concepts are addressed in issues relating to climate change, forest management and the sharing of REDD+ benefits. Gender-differentiated needs, uses and knowledge can also help determine the scope and scale of REDD+, as well as the most effective PAMs. For example, women's subsistence activities and knowledge of the forest can contribute positively to the sustainable management of forests or enhancement of forest carbon stocks. Understanding the varying roles played by men and women can enable a more accurate analysis of the problem - what is driving deforestation, where and how — and also helps identify potential solutions and allows interventions be applicable and relevant at national and local levels.

In addition, inclusive and equitable stakeholder participation and ensuring that REDD+ processes are gender sensitive, are also crucial elements in implementing effective and efficient REDD+ strategies, and more broadly, achieving sustainable development. In fact, meaningfully capturing the views, experiences and priorities of both men and women in REDD+ at all stages, including in REDD+ readiness, has been identified as a main contributor to success. Therefore, failing to target and involve both women and men equitably in REDD+ and other climate change and development responses would lessen the reach of the UN-REDD Programme's impacts and benefits.

This rationale for including gender equality considerations and promoting women's empowerment in REDD+ policy, planning and implementation is also predicated on a HRBA to development. Gender equality is a human right set forth in the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), as well as addressed in the United Nations Declaration on the Rights of Indigenous People (UNDRIP) and in the UNFCCC. More specifically, within the UNFCCC Cancun Agreements (Decision 1/CP.16, paragraph 72), parties stated that 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...". The 2011 UNFCCC Durban Outcomes (Decision 12/CP.17, paragraph 2) further guided countries that when providing information on how safeguards are addressed, gender considerations should be respected in this process.

Lessons Learned on Gender

Acknowledging the critical linkages and synergies between gender equality, reducing emissions from deforestation and forest degradation, and sustainable development, the UN-REDD Programme has been taking active steps to promote gender equality and an HRBA in its work. This has involved utilizing a multi-pronged approach with gender, in which support has been provided both at the global level, with tools, guidance and reporting on gender and REDD+, as well as at the national level, with assistance being provided in integrating gender equality and women's empowerment principles into nationally-led REDD+ activities.

Various processes and guidance materials call for gender mainstreaming, gender equality, gender equity and/or the empowerment and involvement of women. Of particular relevance are the FPIC, the Social and Environmental Principles and Criteria (SEPC), the R-PP template, the Guidance Note on Gender Sensitive REDD+, and the Guidelines on Stakeholder Engagement for REDD+. In the Programme's 2011-2015 strategy, gender equality was also one of its guiding principles, as well as one of the identified social standards in its national governance work, among others. The Programme's approach to addressing gender has also centered on establishing linkages and connections with other thematic areas, such as national governance, safeguards and stakeholder engagement, to help promote an integrated approach, where gender is addressed both as a stand-alone as well as a cross-cutting theme in the Programme's work.

Many UN-REDD Programme-supported actions have also taken place at the regional and country level, across regions, to promote the integration of gender equality and women's empowerment considerations in REDD+ readiness and implementation processes. Countries are increasingly planning activities, conducting baseline assessments, and allocating budget in their key REDD+ documents to ensure the explicit inclusion gender and/or women empowerment issues. Synergies and collaborative efforts with various global, regional and country level organizations and networks have also been initiated and undertaken to help move gender-sensitive activities within UN-REDD countries forward and promote equitable and effective on-the-ground action.

To date, the Programme's approach on promoting gender equality and women's empowerment has successfully helped result in more equitable, transparent and fair REDD+ action both at global and national levels. However, as countries move forward in developing their REDD+ readiness approaches, and move into the implementation phase of their REDD+ work, there is a continued and pressing need to better integrate and mainstream gender activities at the country-level in a more cohesive and systematic way throughout the process, including within design, implementation, monitoring and evaluation. As mentioned above (section 4.1) this will be achieved by the inclusion of women and women's groups in multi-stakeholder platforms designed to support NS and/or AP processes.

Approaches and Methods

Thus, to provide such support to REDD+ countries and building on the gains already made in promoting gender equality and women's empowerment within its work, the Programme will continue to rely on an integrated approach with gender, where gender equality and women's empowerment are addressed both

as stand-alone and cross cutting issues within its work and across its thematic areas. Additionally, given that gender mainstreaming is reflected in many policy and programmatic documents and guidelines, the focus of gender work moving forward will be orientated towards: 1) operationalizing this guidance at global, regional and national levels; 2) undertaking a systematic approach in the integration of gender equality and women's empowerment principles at the national level, including but not limited to PAM development, stakeholder engagement, benefit distribution systems and financial mechanism funding structure development and implementation, taking into account country specific and local circumstances; and 3) systematizing best practices on the design of gender sensitive policies and sharing experiences between countries.

Thus, the Programme will offer technical support to undertake this work through the following:

- Increase gender sensitive participation: Promoting gender balance and integrating gender equality and women's empowerment concepts within UN-REDD Programme workshops, consultations, decision-making, capacity building and training at both global and national levels;
- Boost awareness and capacity on how to integrate gender considerations into and across REDD+ thematic areas: Increasing the depth of understanding of gender equality and women's empowerment concepts, building capacity on how to integrate them, and addressing the misperceptions concerning gender issues at both global and national levels;
- Undertake gender-sensitive assessments: Conducting gender analysis and stocktaking exercises, which establish a gender baseline and identify areas for improvement in REDD+ policy and programming, where gender equality and women's empowerment can be promoted; and
- Develop gender responsive UN-REDD Programme reporting and monitoring frameworks: Collecting data to monitor and evaluate the implementation of gender mainstreaming actions and the reporting of corresponding results.

It is envisaged that the methods will further promote and ensure increased gender responsiveness of activities supported by the UN-REDD Programme and help resolve gender imbalances encountered in REDD+ processes, both in-country as well as throughout supportive structures at regional and global levels.

5. Delivery of the Programme

5.1. Principles

The UN-REDD Programme operates on the principles of joint programming of the UN Development Group (UNDG), as well as applying an UNDG joint funding tool. It utilises a Multi-Partner Trust Fund (MPTF), where the funds received from donors are pooled and implementation is the responsibility of the UN participating organisations (applying the pass-through modality). The three participating organisations are the FAO, the UNDP and the UNEP. These three agencies have chosen to work in partnership in addressing the multifaceted and complex challenges related to REDD+ that demand combined expertise.²⁰ Furthermore, the Programme is guided by the five inter-related principles of the UNDG:

- Adopting a Human-Rights Based Approach (HRBA) to programming, with particular reference to the UNDG guidelines on Indigenous Peoples' issues;
- Promoting gender equality;
- Enhancing environmental sustainability;
- Using results-based management; and
- Undertaking capacity development.

²⁰ As outlined in section 2.4 (above).

5.2. Programming cycle and implementation arrangements

This section aims to provide an overview of key processes, emphasizing key principles and approaches which will be fleshed out more fully as detailed programming guidance is produced. The key principle underlying the programming cycle is responding to country demand, addressing country needs and providing high quality technical assistance in an effective, efficient and transparent manner.

Technical scoping

An initial technical scoping of UN-REDD Programme support will be undertaken on the basis of joint missions by the three agencies and a subsequent 'aide memoire' that takes into consideration relevant factors such as: existing information and available data; national priorities, strategies and plans; UN Country Programme and UN Country Team experience; political support for REDD+; national capacities; support from other relevant bilateral, multilateral and NGO initiatives; and the views of relevant stakeholder groups. The expectation is that this exercise would enable a better and shared understanding of needs and critical inputs required from the UN-REDD Programme. This will allow tailoring the scope of UN-REDD support to the needs of each country, as well as mapping out existing parallel efforts to enhance complementarities and avoid duplication. From a monitoring and reporting point of view, such an exercise would contribute to comparability and provide a basis for aggregation, result-based reporting and monitoring. Where alternative assessments may already exist, e.g. as undertaken by the country or by other REDD+ partners, these may be used as inputs to the joint mission. This approach to scoping is expected to result in highly tailored and specific country programmes from a substantive point of view. This process will also help define (i) the key national institutions to be involved, (ii) UN agency support and (iii) the coordination opportunities with other initiatives and (iv) the specific operational modalities that are best suited to the context of each country.

Programme oversight

In line with the principle of strong country ownership and shared and common decision-making, country programme oversight will be undertaken by a National Steering Committee (NSC) established following approval of fund allocation. NSCs will apply the standards of the UN-REDD Programme and include representatives of CSOs and IPs, as decision-makers of these bodies. These NSCs will serve as a platform for overseeing progress, addressing any delays, changes or reorientation of the programmes and ensuring alignment with and delivery of results as expected and approved by the Executive Board. These will apply to all modalities, regardless of the size of support provided. In effect, the NSC carries the responsibility for ensuring successful implementation of the Programme at country level. The UN-REDD teams of participating agencies will provide quality assurance, oversight and take part in the NSC, ensuring that its decisions are consistent with the UN-REDD Programme approach in substance and process.

Adaptive management

Revisions to the results framework and budget are to be undertaken at country level and require approval of the NSC. Depending on country specificities, NSCs are delegated authority by the Executive Board for changes within set thresholds and procedures to be defined. This adjustment is intended to address current processes whereby seeking decisions of the policy board takes responsibility and accountability away from the national level.

Technical assistance and quality assurance

The UN-REDD Programme has supported or provided advice to most of the countries now making progress through the UNFCCC proces. Indeed, it is primarily recognized and valued by REDD+ countries for the quality of the policy and technical advice provided through the specialized teams of the three participating agencies. The UN-REDD Programme houses a broad set of REDD+ practitioners covering the range of expertise and specializations required to support countries comprehensively in their REDD+ efforts. A global and regional technical support team deployed by the three agencies will enable the implementation of the outcomes and cross-cutting themes (outlined in sections 3 and 4, above). This substantive and field

based experience will continue to be deployed to provide country-specific and objective on-the-ground support to REDD+ countries.

Bringing together the expertise and competencies of the three participating agencies has not been without its challenges and, as identified in the external evaluation, in some cases has led to higher transaction costs for national counterparts and sub-optimal sequencing of inputs. To address this, UN-REDD support to partner countries will be organized via “**inter-agency country support teams**” constituted in a way that responds to a country’s REDD+ profile, technical and substantive needs. The teams will provide policy and technical support calibrated to the specificities of each country. UN-REDD country support teams will select one of their members (lead UN-REDD advisor) to lead interaction with the UN Country Teams and national counterparts.

In addition, a lead UN agency will be identified as the main in-country interlocutor with the government and national counterparts concerning the implementation of the UN-REDD support. The lead in-country UN agency will be determined in consultation with the resident UN agencies’ offices, the national counterparts and the UN Resident Coordinator, based on the circumstances of each particular country.

Implementation Arrangements

Lessons learned from the current phase of the programme indicate that (i) Forest management institutions are often well suited for leading on technical processes of REDD+ however less so on policy processes; (ii) National REDD+ Strategies or Action Plans need to be linked to national development planning processes and not seen as stand-alone forest sector documents; and (iii) when considering target PAMs for implementation, there is a need to engage with policy-makers in planning or finance ministries, or through existing inter-ministerial coordination arrangements. Traditionally the programme has engaged with a single counterpart, often the institution with a mandate on forestry or housing the REDD+ focal point. Recognizing the need to better understand the political economy of REDD+ in a given country, and to better calibrate the engagement with national institutions, an Institutional Context Analysis will be systematically undertaken when defining implementation arrangements at government level.

With regards to national level, building on lessons from the past period and findings of different evaluations and assessments, the use of national implementation arrangements will be maximized such that country ownership is enhanced. The UN-REDD Programme will operate through a streamlined single interface modality in each country. This will be achieved by aligning the administrative and financial arrangements of the three UN agencies internally and setting-up a unified contractual and reporting arrangement for each programme. Implementation arrangements will be defined on the basis of : (i) mission and capacity of national implementing partners; (ii) previous engagement with selected implementing partners; (iii) technical and substantive focus of the programme design; (iv) fiduciary, financial and accountability prerogatives.

Global level

Key features of the implementation arrangements at global level are as follows. There will be a core Management group (MG), composed of one representative from each agency and the UN-REDD Programme secretariat. The MG will be responsible for joint oversight and consolidated and effective planning, budgeting and results-based reporting (M&E) for the entire Programme, in accordance with a streamlined organizational and decision making set up. The MG members will be accountable upwards within the three participating UN organisations. Senior representatives – Strategic group members - will participate in and support the Programme’s strategic decision making through the Policy Board, and facilitate operation and delivery as required.

The secretariat will facilitate overall coordination and support the operation of the MG and the Programme’s governance mechanism. The hosting arrangements for the secretariat will be further streamlined with the view to increase efficiency and effectiveness and to reflect the size and scope of the Programme, its governance structure and to meet the requisites of different types of support envisaged.

5.3 Partnerships

Strategic partnerships are critical for the UN-REDD Programme. The overarching objective is to collaborate at both national and at global levels in order to ensure that countries are able to develop REDD+ policies and measures (results-based actions) that lead to reduced GHG emissions, in accordance with the decisions of the relevant bodies of the UNFCCC.²¹ In addition to national governments and other stakeholders, a number of bilateral and multilateral agencies and initiatives are involved in supporting REDD+ readiness, implementation, or in testing elements of rewarding REDD+ RBAs. The UN-REDD Programme will continue to play a constructive role in supporting countries coordinate REDD+ related initiatives and ensure they are (1) aligned with a national vision, (2) consistent with UNFCCC decisions and requirements and (3) conducive to progress under the UNFCCC. The UN-REDD Programme will build on its comparative advantages (outlined in section 2.4) to provide support in a concerted and cohesive manner that will maximise complementarities. Some specific strategic collaboration opportunities and options are outlined in the following.

The World Bank's Forest Carbon Partnership Facility (FCPF) includes a Readiness Fund and a Carbon Fund (CF). Coordination between the UN-REDD Programme and the FCPF on readiness is well recognized – both at the global and national levels. For example: back-to-back meetings of governance bodies; common templates; joint guidance (such as on Stakeholder Engagement); and numerous examples of close collaboration on the ground and sequencing of support. This collaboration on readiness will continue. The FCPF's CF is an essential element of long-term efforts to incentivize REDD+, especially by piloting asset creation and transactions. In line with the UN-REDD approach to collaboration mentioned above, the UN-REDD Programme may support countries' CF efforts, particularly in helping to demonstrate how policies and measures can achieve measurable results in terms of emission reductions or forest carbon stock enhancement.

The Green Climate Fund (GCF) now has in place its Initial Logic Model and Performance Measurement Framework (PMF) for REDD+ Results-based Payments (see GCF Decision B.08/08 available here: [Decisions of the Board - Eighth Meeting](#)). The initial logic model and PMF are prepared in accordance with the methodological guidance of the Warsaw Framework for REDD+ and in response to GCF Board Decision B.07/04. In other words, the GCF is positioned to play a key role in financing REDD+ results that are recognised through the UNFCCC process. Therefore the UN-REDD Programme is relevant for the GCF, as the UN-REDD strategic focus speaks directly to the stated objective of the GCF. In focusing on supporting countries to achieve REDD+ results that can be recognised through the UNFCCC process, the UN-REDD Programme could – through its participating agencies - contribute by building countries' REDD+ Readiness and providing technical advice in applying the methodological guidance of the Warsaw Framework for REDD+. Similarly, by explicitly focusing on payments for REDD+ results recognised through the UNFCCC process, the GCF would provide confidence that the efforts in-line with the UN-REDD Programme's strategic focus will be rewarded. This mutually beneficial relationship can provide synergies between the UN-REDD Programme and the GCF and opportunities for UN-REDD lessons and experiences to inform any updates to the GCF's initial logic model and PMF. Access to GCF resources is through implementing entities and intermediaries accredited to the GCF, and official communications with the GCF on funding proposals must be channelled through designated focal points of such entities. UNDP has been approved for accreditation by the GCF Board, and applications by FAO and UNEP are underway and/or in the GCF's accreditation assessment pipeline.

There is also potential for further alignment of country support with the Global Environment Facility (GEF), particularly in terms of National REDD+ Strategies informing GEF project development and also in terms of funding for the implementation of REDD+ policies and measures to achieve results-based actions. Maintaining close coordination between the UN-REDD and GEF teams of each agency is important to ensure coordinated programming opportunities are identified and regular portfolio exchanges are

²¹ In other words the objective is consistent with the development goal and the theory of change for the UN-REDD Programme as outlined in section 3.

undertaken. The UN-REDD Programme – through its participating agencies - can provide guidance on how to ensure GEF projects may best support countries in applying the methodological guidance of the Warsaw Framework for REDD+. Official communications with the GEF are channelled through each agencies' designated GEF focal points.

The Forest Investment Program (FIP) under the Climate Investment Fund (CIF) of the multilateral development banks has also become a significant partner in terms of laying the foundations for REDD+ readiness in a limited number of (pilot) countries. Investment programmes designed to tackle critical drivers of deforestation and forest degradation as well as to improve land use are underway and will generate important lessons for the development of PAMs. With additional funds committed to the FIP, there may be a need to explore options for further collaboration.

Finally, it is worth noting that there are a number of bilateral and non-governmental partners as well as nationally-driven and other REDD+ related initiatives with which the UN-REDD Programme can collaborate. In completing the design of the 2016-20 strategy and determining the results framework, it will be useful to specify how the overall impact and outcomes will be achieved through collaboration and on the basis of joint efforts with other partners.

5.4. Knowledge and capacity development

Knowledge management (KM) is understood within the UN-REDD Programme as a systematic approach to enable knowledge to flow effectively and efficiently to achieve agreed objectives. It is a set of tools, processes and methods that facilitate the conditions for people to efficiently create, capture, share, adapt and use knowledge to achieve their goals. Knowledge management aims to facilitate the capture, dissemination and sharing of existing knowledge but also the creation, dissemination and sharing of new knowledge. In the context of REDD+, knowledge is a key building block of capacity development, which countries have identified as critical to delivering REDD+. It has been recognized, though, that the knowledge needs of REDD+ countries are shifting and varied. This is due to advancing technical REDD+ knowledge, an increase in countries beginning REDD+ readiness activities, increasing experiential knowledge of countries that have progressed from REDD+ readiness to implementation, and the UNFCCC REDD+ requirements.

In response, knowledge management (KM) is a key process for the delivery of the Programme's 2016-2020 strategic framework, designed to strengthen support to countries in accessing and sharing well-documented, evidenced-based REDD+ readiness and implementation knowledge aligned with UNFCCC REDD+ requirements. In line with the reinforced country-driven approach, the knowledge will be delivered in a comprehensive, coordinated and tailored way. This applies to both knowledge needs and the accessibility to knowledge within local contexts. The knowledge managed will also be practical and support country-level REDD+ action and be based on lessons learned by the Programme over the last seven years.

It is also designed to harness the combined knowledge of the Programme's three collaborating UN organizations and in so doing to strengthen the "delivering as one" approach of the Programme. In addition, realizing the importance of a multi-sectoral approach to REDD+, the KM work of the Programme can be leveraged to engage with multiple sectors, and to build an understanding of REDD+ within these sectors. The KM work of the Programme is also a mechanism to support the capacity development of large numbers of REDD+ practitioners around the globe, through the use of online learning tools.²²

On this basis, KM systems and tools will be developed, including an online platform, to meet country needs and facilitate the systematization of and accessibility to knowledge by REDD+ practitioners, policy makers, donors and other stakeholders. This will include the development of accessible technological and non-

²² The UN-REDD Programme will maintain and continue to improve its website (www.un-redd.org) and workspace (www.unredd.net) as main delivery vehicles for communications and KM. The Programme will also move towards clearer visibility and identity of staff through a common email address (@un-redd.org).

technological tools, processes and methods that facilitate the identifying, capture, sharing and applying of REDD+ lessons learned to realize REDD+ RBPs. Use of these resources will be facilitated and supported by training to ensure full participation and benefit by partner countries. Activities might include:

- Ensure knowledge platform is accessible to stakeholders;
- Facilitate use of knowledge tools and systems, including through regional and in-country training;
- Develop online global, regional and thematic communities of practice, as appropriate according to country needs;
- Develop a REDD+ expert database; and
- Manage a REDD+ knowledge repository.

Furthermore, REDD+ capacities will be increased through participation in knowledge sharing, including through the REDD+ Academy and other capacity building activities as well as through the development of knowledge products. REDD+ readiness and the capacity of countries to implement REDD+ is enhanced through regional and in-country training sessions and available tools, known as the REDD+ Academy.²³ In addition to regional and national face-to-face REDD+ Academy sessions, the wider audience of REDD+ practitioners will be able to access learning resources through an online platform enabling the UN-REDD Programme to cost-effectively share REDD+ knowledge to a broad global audience. Activities might include:

- Identify, capture and share national-, regional-, and global-level REDD+ knowledge, including lessons learned;
- Facilitation of knowledge activities and the development of knowledge products that support countries to share their own knowledge and access others' knowledge based on country need;
- Produce and disseminate REDD+ knowledge products based on country needs, aligned with UNFCCC requirements;
- Carry-out regional knowledge needs assessments;
- Organize knowledge sharing events including global, regional and national learning workshops, south-south exchanges, and study tours;
- Facilitate global, regional and country-to-country knowledge partnerships;
- Integrate peer reviews and after action reviews into UN-REDD Programme reporting to identify and apply results-based management lessons learned.
- Design and deliver face-to-face regional and national REDD+ Academy sessions;
- Customize REDD+ Academy course content to meet regional and country-specific knowledge needs;
- Develop and continuously improve new course materials that reflect evolving REDD+ knowledge needs as well as priorities of partner countries; and
- Design, launch, and administer REDD+ Academy online courses aligned with evolving knowledge and needs of REDD+ practitioners.

6. Preliminary Cost Estimates

Some indicative estimates of the costs of the UN-REDD Programme from 2016 to 2020 are being developed for the outcomes and outputs specified in section 3 (above). It is envisaged that a comprehensive status and needs assessment will be undertaken in order to determine the scope and scale of support required in the different regions and countries.

At this stage the estimated costs of the main outcomes is as follows:

²³ In 2014, the UN-REDD Programme developed a curriculum-based capacity developing initiative, the REDD+ Academy, to support partner countries in their national REDD+ activities. The overall objective is to provide demand-driven, holistic and targeted capacity development to enable national REDD+ actions. It is expected that over the period 2016-2020, the REDD+ Academy will build a critical mass of in-country capacity to support REDD+ readiness and implementation. Content for the REDD+ Academy is based on the Warsaw Framework for REDD+ and verifiable knowledge and experience gained from the UN-REDD Programme over the last six years.

- Readiness activities as outcomes 1 and 2 of the Programme could require an amount in the range of US\$100 million. This is based on possibly 10 to 15 countries supported through the full readiness process and tailored support for a further 30 to 35 countries.
- Implementation of REDD+ RBAs as outcome 3 of the Programme could be undertaken in a group of between five and eight selected countries during the 2016 to 2020 period and would require an amount of US\$180 million.

The estimate for funding knowledge and global support activities amounts to US\$20 million. Thus, the preliminary estimated five year total cost of the Programme amounts to US\$300 million. Different scenarios for the costs of support are being developed, taking into account requests for assistance and the availability of funding.

7. Monitoring and Evaluation

The design of a comprehensive results-based framework for monitoring the progress of the Programme will be undertaken on the basis of the impacts, outcomes and outputs specified in the ToC. Regular reporting will be carried out to chart progress on the basis of the agreed indicators and to inform decision-making.

Annex A. Selected references

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Annex B. UN-REDD Achievements on the road to REDD+ readiness

NB – A data trawling exercise was conducted to extract a large amount of information from the annual progress reports since 2009 covering a total of 28 countries. The data was then collated according to an agreed set of outputs, outcomes and Programme impacts. This resulted in the following summary of achievements:

Programme outputs

Over the course of the past five years, the UN-REDD Programme has helped developing countries move towards REDD+ readiness. It has achieved this primarily by developing and communicating tools, methodological approaches and guidance documents that explain, clarify and articulate elements of REDD+ readiness and provide countries with the means to establish and operationalize these elements within their own contexts. This has been backed up with training undertaken at both national and regional levels. As country capacity has developed, there has been an increasing focus on the facilitation of south-south learning events through which participating countries can exchange experiences and learn from each other through the development of a community of practice.

Specifically, the UN-REDD programme has supported the above outputs by:

- The production and dissemination of 61 tools, guidance documents and strategic frameworks related to the core areas of MRV, governance, stakeholder engagement, safeguards and the green economy;
- The provision of targeted training to 4,966 persons from developing countries on the core areas of REDD readiness – namely MRV, governance, stakeholder engagement, safeguards and the green economy;
- The facilitation of 18 south-south learning/exchange events and the organization of 33 regional training workshops to exchange knowledge and experiences regarding the adoption and use of REDD+ readiness tools and methodologies developed by the three UN agencies.

Programme outcomes

As a result of the aforementioned work that is designed to build capacity, participating countries have taken a series of steps to operationalize REDD+ readiness and prepare for RBF. This has included the adoption, use and operationalization of UN-REDD-developed tools, guidelines and frameworks at country level, a thorough analysis of the drivers of deforestation and forest degradation, the establishment of improved governance and decision-making processes relating to forests, land and tenure and the formulation of new strategies, plans and PLRs by participating countries relating to REDD+ and green economy.

These actions have resulted in the following outcomes:

- 24 countries have operationalized tools, guidance documents and strategic frameworks related to REDD+ readiness;
- Six UN-REDD-supported countries have passed or amended a total of 15 new laws, regulations or decrees that relate to REDD+ readiness and/or green economy;
- Five UN-REDD-supported countries have undertaken analyses of deforestation and forest degradation as part of the NS and/or AP process²⁴;
- 15 UN-REDD-supported countries have established 23 national or sub-national level multi-stakeholder platforms mandated by government used in planning and decision-making processes around REDD+;

²⁴ This figure is incomplete. It only covers those countries that are reporting using the new annual reporting framework, and does not cover those countries which ceased receiving UN-REDD Programme support prior to 2014.

Programme impacts

As a result of programme outcomes, UN-REDD-supported countries have been able to develop and establish operational elements of REDD+ readiness as well as a wider process of sustainable development and REDD-friendly development pathways. Over the course of the 2009 to 2014 period, developing countries have participated actively in the UNFCCC COP processes and have been able to use their experiences of developing REDD+ readiness to advocate for and influence the emerging global REDD+ architecture. In other words, there has been a convergence between pilot actions being implemented at national level by developing countries and a global consensus on what constitutes REDD+ readiness.

These have resulted in the following impact:

Twenty countries are in the process of establishing one or more operational elements of REDD+ readiness and eight countries have completed and established one or more operational elements of REDD+ readiness at country or jurisdictional levels.

Annex C. Follow up to the External Evaluation of the UN-REDD Programme

No.	Recommendation	Response and follow up action as of April 2015
1	<p>The Policy Board should re-examine the overall purpose and strategic objectives of the UN-REDD Programme, to address both the significant challenges that REDD+ faces and the dynamic context within which it operates.</p> <p>Furthermore the development of a more robust and resilient Programme should:</p> <ul style="list-style-type: none"> • Support country-driven solutions that incorporate a mix of performance and non-performance-based approaches (i.e., solutions that are not reliant on compensatory incentives or rewards); • Tackle the underlying factors that condition land use and land cover change at local and global levels (e.g., agrarian and rural development policies, tenure, economic policies, global supply chains, trade agreements, legal and illegal market demands, etc.) 	<p>The overall purpose and the strategic objectives of the Programme have been addressed through developing the new strategic framework using a participatory process including all stakeholders. The Policy Board considered an initial draft of the 2016-20 strategic framework at the meeting held in November 2014.</p> <p>In addition, the governance arrangements for the new Programme also propose a separation between strategic and operational discussions and decisions, in order to allocate proper time for discussions of the Programme's strategic objectives and the review of results.</p>

No.	Recommendation	Response and follow up action as of April 2015
2	<p>In consultation with country partners and other stakeholders, the UN-REDD Programme Management Group (MG) should develop a robust Theory of Change (ToC) that explains what the Programme aims to accomplish and how it will achieve such ends (i.e., link theory to action).</p> <p>In support of this process:</p> <ul style="list-style-type: none"> • Clarify the purpose and rationale of existing programming components (i.e., SNA-GP and NP) with the aim of strengthening complementarities; • Revise the scope of the Programme (focus and reach) and implementation modalities (e.g., hiring more national/regional staff and technical experts); <p>Validate assumptions and intended results with key development partners and possibly an external panel of experts that could contribute objective advice and perspectives on how best to achieve development results and impact.</p>	<p>The MG has developed a draft Theory of Change (ToC) to underpin the new 2016-2020 strategic framework, with the latest version shared with the Programme's stakeholders on 27th of February 2015. This draft is a result of an in depth consultation process that began in August 2014 with all Programme stakeholders (developing country partners, donors, agencies, etc). The work on the ToC provides the basis for the result-based monitoring framework.</p>

No.	Recommendation	Response and follow up action as of April 2015
3	<p>UN partner agencies should further their collaboration with the World Bank's Forest Carbon Partnership Facility (FCPF) with a view to fully harmonise standards and approaches, eliminate the duplication of effort, and strengthen joint delivery on the basis of core agency competencies.</p>	<p>To advance towards closer cooperation with the FCPF, the two initiatives have already started to discuss options for further collaboration and greater synergy. Discussions are focusing what is essential is for the two multilateral initiatives - as well as the other REDD+ initiatives - to demonstrate how they are working to support countries in accordance with their REDD+ objectives, the decisions of the UNFCCC and in ways that are consistent and complementary; a strategic alignment that articulates a complementarity of approaches and efforts; and improved arrangements for joint planning and implementation at country level as well as possibilities for resource sharing. Discussions at this stage are exploring the potential of an annual joint governance meeting as a starting point to start addressing these matters.</p> <p>Other proposals for developing a "collaborative work plan" for the two initiatives may be taken forward more rapidly, e.g. in the knowledge management sphere. The UN-REDD Programme will work with the FCPF, other partners such as the GEF, the CIF-FIP, BioCF, and bilateral agencies to contribute to more integrated knowledge sharing and exchange of lessons learned for the benefit of REDD+ countries, including through the UNFCCC web platform.</p> <p>Coordination is being enhanced case by case in some countries where either some of the agencies are delivery partners of FCPF programs or there is technical assistance provided for specific activities under the FCPF programs. Also regular discussions and coordination on ad hoc basis are held for specific topics or countries.</p>

No.	Recommendation	Response and follow up action as of April 2015
4	<p>UN partner agencies should work with partner countries to strengthen country ownership over all aspects of national REDD+ efforts, including the development of a more bottom-up approach.</p> <p>Sub-recommendations are:</p> <ul style="list-style-type: none"> a) Give full priority to national and regional experts wherever feasible; b) Use existing structures or coordination mechanisms to implement and scale up REDD+ across levels of government; c) Strengthen country capacity to coordinate REDD+ investments, using national financial management and accountability mechanisms, where feasible (e.g., UNDP's NEX approach); d) Solicit national contributions, whether in-kind or through dedicated budget lines, in alignment with the Paris Declaration on aid effectiveness; e) Apply strict subsidiarity principles, by delegating decision-making authority and operational management to the level closest to the field, while applying basic principles for robust resource governance such as downward accountability and the decentralisation of collective decision-making processes. 	<p>The UN-REDD agencies fully subscribe to the recommendation of strengthening country ownership of all aspects of the REDD+ process. The UN-REDD agencies however recognize that countries may require longer than initially expected to integrate and own REDD+ processes. The recommendation is at the core of the new Programme strategic framework.</p> <p>Regarding the sub-recommendations:</p> <p>a) & b) These are priorities for the Programme when supporting countries, but are being further emphasised especially in the design of new National Programmes (NPs) based on the lessons learnt in the older NPs. Through its capacity building efforts, the Programme is aiming to increase the pool of national and regional experts available. The increased focus on South-South exchanges either through regional Targeted Support (TS), Country Needs Assessments (CNAs) or new initiatives such as the illegal timber trade initiative all aim to further foster regional cooperation and strengthen regional and national networks, while broadening the stakeholder base of the Programme. Supporting dialogue that could result in inter-departmental and inter-ministerial arrangements to address cross-sectorial issues is one of the priorities for the Programme.</p> <p>c) This is already being done in some countries, and will be further implemented within all new NPs, and also within existing NPs. In the design of NPs, improved scoping for consistency with existing structures and financial mechanisms will also be included. Efforts are also being made to ensure harmonization of procedures among the agencies.</p> <p>d) The UN agencies will ensure national contributions are captured in subsequent reporting. In the first round of Expression of Interests (EOIs), national contributions in kind or in cash were one of the parameters for the selection of countries. Similarly this</p>

No.	Recommendation	Response and follow up action as of April 2015
		<p>is now included in the reporting format for current NPs.</p> <p>e) These principles are already being applied as much as possible depending on the presence of the different agencies in each country.</p> <p>In general, the new round of CNAs in 2015 provides an opportunity for focused analysis of the ways in which the UN-REDD agencies can continue to respond effectively to the plans and proposals for REDD+ that are developed in different countries.</p>
5	<p>As part of the revision to the Programme's strategy, UN partner agencies and participating countries should place greater emphasis on integrated cross-sectoral approaches to REDD+ and should advocate for higher-level political support and capacity building across national government entities.</p>	<p>The design of new NPs and TS activities build on this recommendation with immediate effect, seeking to promote more cross-sectoral approaches, however this largely depends on the willingness of governments. The broad buy-in to the REDD+ process is important, both across the institutions of national government and at local level. Through building on the comparative advantages of the UN-REDD agencies and their engagement with different ministries (e.g. FAO with Forestry and Agriculture, the UNDP with Planning and UNEP with the Environment), as well as the coordinating work of UN Resident Coordinators and UNDP Country Offices, attention has been given to ensuring inter-ministerial communication and coordination in REDD+ activities in the countries. The countries can drive these processes forward, with backing and advice from the UN-REDD agencies.</p> <p>In addition, it will be important to support governments in engaging with the private sector – where there appears to be increasing recognition of the need to “eliminate deforestation and degradation from supply chains” – as well as with farmer's organisations, etc. The support provided aims to develop new effective institutions and arrangements or fully integrated in national institutions that are able to implement agreements on REDD+ in terms of national REDD+ strategies, forest monitoring systems, emissions reference levels (FRELs/FRLs) and safeguards</p>

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		information.
6	UN partner agencies and country partners should initiate joint actions to address the key drivers of deforestation and forest degradation, by tackling issues and engaging relevant stakeholders (especially the private sector) early in the REDD+ readiness phase.	Identification of drivers of deforestation and forest degradation and means to address them are a key focus of National Programmes, feeding into national REDD+ strategies and action plans which are being strengthened in the development of the new strategy. It has been identified that this analysis should start earlier in the readiness process which may help to identify strategic opportunities for achieving results-based actions and with whom joint actions should be taken. The new Strategy places increased emphasis on addressing drivers of deforestation and forest degradation and on the engagement of the private sector. A dedicated module for the REDD+ Academy curriculum on addressing drivers is under development.
7	The PB should make tenure a priority area for Programme interventions, building on existing initiatives and expertise at the national, regional, and global levels. To this end, the Programme should support country efforts to clarify the land and resource rights of forest-dependent populations, including carbon rights and the related distribution of benefits.	This is a priority area for the Programme and progress has been made in further developing this area of work as a cross-cutting theme in the development of the new strategy. In November 2014 an information session was organized at the 13 th Policy Board meeting where a full range of issues were discussed with stakeholders present, including the reference to the Voluntary Guidelines on the responsible Governance of Tenure (VGGT) where for some countries would act as a guiding framework. The Programme is continuing to further develop this line of work to support country efforts on land tenure, including through TS and in the new NPs, in response to increasing demand.
8	Responsible units within the UN partner agencies, with the support of partner countries, should continue efforts to streamline social and environmental safeguards for REDD+, especially with regards to benefit sharing mechanisms, and support country efforts to provide information on how safeguards are addressed and respected.	<p>The Programme is providing countries with tools and flexible guidance that can be easily tailored, as well as focus on the critical elements REDD+ countries must achieve in order to obtain results-based payments, including providing information through the national communications on how safeguards are addressed and respected.</p> <p>The Programme has defined a country approach to safeguards which is coordinated by an inter-agency unit (safeguards coordination group). This unit works with country</p>

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		<p>teams to build capacity on implementing the country approach to safeguards based on tools for assessing Policies, Laws and Regulations (PLRs) and gap analyses to define the scope of support to safeguards. This approach is based on UNFCCC REDD+ safeguards and takes into consideration country needs based on their national objectives as well as requirements of initiatives operating at country level. The Programme is also working on support to countries to develop safeguard information systems (SIS).</p>
9	<p>Responsible units within the UN partner agencies, with the support of partner countries, should intensify efforts to mainstream gender equity across the Programme, providing sufficient resources and relevant training to ensure a more comprehensive and systematic approach.</p> <p>Sub-recommendations are:</p> <ul style="list-style-type: none"> • Appoint and adequately resource a gender focal point in each of the regions; • Adopt equity and rights-based approaches to programming; • Provide training opportunities for Programme staff and stakeholders; <p>Build on existing contributions from the UN and development partners.</p>	<p>Gender equality is a cross-cutting theme addressed through the development of the new strategy. Rights and gender issues are high priorities and collaboration with the relevant specialized organizations has been and will continue to be pursued through the Programme. Efforts will therefore be made to ensure that understanding of rights based approaches and gender equity are explicit in the terms of reference and performance requirements of all Programme personnel.</p> <p>The importance of gender balance is taken into account when organizing training activities and there appears to be an improvement in this respect.</p> <p>The Programme is also promoting gender issues when supporting demonstration activities , e.g. promoting gender responsive REDD+ in provincial action plans in Viet Nam (with UN-REDD Programme & USAID LEAF Programme).</p>
10	<p>Country partners and UN partner agencies should strive to ensure the fair and verifiable representation of CSOs, IPs, and other forest-dependent populations in NP decision-making processes.</p>	<p>While recognition of the Programme's efforts in advancing a rights-based approach to REDD+ implementation is appreciated, the need to continue encouraging multi-stakeholder decision making processes at country level is acknowledged. This has been taken into account in the development of the new strategy and in configuring</p>

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		stakeholder engagement towards national readiness processes.
11	<p>The Policy Board and UN partner agencies should revise and simplify the UN-REDD governance structure to reduce overlap, strengthen the strategic and substantive functions of the PB, and clarify the roles and responsibilities of the MG and Secretariat.</p> <p>Additional sub-recommendations are:</p> <ul style="list-style-type: none"> • Clarify the boundaries of country-driven modalities so as to limit confusion on the respective roles and responsibilities of UN partner agencies and those of country partners, in terms of setting programming priorities and making decisions relative to the use of Programme funds; • Disaggregate the PB's knowledge-sharing function from the Board's mandate to provide fiduciary oversight and strategic guidance to the Programme; • Revise the Terms of Reference of the different UN-REDD management structures to eliminate overlap, clarify roles and responsibilities, assign decision-making authority to the different bodies (including the Secretariat), and ultimately strengthen the Programme's capacity to "Deliver as One"; • Assign NP management oversight to country partners, where feasible. Pursuant to Recommendation 2 and existing standards for risk assessment, NP management should be assigned to country partners, where possible. To this end, UN partner agencies, REDD+ implementation partners (e.g., FCPF), and participating countries should consider developing 	<p>The Policy Board acknowledges the importance of revising and simplifying the governance structure in order to realize efficiencies. On the 13th of March 2015 a governance arrangements options and roadmap paper was circulated for feedback from the Policy Board. In addition, an expert meeting is planned to be held on the 24th of April to further explore and discuss options for future governance arrangements with Policy Board members and key stakeholders.</p> <p>The separation of knowledge-sharing function from the fiduciary oversight and strategic guidance to the Programme has been addressed in the new strategy.</p> <p>The revision of terms of reference of different management structures will be developed as the new strategy is finalized and governance arrangements are defined.</p> <p>One of the key responsibilities of National Steering Committees (NSC) pertains to oversight and accountability of National Programmes. This is de facto a joint accountability of governments and the UN.</p> <p>The UN-REDD National Programme reporting template has been revised to include progress of countries against the Warsaw Framework and the contribution of the National Programmes to this progress. It also now incorporates reporting against identified risks in line with Policy Board requests.</p> <p>In agreement with the FCPF, countries where both programs are operational will have the choice of using either the UN-REDD Programme template or the FCPF template.</p>

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	a single-form reporting requirement for all relevant stakeholder groups.	
12	The UN-REDD Programme Secretariat should continue efforts to develop and implement results-based planning, monitoring and reporting tools across the breadth of the Programme, to support adaptive management tools, report achievements to both internal and external audiences and draw lessons from implementation.	<p>In concurring with this recommendation, a results-based planning, monitoring and reporting tool is under development. This will also provide the basis for more consistent, transparent and well-structured reporting on all achievements as well as both adaptive management taking stock of M&E lessons and better impact monitoring tools associated with the new M&E plan.</p> <p>Furthermore, full design of a result-based framework with specification of objectives, outcomes and indicators is underway in connection with the preparation of the new Programme strategy 2016-2020.</p> <p>At PB12 in Lima, the PB gave the green light to the secretariat for the design of a decision support system that aims at enhancing portfolio management across the cycle. Referred to as the RADAR, this decision support system has been further developed and now incorporates performance, risk and REDD+ parameters to provide a full picture of progress at country level. Furthermore, it services all delivery modalities of the Programme irrespective of source of funds and in consequence provides a holistic view of UN-REDD Programme contributions and REDD+ progress at country level.</p> <p>Finally it is worth noting that the achievements of the UN-REDD Programme in terms of outputs, outcomes and impacts since 2009 are being analysed through a comprehensive retrospective assessment.</p>