UN-REDD PROGRAMME

Support to National REDD+ Action

Global Programme Framework Document 2011-2015 – Draft

UN-REDD PROGRAMME SIXTH POLICY BOARD MEETING

21-23 March 2011
Da Lat, Viet Nam

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Acronyms

CBFF – Congo Basin Forest Fund
CG – Coordination Group of the UN-REDD Programme
COP – Conference of the Parties, United Nations Climate Change Conference
COMIFAC – Commission des Forêts d'Afrique Centrale
FAO – Food and Agriculture Organization of the United Nations
FCPF – Forest Carbon Partnership Facility
FIP – Forest Investment Program
FPIC – Free, Prior and Informed Consent
GEF – Global Environment Facility
GHG – Greenhouse gas emissions
GIZ – Deutsche Gesellschaft für Internationale Zusammenarbeit
IPCC – Intergovernmental Panel on Climate Change
ITTO – The International Tropical Timber Organization
JICA – Japan International Cooperation Agency
MoU – Memorandum of Understanding
MDB – Multilateral Development Banks
MDG – Millennium Development Goals
MDTF – Multi-donor Trust Fund
MRV – Measurement, Reporting and Verification
NAMA – National Appropriate
NORAD – Norwegian Agency of Development Cooperation
REDD+ – Reducing emissions from deforestation and forest degradation
SBSTA – Subsidiary Body for Scientific and Technical Advice
TEEB – The Economics of Ecosystems and Biodiversity
UN – United Nations
UNDG – United Nations Development Group
UNDP – United Nations Development Programme
UNEP – United Nations Environment Programme
UNFCCC – United Nations Framework Convention on Climate Change
UNFF – United Nations Forum on Forests
UN-REDD – United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries
USA – United States of America
USAID – United States Agency for International Development

Executive Summary

At its fifth meeting in November 2010, the UN-REDD Programme Policy Board welcomed the plan to move to a five year (2011-2015) funding framework for the new Global Programme. This document presents this new framework that builds on experience from supporting country efforts through international functions during the past two years. It reflects the outcomes and opportunities of Cancun agreements on REDD+ as well as the need to scale up the REDD+ actions and finance.

The Global Programme ties in closely with the country activities on designing and implementing REDD+ and with the UN-REDD National Programmes. The support functions that the Global Programme offers, seek to benefit several, if not all, Partner countries simultaneously. All UN-REDD Programme Partner countries, which currently number 29, can therefore participate in and benefit from this Global Programme as it delivers knowledge based services and products designed and targeted to support countries as they step through the phases of REDD+ from initial readiness to full implementation and results-based actions.

This new Global Programme framework will operationalize the UN-REDD Programme Strategy 2011-2015, through technical support to countries around the six interlinked work areas as defined in the UN-REDD Programme strategy endorsed by the Policy Board.

Once endorsed by the Policy Board, the Global Programme framework document will be the basis for subsequent work plans and budgets, and requests to the Policy Board for funding allocations.

Title: UN-REDD Global Programme Framework 2011-2015

Programme duration: 1 July 2011 – 31 December 2015

Fund Management Option:

Tier 1: Pass through (UN-REDD Programme Fund)

Tier 2: Other arrangements, as specified in the UN-REDD Programme Strategy

Management or Administrative Agent:

Tier 1: UNDP Multi-Donor Trust Fund Office for funds from the UN-REDD Fund

Tier 2: Other arrangements to be agreed by the participating agencies

Total estimated budget*: Approximately *one third* of the total expected UN-REDD Programme funding level, as per the UN-REDD Programme Strategy 2011-2015 (i.e. up to US$133 million), and depending on the efforts needed to scale up the UN-REDD Programme international support functions to national REDD+ implementation efforts. This document proposes a results framework, including a consolidated work plan and budget, for a three year period, and it anticipates a similar trend until the end of 2015. The document will be revised in 2013 to finalize the five-year planning period.

Introduction

The United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (UN-REDD Programme), launched in September 2008, assists developing countries build capacity to reduce emissions and participate in a future REDD+ mechanism under the United Nations Framework Convention on Climate Change (UNFCCC).

The UN-REDD Programme extends assistance to its Partner Countries through two linked programmatic modalities. The first modality, which accounts for roughly two-thirds of funding, is programmatic support to National Programmes that are designed and led by countries. The remaining one third of the funding support is provided through a complementary modality, the Global Programme, which is the focus of this document. The Global Programme supports national efforts on REDD+ design and implementation and that seeks to benefit several, if not all, partner countries simultaneously. All UN-REDD Programme Partner Countries, which currently number 29, can[1] therefore participate in and benefit from this Global Programme as it delivers knowledge based services and products designed and targeted to support countries as they step through the phases[2] of REDD+ from initial readiness to full implementation and results based actions.

The products and services described in this document have been designed to support the agreement on REDD+ that was reached by the sixteenth session of the Conference of the Parties (COP-16) of UNFCCCC, held in Cancun, Mexico, in December 2010. This agreement lays the base for operationalising a REDD+ mechanism under the UNFCCC and therefore provides a guide for the work of the UN-REDD Programme, including its international support functions.

As recognized as part of Cancun agreements (Outcome of the work of the Ad Hoc Working Group on long-term Cooperative Action under the Convention [17:31:20]) and by the interim REDD+ Partnership, the achievement of REDD+ requires significant scaling up of activities and financing. This new five-year framework recognizes that REDD+ countries will therefore need to carry out a very broad range of actions, from bridging knowledge and technology gaps through to establishing or improving whole new institutions. At the same time, it also recognizes the different country contexts, needs and the progress achieved so far, which means that no single set of solutions, tools or capacities will be sufficient. Furthermore, this Programme anticipates that while some countries may wish to have support across the vast breadth of expertise and capacity of the UN-REDD Programme agencies, others, probably even a majority, may require more targeted support.

This new Global Programme Framework is rooted in the UN-REDD Programme's strategy that requires the 'whole' to be more than the sum of its component parts. This collective vision drives the agencies towards joint programming and a results-based reporting. Central to achieving results will

[1] Not all have funding currently

[2] Described in para 73 of the Cancun Agreement as: "…beginning with the development of national strategies or action plans, policies and measures, and capacity-building, followed by the implementation of national policies and measures and national strategies or action plans that could involve further capacity-building, technology development and transfer and results-based demonstration activities, and evolving into results-based actions that should be fully measured, reported and verified"

be a system of monitoring, reporting and evaluation that will speed up the improvement and learning processes.

The Programme has six interlinked work areas as defined in the strategy and endorsed by the Policy Board. These work areas reflect the core technical, implementation and capacity-building competencies within the three UN-REDD Programme agencies and the broader partnership. In each of these work areas, the framework identifies an agency best suited to facilitate delivery of sets of cutting edge outputs (i.e. products and services) that are based on a combined delivery model with clear organizational accountabilities.

Table 1. UN-REDD Programme work areas.

1. Measurement, reporting and verification (MRV) and monitoring
2. National REDD+ governance
3. Stakeholder engagement
4. Multiple benefits
5. Transparent, equitable and accountable management of REDD+ payments
6. REDD+ catalysation of green economy

How will this work? The lead agency will facilitate the delivery of demand driven products and services that are described and framed as outputs, and monitored through indicators, baselines, targets, means of verification and risks/assumptions. The lead agency will act as a facilitator for the outcome in articulating an overall vision and ensuring that the intended results for the respective work area are achieved and reported. The results will be based on a common work plan agreed to by all agencies. In doing this the lead agency will convene planning and progress reviews, and liaise closely with the UN-REDD Programme Secretariat. Guidance and oversight of the Global Programme will be provided by the UN-REDD Programme Policy Board.

Ultimately, the fundamental aim of the Global Programme remains to build country capacities in a flexible and yet targeted manner with respect to developing and implementing their national REDD+ strategies or action plans. This includes supporting countries as they revise and develop appropriate policies and measures; systems for monitoring and reporting on the REDD+ activities; and to respecting and providing information on safeguards. Thereby, the Global Programme will in effect also provide support to the UNFCCC process to agree on, and subsequently countries to implement the financing options for the subsequent results-based actions.

At its fifth meeting the Policy Board welcomed the plan to move to a five year (2011-2015) funding framework for the new Global Programme. The purpose of the framework is to align the agencies' secretariat and international support functions with the UN-REDD Programme Strategy. It provides indicative funding needs and timeframes. This Global Programme Framework Document replaces the original Global Programme Document, that started 1 January 2009, and its four subsequent revisions.

The design of this document is informed and driven by lessons and experiences from the UN-REDD Programme's and other initiatives' early "quick start actions" during 2009-2010. The Global Programme also continues to experiment and drive innovation. The goal is to develop methods and approaches that will support REDD+ design and implementation for the ultimate benefit of REDD+ country economies, environmental sustainability and livelihoods of forest- dependent communities and Indigenous Peoples. The Programme strives to integrate actions related to forestry, biodiversity,

agriculture and low carbon development to provide options and guidance for REDD+ readiness and implementation in a cost effective way.

Purpose

The Global Programme Framework Document provides the framework for long-term planning and funding for the Global Programme for 2011-2015. The document lays out a joint programming effort between the three UN agencies FAO, UNDP and UNEP, and describes the management and funding arrangements. It also describes the monitoring, evaluation and reporting practices applied to the Global Programme.

The document provides information to external parties such as donors and other partners on issues such as funding and thematic gaps. Internally, within the UN-REDD Programme, the document also facilitates the programming process within the three UN agencies. It will be used as a basis for work planning and allocating funds for the global activities. Once the Framework Document is endorsed by the Policy Board, subsequent funding allocations will be approved on the basis of a joint Programme document specifying the periodic work plan and budget (see Figure 1).

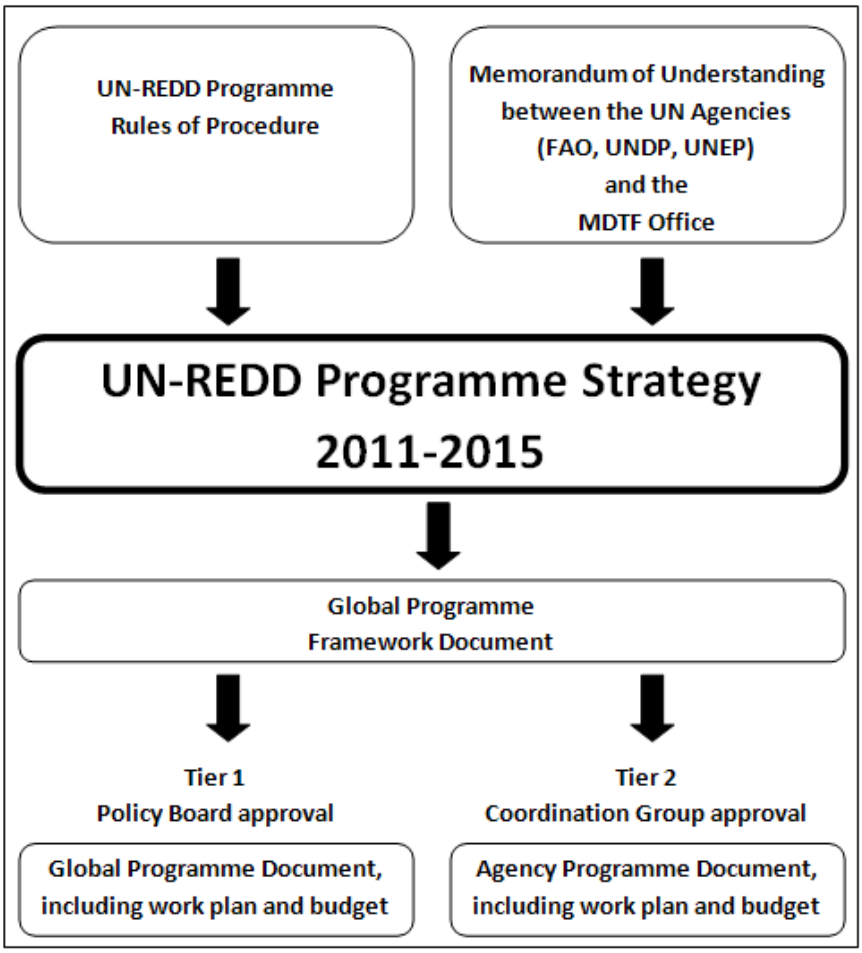


Figure 1: Hierarchy of documents affecting the UN-REDD Global Programme.
Currently the UN-REDD Framework Document is part of the Memorandum of Understanding (MoU), which establishes the collaboration between three agencies and the Multi Donor Trust Fund (MDTF). The MoU is valid until 20 June 2012. When revising the MoU, the UN-REDD Strategy will replace the UN-REDD Programme Framework Document.

Situation Analysis

Forests and climate change

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

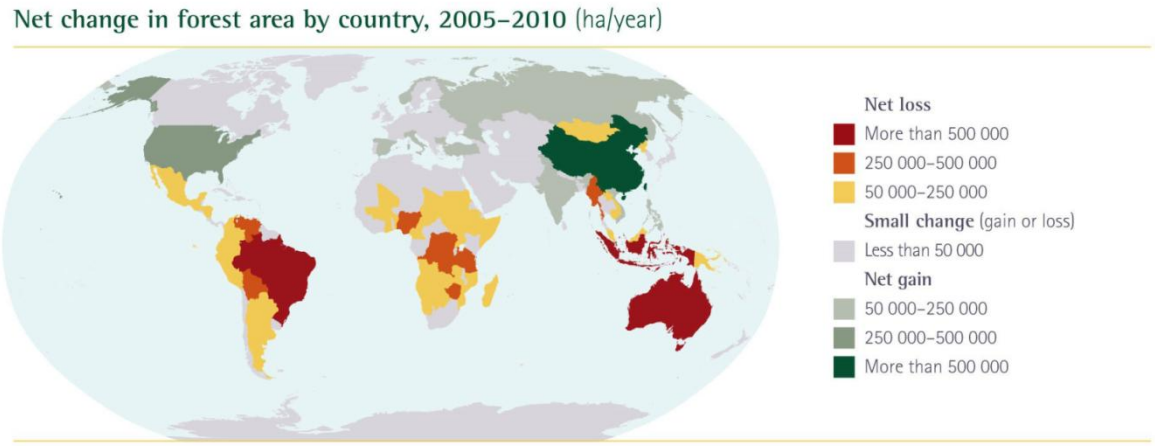


Figure 2: Net change in forest area by country, 2005 – 2010 (FAO, 2010)

Deforestation and forest degradation also have severe adverse impacts on forest biodiversity, the availability of wood and non-wood forest products, soil and water resources and local livelihoods. In fact, land has been recognized to be a fundamental instrument for sustainable development and poverty reduction. Therefore improving land-use is essential to make progress towards the Millennium Development Goals, specifically that of reducing poverty.

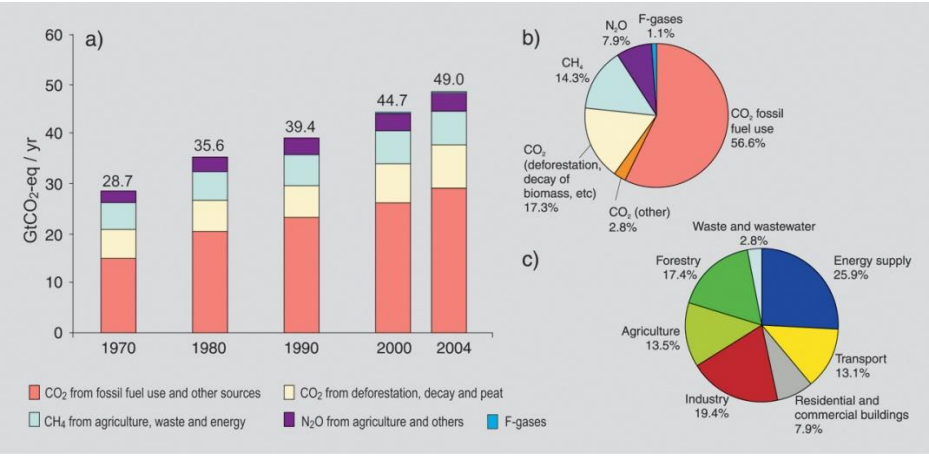


Figure 3 presents: a) increasing amounts of greenhouse gas levels between 1970 – 2004, b) share of the different greenhouse gases c) share of global greenhouse gas per sector (IPCC, 2007)

REDD+ in the UNFCCC negotiations

In 2005, at the 11th session of the Conference of the Parties (COP-11) of the UNFCCC, Costa Rica and Papua New Guinea initiated a request to consider 'reducing emissions from deforestation in developing countries.' The matter was referred to the Subsidiary Body for Scientific and Technical

Advice (SBSTA). In 2007, at COP-13 of the UNFCCC, an agreement was reached on "the urgent need to take further meaningful action to reduce emissions from deforestation and forest degradation" and was included under the Bali Action Plan. It encouraged Parties to explore a range of actions, identify options and undertake efforts to address the drivers of deforestation. It also lays out a process under the SBSTA to address the methodological issues related to REDD+ emissions reporting.

COP-15 of the UNFCCC in Copenhagen, Denmark in December 2009 took a decision on methodological guidance on REDD+, which further defines the concept of REDD+ expanding it from deforestation and forest degradation to include also conservation, and enhancement of carbon stocks and sustainable forest management. It also took note of the non-legally binding "Copenhagen Accord" that emphasized the role of REDD+ in combating climate change and stated the need for substantial funding to support the REDD+ readiness work.

COP-16 of the UNFCCC in Cancun, Mexico in December 2010 reached an agreement on REDD+ as part of a balanced set of decisions. This agreement lays the foundation of the concept of REDD+ and guides the work of the UN-REDD Programme.

Defining REDD+

The Cancun agreements define the following scope of REDD+ defining the following activities:

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

The Cancun agreements establish the following elements of REDD+:

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

The safeguards address, 1) consistency with the objectives of national forest programmes and relevant international conventions and agreements, 2) governance structures, 3) knowledge and rights of indigenous peoples and members of local communities, 4) stakeholder participation 5) conservation of natural forests and biological diversity to enhance social and environmental benefits, 6) risk of reversal, and 7) risk of displacement of emissions.

The Cancun agreements on REDD+ recognizes that REDD+ should be implemented in three phases:

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

When developing and implementing their national strategies or action plans, countries should address, inter alia, drivers of deforestation and forest degradation, land tenure issues, forest governance issues, gender considerations and the safeguards identified, ensuring the full and effective participation of relevant stakeholders, inter alia, indigenous peoples and local communities.

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

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

REDD+ financing

Financing of REDD+ Phases 1 and 2 will include bilateral and multilateral grants. These funds will assist to support countries in developing their national REDD+ strategies, build capacities on MRV and monitoring and undertake demonstration activities. In the second phase, the REDD+ strategy *implementation* phase, grant support would be provided to continue building capacity, while large-scale payments would be provided to establish necessary infrastructural developments and systems. Concerning Phase 3 the funding is expected to come from performance-based payments for demonstrated results in reducing emissions relative to an agreed reference level, as estimated by proxies for greenhouse gas emissions and transparent measurements of environmental integrity, and for the conservation of existing stocks.

The two first phases can be considered as so-called REDD+ readiness. The REDD+ readiness work is crucial in order for countries to be able to fully and efficiently benefit from the eventual REDD+ mechanism or any funding arrangement to be agreed. The UN-REDD Global Programme will play an especially important role during these two phases.

The broad commitment to REDD+ is reflected through the considerable funding provided by donors to REDD+ readiness work through bi- and multilateral channels. By the end of 2010, approximately US$4.3 billion had been pledged to support early action on REDD+. There is however a considerable funding gap in order to achieve a tangible reduction in annual global deforestation rates. While there are several estimates of the funding needs, an illustration of the magnitude can be drawn from the Informal Working Group on Interim Finance for REDD+ estimated that a 25 percent reduction in annual global deforestation rates could be achieved by 2015 if funds of US$22-38 billion were made available from 2010-15 for results-based incentives and capacity building, complementing other bilateral and multilateral REDD+ efforts.

The Global Programme of the UN-REDD Programme, working through its six work areas, seeks to contribute to narrowing the funding gap and building country readiness to firmly integrate REDD+ as

part of national development programmes and to move toward results- based actions, with an overall objective to respond to the need to scale up REDD+ actions, results and financing.

The Global Programme

Characteristics

In providing support to National REDD+ design and implementation, the Global Programme develops common approaches, analyses, methodologies, tools, data, synthesis, reports, web-based dissemination, guidelines and best practices to support countries in their REDD+ readiness work, while also providing overall Programme support functions. The Global Programme will also be engaged in delivering demand-driven targeted support to countries. It will deliver in all six work areas of the UN-REDD Programme. It builds on existing initiatives and networks and the normative work of the agencies, using existing modalities that enable rapid development of Programme implementation.

In November 2010 at its fifth meeting, the UN-REDD Policy Board endorsed a five-year UN-REDD Programme Strategy that outlines two principal modalities for the Programme's support to the REDD+ efforts:

1) National Programmes, which will include country-level programmes both for comprehensive initial readiness support as well as for in-depth, targeted support covering one or more of the work areas.
2) A Global Programme, which will focus on international, regional and national efforts such as developing and testing methodologies and approaches, capacity building, learning and dissemination of lessons related to the thematic work areas.

The National Programmes are designed to meet national priorities and help to deliver national REDD+ efforts and strategies. The targeted support is a bridge between National Programmes and the Global Programme that can be programmed under both modalities. In the context of the Global Programme it is - specific technical support provided by the agencies to countries. This can be in the form of backstopping of National Programmes, and technical support to countries that do not have a National Programme but request specific support. They focus on capacity building, developing common approaches, analyses, methodologies, tools, data and guidelines to support countries in their REDD+ efforts, while also providing overall Programme support functions. By contrast, targeted support in the context of National Programmes is taken to mean large-scale capacity building and strengthening measures that do not cover the whole breadth of what is required to deliver REDD+ readiness. An example may be the setting up of a REDD+ monitoring institute and related systems in a country.

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

Given the Cancun agreements, it is expected that support for REDD+ will be growing. Therefore, it is also essential that the Global Programme further strengthens its support to capacity building and does so through both individual and joint activities of the three agencies as well as by using adaptive management support.

Given the UN-REDD Programme's experience since its establishment in 2008, the comparative advantages of the three implementing UN agencies and its strategic work areas, the Global Programme is well placed to support the implementation of the Cancun agreements through the provision of on-demand technical, policy, financial, methodological and scientific support to countries, to:

- Identify ways to reduce the human pressure on forests that results in greenhouse gas emissions, and ways to address drivers of deforestation
- Develop and implement national REDD+ strategies and action plans
- Develop REDD+ monitoring systems and reference emission levels/forest reference levels
- Address and provide information on social and environmental safeguards (including multiple benefits and governance)
- Engage stakeholders
- Identify financing options for the full implementation of the results-based actions.

Capacity strengthening development

Capacity development, including strengthened and new cadre of expertise both at the national and international levels, is a crucial ingredient of the Programme's expected impact. An area where the UN-REDD Programme aims to continue to make a significant contribution will be in the generation, sharing and management of REDD+ knowledge. South-South and regional exchange of experiences will continue to be emphasized, enabling countries to learn and share their experience while strengthening their voice internationally.

Collaboration with other REDD+ initiatives

As part of the process of establishing strategic relationships the UN-REDD Programme collaborates with a range of other initiatives. Strong collaboration has been established with the World Bank hosted REDD+ initiatives, the Forest Carbon Partnership Facility (FCPF) and the Forest Investment Program (FIP). The UN-REDD Programme also collaborates closely with other initiatives such as the Global Environment Facility (GEF), the regional Congo Basin Forest Fund (CBFF), the Commission des Forêts d'Afrique Centrale (COMIFAC), The International Tropical Timber Organization (ITTO) and the United Nations Forum on Forests (UNFF). Several cooperation modes have also been established with other bilateral and international initiatives, for example with those funded by USAID, JICA, GIZ, NORAD and NGOs such as the Coalition of the Rainforest Nations (CfRN). In addition, there are many technical and scientific organizations dealing with monitoring, social and environmental safeguards, governance and other REDD+ issues, with which the UN-REDD Programme is collaborating.

The UN-REDD Programme will strive to coordinate and collaborate with these initiatives and organizations to reduce transaction costs and improve efficiency. The UN-REDD Programme will also foster close collaboration with the UNFCCC Secretariat in areas such as supporting the implementation of relevant UNFCCC decisions, providing information and lessons learned from the National Programmes, regional and international workshops, technical papers as well as experience with working jointly on other capacity development projects.

Lessons learned

The UN-REDD Programme approved the first funding allocations for the Global Programme in March 2009. Since then the Programme has had four budget revisions, amounting currently to US$24 million. Some early lessons gained by the UN-REDD Programme during the design and implementation of the first Global Programme are summarized below.

- **REDD+ requires combined approaches.** When supporting REDD+ efforts it is important to build on each agencies' strengths and capacity to capitalize on the collective strength. Several of the UN-REDD work areas have strong interlinking components, such as monitoring and governance, creating a need for stronger interagency collaboration and integrated approaches.

- **Sharing knowledge remains an essential part of UN-REDD.** There is a rapid increase in knowledge and experience on REDD+ which the Global Programme can facilitate in sharing, by providing a common platform for experts from around the world.

- **Harmonized procedures are appreciated.** The rapid movement in REDD+ has created a need for standardized or harmonized procedures that the Global Programme can facilitate. Tools and guidance provide through the Global Programme have been welcomed by the UN-REDD countries and partners and the complexity of the REDD+ concept will continue to require frameworks, principles, tools and methods for implementation.

- **Challenges are becoming clearer – coordination, consultation and managing expectations.** Most of the REDD+ challenges, and thus of the support that the Programme provides, are related to establishing of national coordinating mechanisms, the length of time required for consultative processes, and adjusting expectations to ground realities on the ground.

- **Demand for technical support to country efforts has grown**. During 2009-2010 the Global Programme technical support was focussed on REDD+ monitoring, stakeholder engagement, and multiple benefits. Some of the lessons learned in this work include the following:

    - **Moving toward a comprehensive MRV and Monitoring framework is a must.** This is evident from the Cancun agreement and the experience on the ground. It makes sense to integrate monitoring requirement and information needs on different aspects of REDD+ and build upon the existing systems to improve them to meet the broad monitoring needs.

    - **Stakeholder engagement is vital for REDD+ to become reality.** Through the Global Programme support, the opportunities for Indigenous Peoples, civil society and other stakeholders to effectively participate in national and international REDD+ decision making have been increased. Guidelines for stakeholder engagement and application of FPIC and recourse mechanisms have been well received by the UN-REDD Programme Partner countries, stakeholders and partner initiatives. Such guidance will continue to be an essential element of the Programme.

    - **Climate change mitigation cannot be isolated from other benefits that forests provide.** The understanding of the complexity of and possible tradeoffs related to the social, environmental and economic benefits of forests and REDD+ has increased. The Global Programme work has already started to developed draft environmental and social standards and work will be geared to provide further technical assistance to help countries realize the economic value of multiple benefits.

- **Unlocking the economic value of forests is possible.** In order to unlock the economic value of forests under REDD+, so that it is a transformative opportunity, countries will need additional support that will help them to build and make the case to stakeholders and develop policies, scenarios and tools that would allow REDD+ to facilitate a green economy. The Global Programme has risen to this new set of demands as well, with work on precisely these aspects.

- **The set of Global Programme work areas provides for focused yet comprehensive support to REDD+.** The identification of the new work areas in the UN-REDD Programme Strategy was a challenging task undertaken after due consideration of the wide scope of REDD+, the guidance provided by the Policy Board members, and challenges in identify and ensuring the most effective use of agency inputs. However, after thorough analysis and consultation, it is expected that the portfolio of work areas now includes the support countries will need to successfully implement REDD+. These work areas will now guide the work under the Global Programme and the efforts will need to be scale-up delivery in the UN agencies to meet the outcomes set in the Strategy.

Results Framework

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

According to the UN-REDD Programme Strategy 2011-2015, endorsed by the Policy Board, the overall **objective** of the UN-REDD Programme is "*to promote the elaboration and implementation of National REDD+ Strategies to achieve REDD+ readiness, including the transformation of land use and sustainable forest management and performance-based payments*."

Impact

The expected impact of the Global Programme: ***REDD+ is being implemented by countries, a common agreement/system is in place within the UNFCCC legal framework and sufficient capacity is established at all levels for the implementation of the results-based actions.***

The Global Programme is developed through joint work planning of the three UN agencies and guided by the UN-REDD Programme Policy Board. This mandate and responsibility has a direct, explicit role in strengthening country capacity for:

- Inclusive, transparent and more democratic governance systems
- Effective and equitable policy and legal enforcement
- Clearer tenure rights
- Respect and promotion of the rights of Indigenous Peoples and other forest-dependent communities
- Poverty alleviation and improved food security
- Reduced loss of natural forests and hence reduced loss of biodiversity

- More sustainable land use – especially agriculture – policies and practices that decrease the pressure on natural forests
- Accountable fund management
- Empowerment of women
- Positive influence on sectoral change
- Robust and transparent monitoring of REDD+ activities, outcomes and impacts.

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

Assumptions underlining funding allocations to work area outcomes

1. General

The following assumptions are made in the preparation of the Global Programme funding framework:

1. The overall UN-REDD Programme funding target is US$350 -400 million as stipulated in the UN-REDD Programme Strategy 2011-2015.
2. Following past trends, the Global Programme budget for the five-year period is approximately one third of the entire UN-REDD Programme budget, up to US$133 million, and may increase given that the majority, approximately 70 percent, of the REDD+ funding is executed bilaterally between donors and REDD+ countries.
3. As stated in the Strategy, the UN-REDD Programme is expected to provide support, on demand, to an additional 20 countries for initial REDD+ readiness (in addition to the Programme's nine pilot countries), as well as targeted support to 20-40 select countries.

2. Work plan

The work area budgets are based on the following:

1. The areas of synergies between some work areas and where a UN agency has comparative advantage to deliver (combined approach), as well as the roles of the UN agencies – as lead agency or collaborator.
2. Trends in the global REDD+ agenda that may affect the work areas in the coming years.
3. The level of preparedness of a UN agency to deliver on a work area, including:

    i. The quality of the proposal for the work area, including the logic of the proposal, its alignment with the strategy, expected results, and how the results will be achieved.

    ii. The existence of in-house capacity to deliver in the particular work area, including the demonstration of appropriate inter-agency and intra-agency coordination and collaboration.

Outcomes and outputs

Based on the impact analysis and drawing from the UN-REDD Programme Strategy, at the global level the UN-REDD Programme has identified the below strategic outcomes to support the

accomplishment of the UN-REDD Programme's overall objective. The six first outcomes are drawn directly from the work areas identified in the UN-REDD strategy. Outcome 7 on knowledge management and dissemination and outcome 8 on the UN-REDD Secretariat services are cross-cutting elements. The following sections include, by each work area, **(a) the content and rationale, (b) delivery approach and (c) description of outputs** including indicative activities. The respective budget is included in Annex 3.

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

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

Content and rationale

Achieving sustainable and time-bound reductions in forest-related greenhouse gas emissions and meeting other REDD+ objectives will require fully functional and sustainable national monitoring systems, as outlined and agreed by the UNFCCC in the Cancun agreements. These monitoring systems must meet requirements of Measurement, Reporting and Verification (MRV), provide information necessary for analyzing and evaluating national REDD+ policy options, as well as support the operationalization of REDD+ policies on the ground. The establishment of monitoring systems is typically among the first addressed in national readiness processes.

How to reliably and transparently account for the amount of forest carbon, including changes over time, is the core monitoring challenge in REDD+, as defined in greenhouse gas (GHG) reporting standards and IPCC guidelines. REDD+ calls on countries to measure and report forest-related GHG emission activities (i.e. reduced emissions from deforestation and forest degradation, conservation and enhancement of forest carbon stock, and sustainable management of forests), and to use a combination of remote sensing and ground-based forest carbon inventory for obtaining the information.

Beyond forest carbon and emission activities, REDD+ includes specification of safeguards as well as underlying principles linking REDD+ to broader development efforts. Depending on the country situation and priorities, national monitoring approaches will need to include information on social and environmental safeguards. Further, forest resources have many other values beyond carbon credits, and REDD+ cannot be implemented without considering these values, as REDD+ activities will inevitably affect other products and services. There may be synergies between, e.g. reduced emissions from deforestation and improved conservation of biological diversity. But there may also be trade-offs, for example between income from forest products and income from REDD+ actions. Monitoring efforts should generate information that helps policies and forest management navigate between multiple objectives and maximizing total benefits, one of which is REDD+ payments. The approach to supporting national monitoring systems consequently aims to meet monitoring requirements across the work areas defined in the UN-REDD Programme strategy and addressing the issues listed in the section above in this document on Impact of this Five-year framework section.

While some countries have long experience in this field, there is limited capacity to develop and implement national monitoring systems, especially on a scale currently required for REDD+. The Global Programme emphasizes capacity development for MRV and Monitoring, and includes training

programmes in forest monitoring and GHG inventories, and assessment and advice on to institutional requirements. The capacity development support takes in consideration the phased approach to REDD+ and the requirements for early implementation of robust monitoring systems to facilitate results-based payments in the short- to medium term, while aiming at more comprehensive monitoring systems in the medium- to long-term. The Global Programme includes provision of international expertise to directly advise UN-REDD countries in the development of national monitoring systems.

Delivery approach

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

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

Science analysis and systematic reviews of science for measurement and monitoring are key elements for appropriate advice to countries. Knowledge and techniques applied in monitoring systems must be well documented and tested. The well established approaches to systematic reviews to validate the scientific evidence base are already applied in the Global Programme, and will be scaled up in the coming years to meet the increasing scientific publication base in forest monitoring. The Global Programme also engages leading scientists for reviewing the evidence base and approaches to national monitoring systems

Measurement and monitoring is not a one-off activity. It must be part of the long-term institutional arrangements for REDD+ and requires legal, institutional and financial frameworks in countries. The program will deliver guidance on how to design and implement such arrangements to implement sustainable and effective monitoring systems. Education and capacity development are important means that are addressed by the Programme.

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

FAO, which is leading this work area, has extensive experience in supporting the design and implementation of National Forest Monitoring and Assessment (NFMA) processes to generate biophysical and socio-economic forest information needed by national decision makers, as well as providing global-level information on forest resources and sustainable forest management through the Global Forest Resources Assessments (FRA). FAO has experience in the field of this work area for agriculture, livestock, land tenure, econometrics, gender aspects of natural resources management, and expertise on the science and methods of measurement and monitoring. The REDD+ related

monitoring, including carbon MRV, will need to build upon the systems and methods developed in these assessments and experience of countries, while adjusting to meet UNFCCC requirements. UNEP, through its World Conservation Monitoring Centre (WCMC), provides its expertise specifically on the monitoring of ecosystem benefits, and the joint development between FAO and UNDP on monitoring governance and capacity building based on the experience of the National Communication Support Programme and others, as well as supporting stakeholder engagement in MRV and monitoring for REDD+.

International partners to the UN-REDD Programme on MRV and monitoring work include: World Bank, Brazil/INPE, USDA Forest Service, Chatham House, Coalition for Rainforest Nations , Center for Environmental Evidence, GEO, a wide range of universities and research institutes, Google, among others.

Description of outputs

Output 1.1: Monitoring Framework

Monitoring requirements for REDD+ includes carbon/emission activities, the wider environment, forest management and ecosystem services, as well as social safeguards and governance aspects. Drawing from existing initiatives by countries, universities, the private sector and international organizations a REDD+ Monitoring Framework will be developed to increase the understanding of comprehensive monitoring and information requirements for REDD+ implementation, and to facilitate capacity development and investments in achieving efficient, robust and transparent national monitoring systems. This output draws from activities across the Global Programme and will bring together findings and monitoring requirements particularly in the fields of MRV, REDD+ governance and multiple benefits. It will also address monitoring and information requirements at different phases and levels (strategic/operational).

1. Review of monitoring guidelines and lessons learnt in REDD+ pilot countries.

This activity will lead to improved and shared knowledge on how the broad REDD+ monitoring needs are being addressed. It will analyze COP decisions and relevant forest monitoring initiatives and guidelines to review and share how REDD+ monitoring requirements are currently being addressed by countries. This activity will be developed with consultants and based on consultations with targeted groups.

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

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

3. Recommendations on governance of national monitoring systems

A Guidance document will be produced on how to strengthen institutional frameworks that will guarantee the development of the measurement and monitoring over the long term. The legal, administrative and finance requirements will be analyzed.

4. Development of a REDD+ Monitoring Framework

Under this activity the Programme will develop a Monitoring Framework document, guidance documents and dissemination workshops in the three UN-REDD Programme geographic regions. All previous activities will be included in the framework. Once an update of the framework is produced, a process of targeted consultation will take place.

Output 1.2: Evidence base and systematic reviews of monitoring methods

Science must guide the establishment of REDD+ monitoring systems. With a proliferation of scientific publications and other guidance, systematic reviews are needed to advise countries and stakeholders on appropriate monitoring methods. The process of reviewing the science for measurement and monitoring will include consultations, the creation of a roster of experts and science reviews.

1. Science advisory panel for review of monitoring approaches

This activity aims to improve quality assurance of measurement and monitoring systems. A group of scientists will independently evaluate the quality of design and operation of REDD+ measurement and monitoring approaches against a set of criteria. The process will work as an independent quality assessment support to guide countries and other stakeholders. The panel will propose recommendations and advice on methods for measurement and monitoring (including design, remote sensing, field sampling, statistical estimators and analysis)

2. Systematic reviews of monitoring methods

This activity will apply established approaches to systematic reviews to key policy questions related to REDD+ monitoring, to guide policy makers and REDD+ practitioners through transparent processes backed by stakeholders. This activity also covers the dissemination of the results through knowledge dissemination applications, side events and workshops.

Following current systematic review on comparison of carbon measurement methods in the terrestrial system, additional reviews will be conducted to lend scientific credibility to the methodologies underpinning monitoring systems across the broad range of monitoring and information requirements to be defined in the REDD+ monitoring framework (see Output 1.1).

Output 1.3: Education and capacity development

This output relates to the requirements to have the legal, administrative, financial, and human resources that will be the basis to develop in-country robust and well established monitoring systems. This Output has strong links to the governance work area (see outcome 2) since the

institutions that will carry monitoring activities should be well defined in governments and will require capacity in countries to operate the monitoring systems.

1. Training courses in forest and natural resources monitoring

This activity aims to enhance capacity in all regions. The requirements of professionals and decision makers trained to manage monitoring systems are increasing considerably. With this activity the knowledge generated by this work area will be transformed in curricula for MRV&M courses for executives and technical staff in countries, as well as implementation of three courses per year. Universities and regional training centers will be engaged to implement the courses.

2. Support to the CD-REDD process to develop the Green House Gases Inventories

The CD-REDD process aims to support countries in the development of Green House Gases Inventories and create capacity in countries to achieve REDD+. The UN-REDD Programme is one of the leading partners in this process together with other cooperating entities and development initiatives that pledge resources and trainers to support countries in the development of GHGI and other important components for REDD+.

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

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

3. Capacity building to assists Non Annex I Parties to the UNFCCC in preparing their National Communications and their National GHGs Inventory (UNDP)

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

The Cancun decision on AWG-LCA requested consistency between the reporting requirements of NAMA and REDD-plus. The overall demand to non-Annex I Parties in terms of reporting under the Convention will considerably rise in the next few years. The UNDP and UNEP have already a Programme to support National Communications, the NCSP (http://ncsp.undp.org/), while FAO is involved in the CD-REDD Programme that includes several other international and national organizations and that has the scope to support countries in preparing their national GHGs Inventories. This activity aims to strengthening these two programmes and to enhance the cooperation among them. The UN-REDD Programme will become one of the leading partners in these processes and it will develop initiatives to generate expertise and capacity in all the UN-REDD partner countries.

Output 1.4: Tools and methods for MRV and Monitoring

This output, takes into consideration the guidance from outputs 1.1 and 1.2, and intends to develop tools and methods for monitoring systems that countries can access.

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

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

The investments and resources needed to use remote sensing data and geographic information will produce economies of scale and will reduce the time required in processing and analyzing the development of this activity. FAO is collaborating with various space research institutions in different countries, such as the National Institute for Remote Sensing (INPE), Brazil. This specific collaboration provides the opportunity among REDD+ countries to learn and provide experiences about setting up autonomous national satellite forest monitoring systems that will also be valuable as a tool to report GHG emissions following the IPCC Guidelines and Guidance. Collaboration with private sector entities, including Google is also under development.

2. Development of methodologies for national forest inventories and monitoring of forest operations

The Programme will produce guidelines on forest inventories to support REDD+ activities, as well as an open source software packages that will be adapted to the different countries' needs and contexts.

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

3. Development of tools to support the compilation of National Communications and National GHGs inventories

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

4. Integrate multiple benefits tracking & monitoring tools into monitoring framework (including those related to environmental standards) (UNEP)

To satisfy the need for information on the practice and progress of REDD+ it will be important that information from national systems of monitoring the management and flows of multiple benefits of forests and REDD+ are integrated with information on the progress of other components of REDD+ to provide a complete picture for national planning and adaptive management processes. This activity focuses on integrating information from tools, systems and approaches developed under Outcome 4, together with information from other activities under this Output, into national and global information systems for REDD+, as well as developing guidelines, frameworks and exemplar reports on the results.

Output 1.5: Technical support to country-level implementation

This output is targeted to provide technical support at individual country level on MRV and Monitoring, drawing from outputs 1.1 – 1.4 in and facilitating exchanges of experiences between countries. An international core team of MRV specialists will work directly with country teams to transfer MRV knowledge between the international technical processes and the country implementation.

1. Build critical mass and methodological consistency across countries

This activity will support UN-REDD countries (30 countries) with technical capacities to participate effectively in international negotiations and to understand MRV and monitoring concepts in order to ensure a successful country implementation of the process.

The core team will follow and support the international process under the UN Climate Change Convention and the Intergovernmental Panel on Climate Change (IPCC) for the development of the modalities for measuring, reporting and verifying (MRV) REDD+ and NAMAs, and team members will take part in the UNFCCC roster of experts and participate in the roster of experts of the Emission Factor Database (EFDB) (IPCC), and will support the activities of the IPCC Task Force on National Greenhouse Gas Inventories (TFI). Through these efforts, the team will provide technical support to the UN-REDD countries and improve their capacity to participate in the international negotiation processes. This activity will also facilitate methodological consistency across UN-REDD countries.

2. National-level methodology development

Fifteen countries will receive support to develop REDD+ monitoring methodologies and approaches tailored to their national context, capacities and capabilities. Activities will include training of trainers seminars (2/yr) and 30 backstopping missions will be undertaken every year. Tailoring of REDD+ MRV methodologies according to national contexts, capacities and capabilities, as recognized in Article 74 of the AWG-LCA Cancun agreements, will be carried out in close consultation with national experts. Action will rely on the outcome of output 1.4 to development country-specific methodologies and approaches.

3. National-level institutional capacity development

This activity will provide support to the development of country-specific (as requested in Article 71 of the AWG-LCA Cancun agreements): (a) National REDD+ strategies or action plans; (b) National forest reference emission levels and/or forest reference levels (c) Robust and transparent national forest monitoring systems for the monitoring and reporting of national and sub-national REDD+ activities; (d) Systems for providing information on how safeguards are being addressed and respected throughout the implementation of REDD+ activities. Support for these activities requires expertise from diverse disciplines, including forest inventory (monitoring system), economists (REDD+ action plan), country-specific experts and sociologists (national circumstances for tailoring of RELs/RLs), communicators and database managers (information system on safeguards). These actions will support UN-REDD Programme Partner countries where a National Programme is active, as well as UN-REDD Partner countries, where country actions are supported by other funding sources.

13 UN-REDD countries will receive support to the development and establishment of the four components listed above, while the other 17 countries will receive support to the development of these. The Programme foresees that 60 backstopping missions will be undertaken every year.

4. National-level training

Forest monitoring and inventory teams will be trained in 13 countries, including data management capacities. Activities: 26 training courses will be undertaken every year (2 training courses in each country with a National Programme).

The Programme will provide training courses on the development of methods for national forest inventories, databases for forest resource information systems and systems to monitor land use and land use change through satellite imagery. This will be carried out in collaboration with other FAO projects and programmes such as FAO-FIN, FRA and NFMA.

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

Outcome 2: Credible, inclusive national governance systems are developed that are country-owned and consistent with the safeguards set out in Annex I of the UNFCCC Cancun agreements and any guidance developed by SBSTA

Content and Rationale

As set out in the scope of work on monitoring governance for REDD+, first presented to the Policy Board in 2009, the UN-REDD Programme operates from the conviction that *"Good governance will enable an environment conducive to the predictable and lasting delivery of emission reductions, ensure that REDD policies provide sufficient incentives and minimize negative social impacts, and promote structures of service delivery and payments geared towards sustainable development and poverty reduction outcomes. "*[3]

The overall results for this work area seek the promotion and support of democratic governance systems for greater levels of accountability, transparency and participation during the planning and implementation of REDD+ strategies in UN-REDD partner countries. Without such systems, there is

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

little doubt that REDD+ will not only fail in delivering sustainable and predictable emission reductions, but also in catalyzing positive development outcomes for local stakeholders and respect and enhancement of their rights and livelihoods. The underlying assumption here is that democratic governance leads to positive outcomes.

An effective and inclusive national REDD+ governance system will be founded on a number of elements, such as:

- Nationally owned, credible and inclusive systems of collecting governance data and assessments
- Institutional, legal and regulatory frameworks that will underpin the implementation of REDD+ policies and measures
- Effective implementation and enforcement of policies, including recourse systems to address grievances create confidence and sustainability for REDD+
- Systems to identify and mitigate risks regarding the safeguards set out under the Cancun agreements.

Other pivotal elements for good governance systems are detailed in the work areas on stakeholder engagement and transparent, equitable and accountable management of REDD+ funds. These three work areas are closely linked and will be implemented in close coordination under the leadership of UNDP.

Delivery Approach

Early governance efforts in REDD+ countries, including those supported through UN-REDD National Programmes in pilot countries, have shown an initial focus on stakeholder engagement; building institutional arrangements to manage REDD+ readiness processes[4]; analyses of REDD+ relevant laws and legislation; the design of benefit distribution systems through studies (Viet Nam) or decrees (Indonesia); and information, education and communication activities that provide a basis for transparency. Analyses undertaken by the World Resources Institute (WRI)[5] and UNDP[6] have shown that while there is recognition of a number of additional governance challenges across a large number of UN-REDD National Programme documents and readiness preparation plans, specifics often lack on how to tackle these challenges. More recently, submitted proposals have gradually included more specific plans to address these challenges. This demonstrates i) a recognition of the importance of such elements, driven in part by increasing discourse and normative guidance provided by the UN-REDD Global Programme; and ii) the necessity to continue facilitating knowledge sharing and South-South exchanges. The UN-REDD Global Programme, through events, workshops and publications, has contributed to clarifying what underpins REDD+ governance[7]. The importance of governance has been recognized in the COP-16 Cancun agreements with provisions related to coherence with national plans, good forest governance, and rights and livelihoods of indigenous peoples.

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

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

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

[7] Including through the development of a guidance framework on monitoring governance, undertaken by the UN-REDD Programme in partnership with Chatham House and the World Resources Institute.

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

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

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

Description of Outputs

Output 1: Nationally owned, credible and inclusive systems of collecting governance data and assessments

1. Development of Participatory Governance Assessments (PGAs)

Although there is no universal method for measuring and monitoring governance, the UN-REDD Programme will offer support to conduct Participatory Governance Assessments REDD+ (PGAs for REDD+) as a policy tool aimed at both identifying governance challenges, providing responses to overcome them, and measure progress against existing governance baseline and country- specific indicators.

A PGA for REDD+ is an approach in which relevant stakeholders from government, civil society, local forest communities and academia participate to inform policy reform towards an efficient and sustainable implementation of a country's REDD+ strategy. PGAs for REDD+ will also result in the development of a national system for sharing information on the REDD+ progress and safeguards (based on indicators agreed upon by national stakeholders) that is easily accessible.

PGAs for REDD+ will serve as a critical accountability mechanisms for local stakeholders and non-state actors. Moreover, nationally owned REDD governance assessments provide upward internal rather than external pressure for reform. The transparency of information stemming from them would act as a catalyst for greater citizen engagement in democracy processes and for demanding greater effectiveness of governance actors.

PGAs for REDD+ are institutionalized and repeated on a regular basis, and can therefore provide the basis for inclusive governance monitoring frameworks, by a) identifying nationally- relevant

indicators aligned with internationally accepted principles for good governance for REDD+[8] and b) developing systems to measure progress against these indicators. Their primary goals include:

- Identifying deficits of governance and how they can be addressed before implementing REDD+
- Understanding the factors and drivers of policy reform
- Providing governments with a basic planning and management tools
- Providing a tool for advocacy and civic engagement in a REDD+ mechanism
- Assessing the effectiveness of an existing REDD+ project
- Inform the transition from one phase of REDD+ readiness to another
- Ensure that rights, including the right to FPIC, are respected
- Promote the coordination on roles and responsibilities
- Ensure that local solutions are taken into account
- Foster trust among various types of stakeholders
- Facilitate sustainability of a long term policy reform, through ownership to the process

Rationale for these activities has been documented previously[9] and is further detailed in the attached "PGAs for REDD+ -2011-2015: planning document"[10]. PGAs for REDD+ will be conducted in a select number of countries to gain experience and lessons learned, and backstop REDD+ countries who express an interest in integrating PGAs into their "system for providing information on how safeguards" referred to in 71 (d) of the Cancun agreements[11], as described in more details under output 3.

2. Guidance for monitoring REDD+ governance (FAO)

In addition, the piloting in specific countries will incorporate the testing of the Guidance Framework on Monitoring REDD+ Governance developed by UN-REDD and Chatham House. The process will also link with the WB-FAO led process on forest governance.

The process consists of the preparation of guiding documents, consultations and piloting of legal preparedness for REDD+, country studies of legal preparedness for REDD+ Piloting monitoring of governance for REDD+, development of recommendations for the assessment and monitoring of legal frameworks for REDD+ implementation. FAO will provide experts on measurement and monitoring sciences working together with experts on governance; support to consultations and reporting; and support to the common UN-REDD country piloting; and results dissemination.

FAO will also provide the following inputs:

- Development of the FAO / World Bank process on monitoring safeguards
- Advice on governance of monitoring (standards, transparency, institutions, stakeholders, legal assessments)

[8] See the UN-REDD Programme work on monitoring governance for REDD+, proceedings from the London and Rome workshop, May and November 2010

[9] See " UN-REDD Country-led Governance Assessments" 2009 (http://www.unredd.net/index.php?option=com_docman&task=doc_download&gid=1296&Itemid=53) and "Participatory Governance Assessments for REDD+ : a Policy Note", UNDP/UN-REDD 2010 (http://www.unredd.net/index.php?option=com_docman&task=doc_download&gid=3677&Itemid=53)

[10] See separate Planning Document for Participatory Governance Assessments

[11] Paragraph 71 d) from the AWG-LCA text from the COP 16 meeting in Cancun, December 2010

Output 2: Strengthened frameworks for implementing REDD+ policies and measures

1. Best practice Guidance on transparent and accountable institutional, legal and regulatory arrangements

In 2009 the UN-REDD Programme documented the good practice demonstrated by DRC in creating a balanced multi-stakeholder REDD+ committee. The UN-REDD Programme will seek to take stock of the lessons learned from UN-REDD pilot countries and other early movers on REDD+, combining analyses of these approaches and policy guidance. The Programme will ensure that such arrangements are discussed through facilitating South-South regional best practice exchange, effectively strengthening the "business case" for such inclusive mechanisms.

This output will benefit from existing work undertaken by UNDP[12] and UNEP[13] in 2009 and 2010, making UNEP a natural partner for this output.

2. Land tenure for REDD+ (FAO)

Land tenure for climate change mitigation actions and REDD+ is one of the concerns for governance issues. This output will take in consideration good practices and experiences in different countries with diverse land tenure schemes. The output will also take into consideration studies about land tenure and rights of the natural resources. This activity consists in the integration of experiences in countries with land tenure aspects and rights of the resources. Consultations and incorporation of lessons learnt through the Voluntary Guidelines process will help improve and adapt land tenure systems for climate change mitigation actions. Operational guides will be developed including different approaches that will fit to REDD+ countries in the process of improving land tenure systems for REDD+

3. Support to REDD+ through the National Forest Programme (NFP) Facility (FAO)

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

4. Training and tools for REDD+ governance policy reform

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

- The development of tools to assess the capacity gas and needs for implementing actors at the national and sub national levels
- Training modules and technical support for policy making that uses results from PGAs, with

[12] Background analysis of REDD+ regulatory frameworks (UNDP/ TCG , June 2009
[13] Analysis of legal frameworks (UNEP DLC study), pending, 2011.

targeted guidance to supporting policy makers in the use of governance data in policy-making processes as the main source of information.

- Guidance and technical support for pro-poor policy-making, including through guidance on the use of pro-poor and gender differentiated data to draft policies
- Periodic research and dissemination of policy options to strengthen law enforcement

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

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

6. Regional coordination and policy advice to National Programmes

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

Output 3: Strengthened systems for addressing and respecting safeguards [as per 71(d) of Cancun agreements]

Because of the strong connection with the activities undertaken by UNDP and UNEP on social and environmental principles that will clarify how countries may promote and address safeguards of Annex 1 of the Cancun agreements, this output will be linked to the activities described in work area 4 on multiple benefits.

1. Guidance on recourse and redress systems

Building from the input on recourse mechanism received through series of regional consultations undertaken under the Stakeholder engagement work area, the UN-REDD Programme will provide guidance for fair, inclusive and effective recourse mechanisms. The support provided by UNDP will include:

- Case studies and best practices on linkages between judicial and non-judicial/customary recourse and redress systems
- REDD+ Awareness and training modules for non-judicial systems

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

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

1) Data and information should be collected from the bottom up, so that all stakeholders affected by the safeguards, and in particular vulnerable groups , have an opportunity and ability to provide input and receive feedback on how their input has been addressed .

2) The systems should offer flexibility so that it is transparent and easily accessible by local as well as international stakeholders; it should take into account vernacular language and provide information in adequate and adapted formats

3) The system should build on existing systems for collecting and sharing information at the national level, rather than attempt to reinvent the wheel

4) The system should respond to international standards, including those mandated by SBSTA

5) The system should provide information in an updated and timely manner as to facilitate rapid reaction if safeguards have not been respected

Thanks to its experience and activities on i) stakeholder engagement ii) participatory governance assessments described in section 1; iii) free, prior and informed consent and iv) social and environmental risk identification and mitigation approaches (in collaboration with UNEP), and v) knowledge management, UNDP is well placed to provide guidance and support to establish such systems. In particular, such support will include:

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

3. Support pilot in a selected number of countries as to provide experiences and lessons learned early in the global readiness process3.3 Knowledge products

Research and documentation of lessons learned and best practice will be produced and disseminated to facilitate capacity strengthening in these areas.

4. Policy and technical back stopping to UN-REDD partner countries

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

Work area 3. Engagement of Indigenous Peoples, Local Communities and Other Relevant Stakeholders (UNDP lead agency)

Outcome 3: Indigenous Peoples, local communities, civil society organizations and other stakeholders participate effectively in national and international REDD+ decision making, strategy development and implementation

Content and Rationale

Efforts to reduce emissions from deforestation and forest degradation will only succeed with the meaningful engagement of stakeholders that rely directly on forests for their livelihoods as well as

civil society organizations. The UN-REDD Programme is therefore committed to supporting the full and effective engagement of Indigenous Peoples, local communities and other forest dependent communities, including women, and civil society organizations and other relevant stakeholders in national and international REDD+ fora and initiatives; and assisting national and international REDD+ processes to establish transparent and accountable REDD+ guidelines and strategies that recognize and respect the rights of, and respond to the concerns of, these stakeholders. This must be carried out in a manner that fulfils the requirements set forth in the UN conventions and declarations on rights and participation, and the safeguards articulated for specific application to REDD+, such as those under the UNFCCC negotiations. These requirements were most recently affirmed in the Draft Decision of the Outcome of the work of the Ad Hoc Working Group on Long-Term Cooperative Action under the Cancun agreement, which call for the "full and effective participation of relevant stakeholders, in particular, indigenous peoples and local communities."[14]

UNDP has the mandate to work with countries to reduce poverty, promote democratic governance, protect the environment, and combat climate change. This is achieved in partnership with countries and the UNDP nurtures strong relationships with governments in 166 countries where it works on the ground. Promoting civil society and civic engagement, and promoting citizen action for participatory democracy and development in achieving programmatic goals is integral to UNDP's work[15]. UNDP is also committed to a human rights based approach to development and unequivocal in its belief that "ensuring the engagement of Indigenous Peoples and their organizations is critical in preventing and resolving conflict, enhancing democratic governance, reducing poverty and sustainably managing the environment."[16] UNDP's contribution to the UN-REDD Programme therefore brings with it a strong commitment to and a wealth of experience in supporting the participation of Indigenous Peoples and civil society in governance and development, and can play a convening role that can bridge the divide between these stakeholders and governments. This has contributed to shaping the strong presence of Indigenous Peoples and civil society in the UN-REDD Programme's global and national governance structures as well as informing Programme priorities to develop specific guidance to support full and effective stakeholder engagement and uphold the rights of Indigenous Peoples and other forest dependent communities.

Delivery Approach

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

[14] http://unfccc.int/files/meetings/cop_16/application/pdf/cop16_lca.pdf
[15] http://www.undp.org/partners/civil_society/publications/UNDP_Civil_Society_Fast_Facts_2009.pdf
[16] http://www.undp.org/partners/civil_society/publications/policies_and_strategic_documents/UNDP_and_Indigenous_Peoples_A_Practice_Note_On_Engagement_2001.pdf

development of joint Guidelines on Stakeholder Engagement in REDD + Readiness with a Focus on the Participation of Indigenous Peoples and Other Forest-Dependent Communities.

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

To achieve its goals, this work area will focus on the main outcome and associated outputs listed below. These reflect the needs and advice of Indigenous Peoples, local communities, and civil society organizations that the UN-REDD Programme has received in meetings, exchanges and consultations with these stakeholders[17]:

Output 3.1 - Indigenous Peoples, local communities, civil society organizations, and other relevant stakeholders are informed of national and international REDD+ processes, policies and activities.

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

1. Support UN-REDD Country Teams/National Programmes to inform Indigenous Peoples (IP), local communities and civil society stakeholders on REDD+

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

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

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

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

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

approaches used to produce the studies would be to involve communities in the process and enable them to carry out participatory research in the preparation of the case studies.

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

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

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

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

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

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

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

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

The UN-REDD Programme is making funding available to all IP and CSO Policy Board representatives to be able to effectively leverage their position to share and gather information and create two-way channels with stakeholders on the ground. This support is intended to enable those representatives to initiate and carry out or join country missions, organize meetings and consultations, and

otherwise communicate with their constituencies, in addition to enable them to produce and disseminate reports and informational material in the appropriate language. Funding is also made available for a coordination meeting of all IP/CSO representatives one day before PB meetings so they can strategize, align, and prepare for their participation.

Output 3.2: Principles, guidelines and procedures for stakeholder engagement in national and international REDD+ processes developed through inclusive consultation

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

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

Under this activity, the Programme will convene consultations to identify and prioritize needs and receive technical input on the development of principles, guidelines, and procedures, and will facilitate the review and testing of the latter to ensure they are relevant and can be operationalized. To amplify this area, the focus on harmonization with FCPF and other relevant initiatives such as FIP, UNFCCC, UNDRIP, and others, will be maintained.

For example, in the case of carbon and non-carbon information systems, this activity would refer to the ability of Indigenous Peoples and local communities to contribute their traditional knowledge to strengthen REDD+ carbon and non-carbon information systems. The UN-REDD Programme will work with IPs and civil society partners to develop guidance and procedures on engaging these stakeholders in the development and implementation of information systems which will be integrated into National Programme activities.

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

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

Output 3.3: Support for the implementation of effective stakeholder engagement practices and guidelines in REDD+ countries

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

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

The Global Programme will deliver support to National Programmes to ensure that stakeholder engagement principles, guidelines and procedures developed are effectively understood and incorporated into policies and activities. National stakeholder engagement processes will be supported through the recruitment of dedicated regional staff responsible for coordinating activities related to stakeholder engagement, the application of operational guidelines, and liaising with IP and CSO networks in the region and countries. This will also include equipping UN agencies involved in the implementation of UN-REDD Programme activities with the understanding and skills to effectively support stakeholder engagement. Specific support will be provided to government counterparts in the UN-REDD Programme partner countries to implement the Guidance Note on Stakeholder Engagement, including those on FPIC and Recourse Mechanisms. A series of regional workshops will be held to sensitize government counterparts to stakeholder engagement issues and build their capacity to mainstream the principles and guidelines in national REDD+ activities. This will be based on a capacity analysis of country level institutions and agencies. Activities to incorporate stakeholder engagement principles, guidelines and procedures into national policies and legislation will also be encouraged and supported in order to develop an enabling environment for stakeholder engagement.

2. Develop incentives for implementing principles, guidelines and procedures

The Global Programme will work with the UN-REDD Programme Secretariat and Policy Board to develop incentive systems to support the implementation of stakeholder engagement principles, guidelines and procedures. This will include the incorporation of stakeholder engagement considerations into Policy Board decision-making processes; the development of periodic review processes; and the development of recourse processes.

3. Establish monitoring and evaluation systems to track the implementation of these principles, guidelines and procedures

The Global Programme will work with partners to develop systems to monitor and evaluate the application of UN-REDD Programme guidance on stakeholder engagement at the country level. This will include the development of appropriate indicators and the creation of participatory monitoring systems that stakeholders can implement. Training activities will be carried out with stakeholders to build their capacity to use these systems at the local and national level.

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

Recourse mechanisms elaborated in the guidance developed by the UN-REDD Programme will need to be operationalized in order to support key stakeholder engagement processes, such as FPIC. The Global Programme will convene a taskforce of experts to review the guidance and develop a recourse strategy to support operationalization. This will include the identification of appropriate institutions and mechanisms for grievance and complaints, including local and traditional institutions, and the development of institutional links with these to support the recognition of rights linked to UN-REDD Programme activities. Associated capacity building activities will be

conducted with recourse institutions as well as with Indigenous Peoples, local community and government stakeholders.

Links will be made to work area 2, Inclusiveness and effectiveness of National REDD+ Governance Increased, to capitalize on synergies and ensure there is no overlap.

Output 3.4: Stakeholders are supported to engage in and influence national and international REDD+ processes

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

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

The Global Programme will work with partners to strengthen the capacity of IP, local community and civil society stakeholders to understand the underlying issues and processes that shape decision - making on REDD+. This will include sensitization to key concepts and rights (e.g., the right to FPIC, the provisions of the UNDRIP, national and international IP and local community rights) as well as training in methodologies and tools to exert influence (e.g., negotiation skills, legal training etc.).

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

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

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

Since its inception, the UN-REDD Programme has been organizing meetings, consultations, workshops, and dialogues with IPs and CSOs, recognizing the importance of listening to the needs of IPs and CSOs who are working on the ground, in order to align and ground-truth its work with those constituencies. For example, in 2010-2011, the Programme carried out a series of 3 regional consultations with IP, local community and CSO representatives focused on the elaboration of the right to FPIC and Recourse Mechanisms for the UN-REDD Programme. As convening IPs, local community and CSO stakeholders is crucial for gathering their inputs and sharing information, the Global Programme will continue to support this area of work, expanding the focus of consultations to incorporate emerging areas of interest in REDD+ (e.g., traditional knowledge, participatory governance assessments, participatory MRV, implications of scenarios for transformation [in conjunction with Outcome 3.5] etc.).

Output 3.5: Broader multi-stakeholder processes on key aspects of REDD+ readiness to build consensus and transform economic systems are supported (UNEP)

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

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

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

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

As scenarios, plans and pilot projects are developed, for instance under Work Area 6, there will be a need to support consultations among the various actors, beneficiaries and stakeholders to ensure that benefits are optimized and negative impacts, if any, are minimized. This set of activities focuses on generating a body of knowledge and practice that would help guide such consultations and negotiations as REDD+ seeks to fulfill its potential. This will include guidance on how to identify key

groups, how to engage with them in an equitable and empowering manner and how to guide the process of consultations.

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

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

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

This activity recognizes that consultations around REDD+ transformative capacities have a political dimension beyond the purely technical. Thus consultations at the political level that involve choices between different courses for forest use and management will need to be supported in a very different way than support to technical processes. This is likely to involve harnessing global best expertise on key areas in response to national demands, and delivering them through high-level missions, cutting edge analyses and support to ministerial-level exchanges of experience among countries.

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

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

Work area 4. Ensuring Multiple Benefits of Forests and REDD+ (UNEP lead agency)

Outcome 4: Multiple benefits of forests are realized and safeguarded in REDD+ strategies and actions

Content and Rationale

This work area focuses on supporting global and national efforts to realize the full range of benefits that forests can offer under REDD+. The importance of realizing multiple benefits from forests was agreed on two occasions in 2010: in the Cancun agreements of COP-16 of UNFCCC and the COP-10 of the Convention on Biological Diversity.

Of greater relevance to the UN-REDD Programme is the guidance provided under the Cancun agreements, in particular under the following sections of Annex 1 to the agreement:

> *1. [REDD+] activities referred to in paragraph 70 of this decision should:* (only relevant points shown):
> *(d) Be consistent with the objective of environmental integrity and take into account the multiple functions of forests and other ecosystems;*
> *(e) Be undertaken in accordance with national development priorities, objectives and circumstances and capabilities and should respect sovereignty;*
> *(f) Be consistent with Parties' national sustainable development needs and goals;*
> *(g) Be implemented in the context of sustainable development and reducing poverty, while responding to climate change;*
> *(h) Be consistent with the adaptation needs of the country;*
>
> *2. When undertaking [REDD+] activities referred to in paragraph 70 of this decision, the following safeguards should be promoted and supported:* (only relevant points shown)
> *(a) Actions complement or are consistent with the objectives of national forest programmes and relevant international conventions and agreements;*
> *(e) Actions are consistent with the conservation of natural forests and biological diversity, ensuring that actions referred to in paragraph 70 of this decision are not used for the conversion of natural forests, but are instead used to incentivize the protection and conservation of natural forests and their ecosystem services, and to enhance other social and environmental benefit*[18]*;*
> *(f) Actions to address the risks of reversals;*
> *(g) Actions to reduce displacement of emissions.*

The landmark decisions of the CBD COP-10 provide further guidance, especially related to the Strategic Plan, the Nagoya Protocol on Access and Benefit Sharing and the Aichi Biodiversity Targets, especially ***Strategic Goal D: Enhance the benefits to all from biodiversity and ecosystem services***

> **Target 14**
> By 2020, ecosystems that provide essential services, including services related to water, and contribute to health, livelihoods and well-being, are restored and safeguarded, taking into account the needs of women, indigenous and local communities, and the poor and vulnerable.
> **Target 15**
> By 2020, ecosystem resilience and the contribution of biodiversity to carbon stocks has been enhanced, through conservation and restoration, including restoration of at least 15 per cent of degraded ecosystems, thereby contributing to climate change mitigation and adaptation and to combating desertification.
> **Target 16**
> By 2015, the Nagoya Protocol on Access to Genetic Resources and the Fair and Equitable Sharing of Benefits Arising from their Utilization is in force and operational, consistent with national legislation.

The UN-REDD Programme also consulted with Partner Countries and key stakeholders during a workshop on Multiple Benefits of forests under REDD+. The workshop reinforced the importance of multiple benefits through a climate change and biodiversity lens and gave direction to assist in the development of this work area.[19] The importance of the multiple benefits of forests and REDD+ is also reflected in the Global Environment Facility's incentive Programme of Sustainable Forest Management/REDD+ which focuses almost exclusively on the generation of multiple benefits.

[18] Taking into account the need for sustainable livelihoods of indigenous peoples and local communities and their interdependence on forests in most countries, reflected in the United Nations Declaration on the Rights of Indigenous Peoples, as well as the International Mother Earth Day.

[19] The "Proceedings of the workshop on co-benefits from REDD+"[19] are available at www.un-redd.org/AboutUNREDDProgramme/GlobalActivities/New_Multiple_Benefits/tabid/1016/Default.aspx

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

Delivery approach

During previous phases of delivery for this work area, the focus was on establishing the rationale and theoretical underpinnings for work on multiple benefits, syntheses of tools and guidance on how to assess the multiple ecosystem-based benefits of forests under REDD+, as well as exemplary work to demonstrate the use of such tools. The achievements of this phase have been captured in the Multiple Benefits Series of publications, of which there are now 9 issues[20].

While this work has gone a long way towards establishing the importance of realizing multiple benefits of forests under REDD+ to global audiences, it has become clear that this work, while necessary, has not been sufficient. There is often inadequate capacity at national level to translate generic guidelines and scholarly papers into practical steps that would ensure that forest areas are selected for REDD+ in a manner that optimize the flow of benefits and safeguarded such flows into the future.

While the scope of support under this work area will continue to be global and normative, it will draw more heavily on experiences and evidence from collaborative work with, and in, partner countries on safeguarding multiple benefits of forests under REDD+, case studies and tools to help their better identification, and bridging of gaps in knowledge about the likely impact of REDD+ related decisions. There will be a strong emphasis on capacity building. South-South collaboration will be promoted as will learning from early lessons that are emerging.

While this work area is led by UNEP, the social and environmental principles, criteria, indicators and tools will be developed jointly with UNDP and with input from FAO in order to develop a joint UN-REDD approach.

The delivery of Outcome 4 will be supported by the following four Output components.

Output 4.1: Environmental and Social Principles, criteria and approaches to safeguard the multiple benefits of forests under REDD+ developed (UNEP & UNDP jointly)

The Cancun agreements highlight the importance of safeguards within the context of REDD+. This output presents the proposed support that the UN-REDD Programme is offering on developing safeguards for REDD+. This includes the development of social and environmental principles and criteria that are rigorous, robust and serve the demands of the Cancun agreements and the needs of countries. A major focus of this work is to ensure that proposals are subjected to broad consultations, reviews and testing to ensure that they are clear, useful and implementable. The work will also involve developing guidance on how to deploy them.

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

1. Environmental principles, criteria and safeguards for forests under REDD+ developed and tested (UNEP)

This will include work on developing principles and criteria to provide a generic framework for and guidance on safeguards (also for the UN-REDD Programme's own work), making concrete the broad safeguards detailed in the UNFCCC decision. This will apply both to integration within the UN-REDD Programme and engagement with the broader UNFCCC, CBD, FCPF and other processes. It will also include work with up to five UN-REDD countries to test and help to develop the principles and criteria into complete approaches or systems to safeguard multiple benefits at national and global levels. This output will be jointly delivered by UNEP and UNDP working collaboratively.

2. Social principles, criteria and safeguards for forests under REDD+ developed and tested (UNDP)

UNDP's input in leading on the social, governance and livelihood issues will be contributed jointly with UNEP's input on ecosystem-based benefits under activity 1 above. This work builds on the Update on Social & Environmental Principles, presented at the 5th Policy Board, November 2010; the Social & Principles Criteria at the 6th Policy Board; and the draft Risk Identification and Mitigation Tool.

The Principles and Criteria will:

- Provide the UN-REDD Programme with a framework to ensure that its activities promote social & environmental benefits and reduce risks from REDD+
- Assist reviewers of National Programmes to evaluate their potential social and environmental impacts
- Support countries in operationalizing the Cancun agreements guidance and safeguards for REDD+
- Contribute to the UNFCCC-led process to develop guidance on systems to provide information on how safeguards are addressed and respected

Output 4.2: Approaches to monitoring the ecosystem-based multiple benefits of forests under REDD+

Closely linked to Output 4.1 and Output 1.4 is the cost-effective monitoring of multiple benefits. While generic guidance on monitoring multiple benefits has already been provided, there is need for testing within country contexts, building on existing monitoring and data collection frameworks (including for non UNFCCC purposes) as far as possible. This Output will be based on a number of in-depth case studies and their comparative analysis to provide generic guidance on how to develop and implement cost-effective monitoring systems. This work will be integrated within broader work under UN-REDD on monitoring.

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

A major focus of this work will be to develop a global tracking system to provide information on trends related to the realisation and delivery of multiple benefits. This will involve engaging relevant agencies that would inform the global community, especially the climate change policy community, on the value-added, in terms of multiple benefits, that forests under REDD+ are delivering. The intention is to provide an easy to access, understand and interpret, initial trend indicator of the value-added of REDD+. It will be based on currently available information to begin with, trialling the approach for pantropical forest using historical change (to 2005). This data will be overlaid with data

about the biodiversity, ecological and economic value of those forests, and use the changes in forest cover to derive conclusions about changes in biodiversity as well as ecological and economic value. This would be a 'global level' tool that would complement national level work on monitoring multiple benefits.

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

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

Output 4.3: Tools, methods and guidance to encourage the capture of multiple benefits

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

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

Support will be provided to countries as they incorporate multiple benefits in their land-use and related spatial planning. A primary focus of this will be to bring new datasets into the reach of planners, to promote land-use planning that adequately reflects the full range of benefits from forests. Examples of such data sets include soil carbon, the role of forests for soil stabilisation, and timber and non timber forest products extraction. This data and related analyses can be used to inform an assessment of current prioritisation of existing project sites. In accordance with national plans for REDD+ development, a further area of interest is exploring how the data and analyses can be used to inform application of, and reporting on, REDD+ social and environmental standards in interested countries.

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

2. Multiple benefits 'tool-kit'

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

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

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

3. Case based evidence for the importance of multiple benefits

The focus will be on developing key case studies, from national contexts, on the realisation of multiple benefits, with a comparative analysis of lessons learnt and generalisable insights. Two case studies are proposed:

a) *Multiple benefits of forests and REDD+ in deforestation hotspots*: This bridges into Work Area 6, focusing on identifying the most important social and environmental benefits under threat, and could be realized provided opportunity cost conditions are met. The aim is to assist countries in Asia and LAC to define REDD+ strategies that can fully incorporate multiple benefits in areas where deforestation rates are particularly high, i.e. hot spots.

b) *Mangrove forests and REDD+:* An exemplary case study at one site is proposed, which together with a global overview of the benefits of mangroves as well as their distribution and decline, will serve to illustrate the importance of applying REDD+ to mangrove forests as well.

Output 4.4: Capacity building, technical support and convening on ensuring and safeguarding multiple benefits

1. Ecosystem-based multiple benefits (UNEP)

This activity will deliver capacity building for national partners in the use of the toolkit, and the application of individual components within it, at the national and, where appropriate, sub-national level, as well as technical backstopping missions in response to partner requests. This collaboration and capacity building will include national and regional workshops. The activities related to convening will include:

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

2. Social impacts and benefits (UNDP)

This activity will be delivered in concert with UNEP's activity (above) as part of an overall UN-REDD approach to social and environmental issues. Indicative activities include:

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

Work area 5. Transparent, Equitable and Accountable Management of REDD+ Funding (UNDP lead agency)

Outcome 5: National systems for transparent, equitable, credible and accountable management of REDD+ funding are strengthened

Content and Rationale

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

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

- Whether the funds are managed by institutions with adequate accounting and fiduciary integrity to sustain the confidence of international investors and national stakeholders
- The way in which these funds reach the local rights holders and appropriate stakeholders through equitable and timely benefit distribution systems (BDS), ensuring that they continue to incentivize good forest stewardship while generating livelihoods and job opportunities;
- Reduction of risks that funds are captured through corrupt acts or by powerful elites that have shaped REDD+ policies and measures[21];
- Strengthened contribution to poverty-reduction from the distribution of REDD+ benefits, by building on inclusive growth approaches;
- The gender dimension of distributing REDD+ benefits is taken into account, with the aim of improving opportunities for women to participate in the process.

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

Delivery Approach

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

This work area will evolve as an increasing number of countries progress through the phases of readiness[22]. It will be fully integrated, both strategically and programmatically, with other work areas described in the UN-REDD+ five year strategy, and in particular with the work areas concerning national REDD+ governance systems and the engagement of Indigenous Peoples, local communities and other relevant stakeholders, as well as the work led by UNEP on ensuring multiple benefits of forests and REDD+.

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

Description of Outputs

Output 5.1: Trusted national fiduciary systems for performance-based payments

Under a UNFCCC-based REDD+ mechanism, REDD+ payments are estimated to reach US$ 30 billion a year by 2020. As stated in the REDD+ Institutional Options Assessment report[23], *"the results-based character of REDD+ requires the formulation of criteria and indicators that allow the determination of performance and the eligibility for incentives. Standard setting includes the development of fiduciary criteria"*.

REDD+ countries will have to develop and demonstrate sound fiduciary systems for receiving and disbursing funds[24], i.e. systems that are sufficiently efficient and transparent to foster confidence by international investors.

[22] Outcome of the work of the UNFCCC's Ad Hoc Working Group on long-term Cooperative Action under the Convention, paragraph 73, COP 16, 2010

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

[24] Ibid

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

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

- Studies on existing fiduciary standards and their interpretation/applicability in the REDD+ context, starting with an initial mapping of case studies on how independent public funds operate and what standards have been applied for transparent budget systems and performance-oriented budgets
- The development of fiduciary principles for international and national bodies to be accredited as implementing partners, operating entities, and national implementing agencies.
- The development of tools to assess the capacity for the institution that will receive REDD+ funds, and to develop capacity development and transition plans.

2. Trainings on budget oversight and monitoring

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

- Guidelines and trainings modules to strengthen the rights of parliamentarians in budget preparation and review processes[25] and application for REDD+
- Trainings modules for audit agencies
- Guidance on citizen monitoring of budget, taking stock of existing in-country experiences [26]

3. Knowledge, coordination and support to National Programmes

Knowledge products documenting case studies and best practices will be produced as countries establish and strengthen their fiduciary arrangements.

Output 5.2: Transparent, equitable and accountable benefit distribution systems

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

[25] See Preventing Corruption: UNCAC Toolkit for Parliamentarians: Summary Version
A Joint Project by UNDP Oslo Governance Centre and the Global Organization of Parliamentarians Against Corruption (GOPAC) at http://www.gopacnetwork.org/Docs/UNCAC/UNCACToolkit3May2010Short_en.pdf

[26] Mozambique and Nigeria, among others, have successfully experience such model with UNDP's support. See http://www.fordham.edu/academics/programs_at_fordham_/international_politi1/unicef_collaboration/international_databa/africa/mozambique_profile_76519.asp

While this outcome is focused on benefit distribution systems, it will be pursued in conjunction with other outcomes described in the "National REDD+ governance systems" background document, as detailed below.

1. Guidance on institutional frameworks for BDS

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

- Case studies on existing or developing benefit distribution system with a focus on transparency and accountability in several aspects, that will examine how beneficiaries are identified and how this is linked to the attribution of carbon and/or land rights[27]; the impact assessment of laws[28] (for example which laws are hard to comply with or difficult to understand for local stakeholders); the shape and nature of benefits and resource allocations; the number of hierarchical levels at which revenues are managed[29]; the existence or absence of recourse mechanisms when corrupt behaviour occurs.
- From these, derive guidance on appropriate institutional systems for BDS for REDD+ strategies, including : Guidance on minimum requirements for designation of beneficiaries; tenure minimum requirements; oversight frameworks; access to information; law enforcement; and institutional frameworks
- Support integration of this guidance in UN-REDD National Programmes and REDD+ national strategies.

This output will draw from broader guidance on institutional framework described under the Work area on "National Governance systems", in particular on supporting strengthened frameworks for implementing REDD+ policies and measures.

2. Materials on carbon rights allocation and rules

Capacity related to the creation and sale of carbon rights has been identified as a pivotal element of a transparent BDS[30]. To strengthen capacity, the Programme proposes to provide:

- Case studies on best practices for transparency in the land administration sector
- Development and dissemination of tools to enhance transparency in the land administration sector, targeting government agencies and potential rights holders
- Guidance on transparent and efficient registration of carbon rights
- As countries establish systems, best practices and lessons learned, as well as comparative case studies, will be documented and disseminated

Reinforcing this output will be some activities described under "National REDD+ Governance" systems. For example, the establishment of recourse and redress mechanisms will have to address carbon rights allocations. It will also draw from the activities on guidance on resource rights and land tenure proposed under the same work area on governance.

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

[28] Ibid

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

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

3. Technical and policy support to countries

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

Output 5.3: Corruption risks in REDD+

Multi-stakeholder processes are necessary to combat corruption. Anti corruption actors range from the high institutional level, with national REDD+ counterparts and anti corruption commissions to the grassroots level, with local civil society actors, local governance actors and law enforcement officers.

Outputs to support this outcome draw from the UN-REDD Programme Anti Corruption draft Scope of work[31] and will draw on the considerable expertise of the Anti Corruption service area of UNDP's Democratic Governance Group.

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

Building on UNDP's report "Staying on Track: Tackling Corruption Risks in Climate Change", the UN-REDD Global Programme will provide expert guidance and advice to support efforts to identify and prioritize corruption risks in particular national contexts. These will support analysis and strategies that analyze corruption in the context of the wider political economy of public sector governance in a given country[32]. These risk assessment and policy guidance will be performed, when appropriate, in conjunction with corruption assessments that may enter the participatory governance assessments for REDD+ (PGA-REDD+) described under the National REDD+ Governance logical and results frameworks[33].

2. Methodologies and tools for training of REDD+ National counterparts

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

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

3. Guidance to Anti-Corruption Commissions for engagement in REDD+

A growing number of countries have established centralized and specialized agencies explicitly entrusted with combating corruption. Such is the case in UN-REDD partner countries Indonesia (KPK), the Philippines (office of the Ombudsman), Ecuador (Anti-Corruption Commission of Ecuador), Tanzania (Prevention of Corruption Bureau), Zambia and others. Ensuring that national REDD+

[31] www.unredd.net/index.php?option=com_docman&task=doc_download&gid=3988&Itemid=53.
[32] UN AC toolkit
[33] See "National REDD+ governance : Objectives for the Global Programme 2011-2015"

strategies are linked to any existing anti-corruption frameworks, including national anti-corruption commissions, will be key to combating corruption in REDD+.[34]

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

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

4. Capacity-building and support for CSOs engaged in monitoring corruption in REDD+ activities

Engagement of civil society, starting with awareness-raising and capacity building, allows addressing the demand side of oversight, transparency and accountability. UNCAC calls upon State Parties to develop and implement effective, coordinated anti-corruption policies that promote the participation of civil society. A U4 study highlights that "Anti-corruption initiatives should [therefore] seek broad stakeholder engagement in formulating specific initiatives and in monitoring the effectiveness of their implementation"[35], and a report by UNDP's Asia Pacific centre on UNCAC gap analysis emphasizes that "facilitating the role of CSOs and media in promoting anticorruption efforts should be part of any capacity development Programme" [36]. More specifically for REDD+, the need for capacity building and support for NGOs in combating corruption has been recently highlighted. [37]

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

- Guidance for capacity assessment of non-governmental organizations for anti-corruption in REDD+, building on UNDP's guide to assess civil society organizations, and a related user guide on NGO selecting monitoring and oversight activities that makes best use of the capacities described above, and how best to strengthen capacity where gaps are identified
- Regional anti-corruption capacity building trainings for civil society, aiming to 1) raise awareness on different corruption risks in REDD+ and the role of civil society 2) promote existing tools adapted for civil society 3) promote harmonization and linkages
- Support to the establishment and management of an online communities of practice on Anti Corruption and REDD+.

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

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

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

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

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

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

The right to information is an important tool to increase transparency and combat corruption. The promotion and protection of both access to information and flow of information that exist between constituents government, parliament, community groups, civil society organizations and the private sector are of equal importance[38]. Access to information on REDD+ should include both active public disclosure of information, such as REDD+ applications, approvals, finance received and disbursed, land-use zoning processes and responsive measures where the public requests information. In order to support these efforts for access to information, activities ought to include:

- Guidelines on freedom of information (FOI) laws in shaping accountable and transparent REDD+ policies. These may cover topics such as zoning decisions, applications for rezoning, benefit distribution systems, enforcement actions and protection for whistleblowers
- Tools to assess the strengths and weaknesses of proposed legislation on media and access to information.

Anti-corruption provisions in REDD+ decrees and laws will contribute to the sustainability of such measures. This may for example include implementation of measures to make under domestic law any bribery attempts a criminal offense. In order to support these efforts, UNDP proposes to provide targeted support for inclusion of such provisions, followed by documentation and comparative analysis of such efforts at the national level.

Finally, training of the judiciary to prepare for and handle REDD+- related crimes will play an important role in strengthening frameworks for anti-corruption in REDD+. Activities under this output will include the development of modules and tools for judicial education on REDD+ and corruption risks that can be addressed at the national level. Note that this activity will be

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

appropriately linked to the support to the role of anti corruption commissions described in 3.3 and the development of recourse mechanisms undertaken by UNDP under other work areas[39].

Law enforcement actors are often confronted with a lack of knowledge on what constitutes established and acceptable practice and what constitutes a crime. The UN-REDD Global Programme will seek to work in partnership with other players within UNDP and other UN entities including UNODC to integrate their approach into UN-REDD programming including through joint missions and contribution to UNODC training materials. In addition, targeted support can be provided.

7. Coordination and engagement with global and regional anti-corruption processes on REDD+

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

8. Policy and technical advice to National Programmes

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

Output 5.4: REDD+ benefits strengthen equality and poverty reduction

A number of provisions in the REDD+ section of the Cancun agreements refer to livelihoods and social impact, e.g. include: that forest mitigation actions should be implemented in the context of sustainable development and reducing poverty[40] and a request to promote and respect address safeguards to "enhance other social and environmental benefits, (taking into account the need for sustainable livelihoods of indigenous peoples and local communities)"[41] . REDD+ policies and measures should support sustainable alternatives to existing use of forest resources that contribute lasting, equitable and employment –creating development benefits to forest communities and the economies of developing countries.

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

1. Guidance for measuring poverty and social impacts

In an effort to provide analytics and develop tools to assess the impact of REDD+ on the most vulnerable elements of society, activities include:

- A review existing pro-poor indicators and of gender indicators for REDD+ social impact assessment exercise, and guidance on how to apply these indicators appropriately to shape REDD+ interventions

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

- Building on the feedback and interest received on the UN-REDD Programme's risk management approach and associated Risk Assessment Tool, support will be provided to partner countries to apply and manage the risks associated with social and political well-being (currently criterion 7 on equitable benefit sharing)[42] identified through the piloting and application of the principles and criteria through the social risk identification and mitigation tool[43]

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

Monetary incentives for local stakeholders may not be in all cases sufficient or adequate to enable a change in current uses of forest resources, and the social value of income-generating activities cannot be neglected. To ensure that REDD+ leads to positive development outcomes where the needs of the poor and marginalized are centre stage, the Global Programme proposes to:

- Examine lessons learned from incentives schemes such as conditional cash transfers or employment programs, and in particular how such systems have been structured in a manner that generates sufficient confidence to enact change;

- Derive guidance on ensuring that REDD+ incentives lead to inclusive, job-creating development outcomes, taking into account gender considerations and within a human rights framework;
- Develop adaptable costing and planning tools.

3. Regional coordination and knowledge products

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

4. Policy and technical advice to partner countries

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

Output 5.5: Women's participation in national REDD+ systems

The Cancun agreements specifically request developing countries parties to address gender considerations in developing their REDD+ national strategies[44], and decides that capacity building support should take into consideration gender aspects[45]. Incorporating gender perspectives into REDD+ systems and ensuring that women's unique knowledge and skills are incorporated into national frameworks will not only benefit the women and men directly involved, but can also lead to more efficient, equitable and sustainable outcomes.[46] The ways in which finance for REDD+ will affect local men and women will influence benefit payments, how benefits flow to local communities and how funding decisions are made[47].

[42] Draft of 8 February 2011

[44] Article 72
[45] Article 130
[46] Business case for gender in REDD+, UN-REDD Programme, forthcoming.
[47] Briefs on gender and climate fund: REDD, UNDP/GGCA 2009

The UN-REDD Programme will continue to draw from the expertise of UNDP's Gender division and its cooperation with local grassroots gender organizations; other possible partners include WOMEN (global Initiative on Women and REDD+).

Building up on the "Business case for gender in REDD+[48]" currently under development, the following activities will be undertaken.

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

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

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

2. Guidance on Gender in BDS

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

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

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

The integration of gender issues into guidelines for the UN-REDD Programme will be a significant step to demonstrate the importance and impact that gender- sensitive policies can have. This work includes integration of such guidance in the Operational Guidance on Engagement of IP & forest dependent communities, the National Programme Guidance, the National Programme Document Template, and guidance note for gender inclusion in conducting participatory governance assessments for REDD+[49] and overall monitoring frameworks[50].

4. Expert support to partner countries

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

[48] UN-REDD Programme, expected publication date early 2011
[49] See National REDD+ Governance system 5 year Global Programme results framework corresponding 5 year outline
[50] See work area on "MRV and monitoring"

strategies, policies and measures. This support may be enacted through the utilization of the gender equality criterion of the UN-REDD Social and Environmental Principles and Criteria framework.

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

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

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

Content and Rationale

REDD+ holds the promise of multiple benefits for climate, development and conservation in the forest sector at national and global levels. The UN-REDD Programme supports countries to realize these benefits from forests and REDD+ through support to their REDD+ programmes and targeted support in work areas related to MRV, governance, stakeholder engagement, transparent, equitable and accountable management, development of safeguards and identification of ecosystem based multiple benefits. All of these aim to support the transformation processes for which REDD+ provides an entry point.

Such a transformation based on REDD+ can be defined as *a shift or improvement of land and forest resource use to one that lowers carbon emissions, while delivering other benefits such as sustainable livelihoods, food security and other economic and ecological benefits.*

Work area 6 complements these other work areas, using a 'whole systems' approach and tools, in order to catalyze the ability of REDD+ strategies to shift or transform the forest sector towards a green economy. Readiness activities alone may not trigger the broader and radical trajectory change that is needed to achieve the multiple REDD+ goals, and therefore there is need to support key national champions and a critical mass of people in countries to help them catalyze REDD+ as a truly transformative opportunity, including by providing economically attractive options to national decision makers.

The Cancun agreements provide support to the need for systemic and transformative change and provide greater support for this in the 'shared vision', especially paragraph 10, although there is also a reference to the components of a REDD+ catalyzation of green growth subsequently, in paragraph 72 and in Annex 1:

> 10. Realizes that addressing climate change requires a paradigm shift towards building a low-carbon society that offers substantial opportunities and ensures continued high growth and sustainable development, based on innovative technologies and more sustainable production and consumption and lifestyles, while ensuring a just transition of the workforce that creates decent work and quality jobs;
>
> 72. *Also requests* developing country Parties, when developing and implementing their national strategies or action plans, to address, inter alia, drivers of deforestation and forest degradation, land tenure issues, forest governance issues, gender considerations and the safeguards identified in paragraph 2 of annex I to this decision, ensuring the full and effective participation of relevant stakeholders, inter alia, indigenous peoples and local communities;

Annex 1

1. [REDD+] Activities referred to in paragraph 70 of this decision should:

(g) Be implemented in the context of sustainable development and reducing poverty, while responding to climate change;

(h) Be consistent with the adaptation needs of the country;

Beyond the Cancun agreements, the focus of the Rio +20 summit on the green economy (and related work), the interest of UN-REDD Partner Countries, the work of TEEB, the statements of the G20, among others, suggest very strongly that restructuring the forest and allied sectors to comply with green economy models opens the possibility of sustainable and equitable development, while assuring the global community and forest carbon investors that their investments are safe. Simply put, this work area reflects the recognition that REDD+ is a catalytic opportunity and a unique chance to realize multiple benefits from forests by directing REDD+ strategies and investments towards the realization of a green economy. It offers support to countries across multiple phases of REDD+, from initial readiness towards the implementation phase, as it targets key areas of capacity relating to initial readiness, through to development of strategies and scenarios that promote green growth as a basis for assuring carbon and multiple benefits from forests.

Delivery approach

This is a new work area for the UN-REDD Programme. Background work to date has focused and clarified the demand for this work area, which is now stated in terms of a complementary set of activities, to those of initiatives such as the Forest Investment Program (FIP), that aim to ensure that national efforts to harness the transformative capacity of REDD+ are catalyzed and strengthened, including efforts to engage with the FIP and other investors.

The elements of the work Programme include:

- helping to build and make the case for REDD+ as a catalyst for such transformative change, including identifying, exploring and communicating exemplary cases where such change has been possible and interfacing the best available science with the needs of policy makers;
- identifying and bridging related knowledge gaps, including on key drivers of transformative change that can be leveraged through REDD+;
- exploring alternative pathways and options to achieve transformative shifts using whole systems approaches such as scenario analyses;
- establishing broad partnerships to support the identification and development of appropriate investment packages as the basis for executing such shifts
- assembling a 'tool-box' consisting of whole systems tools, approaches and pilots that would enable broad adoption of successful options and strategies to realize the transformative potential of REDD+, including approaches and tools to support learning and improvement;
- targeted capacity building, including through sharing of experiences among countries
- engaging key and relevant stakeholders throughout what will essentially be a collaborative process of delivery

The work Programme will focus on sets of actions at the global level to make the case for the transformative potential of REDD+, such as conferences that bring together leading thinkers from science, economics and key policy makers. It will also focus on supporting the development of such options in selected countries, as a means for piloting successful approaches, tools and strategies. These will be harnessed to support more generalized capacity building in this area. At the national level, UNDP will provide support to help ensure the piloting is integrated into national development planning processes, through UN Country Programmes and Development Assistance Frameworks

(UNDAFs). Currently poverty-environment linkages often remain outside mainstream development or poverty reduction strategies, Programmes and projects.

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

This output involves a set of products and services associated with making the socio-economic case for shifting forest uses and investments towards more sustainable uses and supporting arrangements. It will seek to build confidence in the catalytic role of REDD+. Global best practice syntheses, assembling exemplary case material, awareness building of the potential of such transformations, outreach and advice etc., are some of the products and services involved.

This support will be channeled through a global stream that deals with assembling and analyzing evidence, as far as it exists, on where similar transformative processes have been successful, and reaching out to global audiences through side-events and workshops at UNFCCC & CBD COPs and at the Rio +20 summit, UN-REDD Policy Board meetings and other such high profile, high-impact gatherings, as well as through audio-visual, print and multi-media communication channels. This will include translation of the materials in relevant UN languages.

A second channel is focused support to a limited number of countries, beginning with one per region, in order to develop insights for a global community through analysis of in-depth support to a country's efforts to use REDD+ in such a catalytic role. This will also be a platform for regional learning and action on this subject including the translation of relevant materials into relevant national languages

1. Global level activities to make the case for the catalytic role of REDD+

This set of activities will build on existing social and economic analyses of the forest and relevant sectors, such as carried out by TEEB and UNEP's Green Economy Report, to develop communication strategies and tools that clearly make the case about the catalytic potential of REDD+ for green economy transformations. It will deliver syntheses of global best practices related to such transformations in the forest or related sectors in order to provide support to decision-makers in countries to fully understand the implications of the nature of the processes and investments required to realise the catalytic potential of REDD+ in this regard. It will reach out to key sets of stakeholders that may not be being reached effectively at the moment, including, for instance, supporting legislators (in conjunction with the Global Legislators Organisation - GLOBE) in key countries to understand the potential of REDD+ and help to realise it through their actions,

2. National level case studies

A limited number of in depth national level case studies will be used to compile guidance on how to effectively make the case for REDD+ as a catalyst for green growth. This will include development of national road maps that clearly identify who is needed, what are the knowledge gaps, what are the green growth opportunities, and how can they be realized? It will also include identifying cases demonstrating where opportunities for green growth have already been identified, and how they were explored and communicated to national and international stakeholders. Finally, these case studies will explore the nature of partnerships that can support the identification and development of appropriate investment packages as the basis for capacitating the kinds of transformations

envisaged, the FIP Investment Strategy documents provide likely entry points where they are available.

Output 6.2: Assembling the knowledge and tools to support a catalytic role for REDD+

This support will be channeled either in a global stream that deals with convening global thought and action leaders on the possible contributions of REDD+ to green economy transformation in order to distil their insights into how such processes might be accelerated; state of knowledge reports and syntheses; and guidance on tools to support the development of REDD+ as a catalyst for green economy transformation. The focus would be primarily on bridging relevant knowledge gaps between science and policy and related to systemic approaches to building and maintaining the momentum of such transformative processes, including through use of economic tools and models. It would also seek to assemble experience with, and approaches to, using scenario based tools (both qualitative and quantitative) as a means of aligning transformative processes with national development goals.

The main focus under this output would be on providing support to key countries within the three tropical regions important for UN-REDD. This would include filling knowledge gaps about the current and potential impacts of existing and planned investments and policies related to forests and REDD+. It would include dynamic and static economic valuation of ecosystem services, and analysis of trade-offs between them as a basis for selection of forests for optimal REDD+ benefits. This will entail supporting a responsive, consultative and structured process that helps countries to harness the knowledge, tools and capacities they need within a country in order to take full advantage of REDD+.

1. Global level support

If REDD+ is to be truly catalytic it will be important to inject the latest evidence based science into policy making and management of forests under REDD+. Therefore this activity involves supporting one international workshop or conference that brings thought leaders from science together with UN-REDD Partner countries to exchange views related to knowledge and tools to support REDD+ in this role. It also includes developing state of the knowledge synthesis reports on key areas that are relevant, such as on static and dynamic ecosystem economic valuations and how they can be used within REDD+, use of trade-off tools and models. The resulting syntheses would be provided in multiple languages, including, where relevant, in local languages.

2. National level actions

Closely linked to the set of activities described above, actions at national level would focus on identifying existing knowledge, tools and capacities as well as gaps in all three. It would involve bridging the gaps identified through pilot activities and drawing lessons and guidance on the nature and forms of knowledge and tools that countries might wish to use. It would explore how best such approaches and tools could be deployed within a learning and improvement framework as countries seek to harness REDD+ for green growth.

Output 6.3: Development of scenarios and investment options

The use of scenario type approaches have been shown to be effective in the realm of land-use and investment decision making where the situations are complex. Complex situations are characterized

by multiple interconnections between variables, delays between cause and effect, non-linear responses and uncertainty. All of these are characteristic of both REDD+ and forests. Simply put, scenarios are plausible descriptions of how the future may unfold based on 'if-then' propositions. A typical scenario includes a representation of the initial situation and a sequence of events that describe the key driving forces and the changes that lead to an image of the future. They are neither extrapolations of the present, nor are they predictions of the future. The aim therefore is to help countries to:

- Imagine or estimate future states of the forests under REDD+ and the people who would be affected.
- Act as a "Wind tunnel": test and identify robust REDD+ strategies for green growth and sustainable development against the backdrop of future developments of the environment and society.
- Raise the awareness of managers and decision makers about important uncertainties about the future.
- Alert them to emerging problems and possible surprises important to decision making and policy. To help managers and decision makers to "think big" about a problem – in a manner that is creative, comprehensive, open.

This output seeks to bring knowledge and actors engaged in state of the art scenario development in policy, natural resources and land-use change management processes systematically together with knowledge and actors engaged in identifying and developing investments that contribute to sustainable development and a green economy. The result should be policies, land-use and investment decisions that are more sensitive to the heterogeneous demands of people and forest systems at multiple scales and over longer periods, and therefore more likely to be successful from the perspective of achieving REDD+ goals of carbon mitigation and a green economy. It has to be clear that achieving mitigation in forests without the some, sufficient degree of attainment of a green economy is unlikely to provide lasting solutions.

1. Global stream of activities

The global stream would seek to deliver, based on the best evidence available, a state of knowledge report, interactive web-based materials and teaching and learning products, on using scenarios as a means for achieving green economy transitions. Annual conferences of leading thinkers and practitioners, including policy makers, will also contribute to promote the interface between science and policy is effective and is informing decision making.

This work will also include an activity on food security and climate change, led by FAO, which can be addressed together by transforming agriculture and adopting practices that are "climate-smart". In other words it will deliver advice on synergies with climate smart agriculture for REDD+ and NAMAS. For REDD+ in many cases agriculture is a main pressure over forest ecosystems. Studies about Climate Smart Agriculture show that a number of production systems are already being used by farmers and food producers to reduce greenhouse gas emissions, adapt to climate change, and reduce vulnerability. This output aims to develop synergies between the concepts included in the climate smart agriculture and REDD+ in the context of food security from a systemic point of view.

2. National level case studies

A major focus will be on selected countries, to support the development of scenarios and investment packages for using REDD+ as a catalytic agent. It is important that this is understood as a process of support to existing efforts and not as a means to lead development through a prescribed set of tools. Thus the term 'scenarios' is used in the broad sense of the word. The aim of this work would be to support the identification of alternative pathways and options to achieve change in the forest sector using a whole systems approach, and to use a comparative analysis of these experiences as a basis for developing guidance for countries.

Case studies at national level will be integrated within the overall process of REDD+ readiness development and will draw on activities described under all previous work areas.

Output 6.4: UN-REDD-support is integrated into national development planning and other relevant processes (UNDP)

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

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

Output 6.5: Capacity building and technical support to support REDD+ as a catalyst of the green economy

This output will support countries as they develop monitoring and evaluation systems to assess whether and how REDD+ is assisting with the realisation of a green economy. It is closely linked to work under Outcomes 1, 4 & 5. It will also focus on synthesising lessons and principles into training and education materials, in collaboration with professional and university based training institutions. This output will also focus on developing a biannual report on the contribution of forests under REDD+ to a green economy. Finally it will provide technical support to regional and global teams for NJP implementation and national and regional training and workshops that may be required, including through missions, trainings and facilitation of knowledge exchanges.

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

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

Content and rationale

Knowledge management (KM) is the practice of capturing, storing and sharing knowledge so that lessons learned from the past can be applied in the future. The application of knowledge and

learning is vital to improve the quality of the UN-REDD Programme's support to developing countries that ultimately seeks to mitigate climate change, develop local capacity and reduce poverty.

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

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

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

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

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

Delivery approach

To achieve effective KM, the UN-REDD Programme Secretariat will plan and help coordinate the production of strategic knowledge products that are clear, coherent and address identified knowledge gaps. This for example means producing few but well-researched and high quality products that support practitioners working in partner countries. The three agencies headquarters' teams will focus on knowledge management products, supporting regional teams, databases and trainings for the work areas that each leads, and knowledge sharing efforts that facilitate effective South-South cooperation and partnerships.

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

Description of outputs

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

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

1. Current KM systems improved

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

2. New KM systems developed

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

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

Knowledge sharing products and exchanges will strive to be relevant, timely and responding to expressed needs. To achieve this, KM products such as lessons learned series and synthesis reports will be generated by the agencies, as well as conducting knowledge sharing workshops, training and regional exchanges, consulting also with key partners and other REDD+ initiatives to ensure complimentarily added value.

1. Knowledge sharing products produced

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

2. Regional knowledge information exchange and training enhanced

FAO, UNDP and UNEP will contribute to this activity to enhanced knowledge sharing on REDD+ issues with a focus on the work areas that each will lead. Activities will include convening

information exchange workshops for regional teams and training. The three agencies will also produce and disseminate regional lessons learned and facilitate and support to regional discussion forums

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

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

1. Select internal KM products communicated to external audiences

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

2. Knowledge-sharing events executed

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

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

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

Content and rationale

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

The Secretariat provides leadership in strategic planning, and the development and management of reporting, monitoring and evaluation frameworks for the Programme, raising awareness of, and championing the UN-REDD Programme and providing vital information to external partners. The Secretariat also facilitates inter-agency collaboration and communication, to ensure the Programme is implemented effectively. The second session of UN-REDD Programme Policy Board endorsed the establishment of the Secretariat and allocated funds accordingly. The Secretariat activities are more specifically described in its Terms of Reference, available on the website[51].

Delivery approach

The Secretariat functions as an interagency unit. Its work is overseen by the Coordination Group of the three agencies. The secretariat budget has been approximately US$3million per year. While this

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

framework document does not propose at this stage an increase in the staff resources, this may need to be reconsidered after the internal review of the UN-REDD Programme and taking into account the overall expected growth of the Programme.

Description of outputs

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

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

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

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

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

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

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

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

Output 8.5: Programme's results and knowledge are shared in a timely and compelling manner with target audiences

The Secretariat will prepare and implement annual communication and events plans. With respect to UN-REDD Programme related events the Secretariat will work closely with the three agencies to coordinate their organization. . This output is closely linked to output 7.

Output 8.6: The UN-REDD Programme is monitored and evaluated and additional resources mobilized towards meeting the five year funding target

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

Management and Coordination Arrangements

The UN-REDD Programme is governed by a Policy Board which is responsible for oversight, strategic direction and financial allocations. The Policy Board provides guidance to the UN-REDD Programme, reviews progress, helps articulate demand and response needed and decides on fund allocation for

National and Global Programmes from the UN-REDD Fund, administered by the UNDP Multi-Donor Trust Fund Office.

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

The Programme is supported and coordinated by an interagency Secretariat that provides overall coordination and strategic planning for improved interagency and partner collaboration, Programme delivery, quality assurance, monitoring and evaluation, Policy Board meetings, and resource mobilization.

The three participating UN agencies (FAO, UNDP and UNEP) and the Administrative Agent (the MDTF Office) signed a Memorandum of Understanding (MoU) to establish the UN-REDD Multi-donor Trust Fund in June 2008. A new MOU is expected to be signed in 2011 to align the fund and funding arrangements with the five-year UN-REDD Programme Strategy and the Global Programme Framework Document.

Fund Management Arrangements

The UN-REDD Programme has been funded mainly through the UN-REDD Programme Fund, which is administered by the UNDP Multi-donor Trust Fund (MDTF) Office. Funds have been disbursed according to budget allocations decided by the Programme's Policy Board. The MDTF enables fast-tracking programmes and can deliver resources quickly using existing channels within the agencies while meeting fiduciary requirements. While the MDTF will remain as the main fund arrangement, other funding windows will be used to enable flexibility in funding by donors, delivery by agencies and access by countries. Accordingly, the Programme has adopted an arrangement called Tier 2 to receive contribution outside the Multi-donor Trust Fund.

Tier 1.

The UN-REDD Programme Fund is administered by the MDTF Office and governed by the Policy Board. For the future Global Programme activities funded by the UN-REDD Programme funds, the Global Programme will continue to utilize the pass-through fund management option of the United Nation Development Group (UNDG). Participating UN organizations, in this case FAO, UNEP and UNDP, assume full programmatic and financial accountability for the funds received from the Administrative Agent. National governments, development banks and NGOs can receive funding through a participating UN organization and act as executing agencies.

Detailed fund management arrangements are defined in the Memorandum of Understanding between the agencies (FAO, UNEP, UNDP) and MDTF of UNDP.

Tier 2.

Tier 2 Activities are funded through sources other than the UN-REDD Programme Fund. Tier 2 activities are undertaken jointly or individually by agencies but clearly contribute to the overall UN-REDD Programme as defined in the Programme Strategy, and are approved by the UN-REDD Programme Coordination Group involving all agencies. The funds are managed by each individual agency as agreed and according to their fund management arrangements. The Policy Board will be informed on new Tier 2 programmes and projects as well as on progress and results on these.

Lessons learned from the Tier 2 activities will also feed in to the overall Programme and will be included in the knowledge management.

Co-financing

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

Monitoring, Evaluation and Reporting

Monitoring and Evaluation

The purpose of monitoring and evaluation is to ensure that the Programme's expected results are achieved and that timely feedback is provided to assist in decision making. The *UN-REDD Programme Planning, Monitoring and Evaluation Framework Document* outlines the monitoring and evaluation systems, and requirements in detail.

The Global Programme will be reviewed regularly by the UN-REDD Policy Board and in as part of the reviewing of the overall UN-REDD Programme. The Programme will also utilize existing monitoring and evaluation tools from the UN-REDD Programme agencies in the context of result-based management. The UN-REDD Programme will commission independent and rigorous evaluations on completed and on-going activities to determine whether they are achieving stated objectives and contributing to decision making. The overall Programme will also be externally evaluated every two to three years. To facilitate monitoring and evaluation, the Secretariat has the responsibility to ensure that the UN-REDD Programme is implemented effectively.

The Coordination Group will undertake a final evaluation which will assess the relevance and effectiveness of the intervention, and measure the development impact of the results achieved, on the basis of the initial analysis and indicators described at the time of Programme formulation.

Reporting

Decisions by the Policy Board will be shared with all stakeholders in order to ensure full coordination and coherence of all UN-REDD efforts. In line with the UN's commitment towards public disclosure and the UN-REDD disclosure policy, summaries of project information and periodic progress reports will be made available on the UN-REDD Programme website (www.un-redd.org). Also, the MDTF web based gateway (http://mdtf.undp.org) provides online information on the status of the MDTF funds to ensure transparency and accountability.

The three implementing UN Agencies will provide annual and semi-annual narrative reports, and monthly financial reports, on the Global Programme to the UN-REDD Programme Secretariat through the Project Tracker, an online reporting tool integrated into the UN-REDD internal workspace. Based on the reports from the UN Agencies and provided by the Programme Secretariat, the Administrative Agent are required to provide donors and the UN-REDD Policy Board, through the Programme Secretariat, with the following statement and reports:

- *Annual narrative progress reports*, based on annual narrative progress reports received from the UN Agencies, for the year ending 31 December;
- *Annual financial statements and reports*, with respect to the funds disbursed to it from the UN-REDD Fund Account, based on annual financial statements and reports received from the implementing UN Agencies, for the year ending 31 December;
- *Final narrative reports*, after the completion of the activities in the approved Programme Document including the final year of the activities, providing a summary of results and achievements compared to the goals and objectives of the Programme;
- *Certified final financial statements and final financial reports* after the completion of the activities in the approved Programme Document including the final year of approved activities.

In addition, the Administrative Agent will provide donors and the UN-REDD Policy Board, through the Programme Secretariat, with:

- *Semi-annual consolidated narrative progress reports*, based on semi-annual consolidated narrative progress reports on the six months period ending 30 June,
- *Semi-annual consolidated financial reports*, based on semi-annual financial statements and reports received from the UN Agencies on the six months period ending 30 June, with respect to the funds disbursed to them from the UN-REDD Fund Account.

Legal Context

The Participating UN Organizations (FAO, UNDP and UNEP) have signed a Memorandum of Understanding (MOU) to implement the collaborative Programme “UN-REDD”, coming into effect on 20 June 2008 and ending on 20 June 2012, as a part of their respective development cooperation as more fully described in the UN-REDD Framework Document. A new MoU will be prepared to take effect after the present has expired.

FAO, UNDP and UNEP have agreed to adopt coordinated approach to collaboration with donors who wish to support the implementation of UN-REDD. They have agreed to establish a common development fund and establish a coordination mechanism (UN-REDD Policy Board) to provide overall leadership and strategic direction to UN-REDD implementation and to facilitate the effective and efficient collaboration between the participating UN organizations, the World Bank, and other partners and stakeholders. Each of the three participating UN agencies have agreed to comply with the UN-REDD Strategy 2011-2015, the MoU between FAO, UNEP and UNDP and UNDP regarding the operational aspects of the Multi Donor Trust Fund (MDTF), and Standard Administrative Agreements with donors.

The Participating UN Organizations agree to undertake all reasonable efforts to ensure that none of the funds received pursuant to UN-REDD are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by Participating UN Organizations do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm. This provision must be included in all sub-contracts or sub-agreements entered into under this Programme document.

Annex 1. Corporate priorities of FAO, UNEP and UNDP

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

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

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

UNEP:
To strengthen the ability of countries to integrate climate change responses into national development processes,

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

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

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

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

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

UNDP:
UNDP's engagement on REDD+ through the UN-REDD Programme builds on its overall corporate strategic plan[52] and climate change strategy[53].

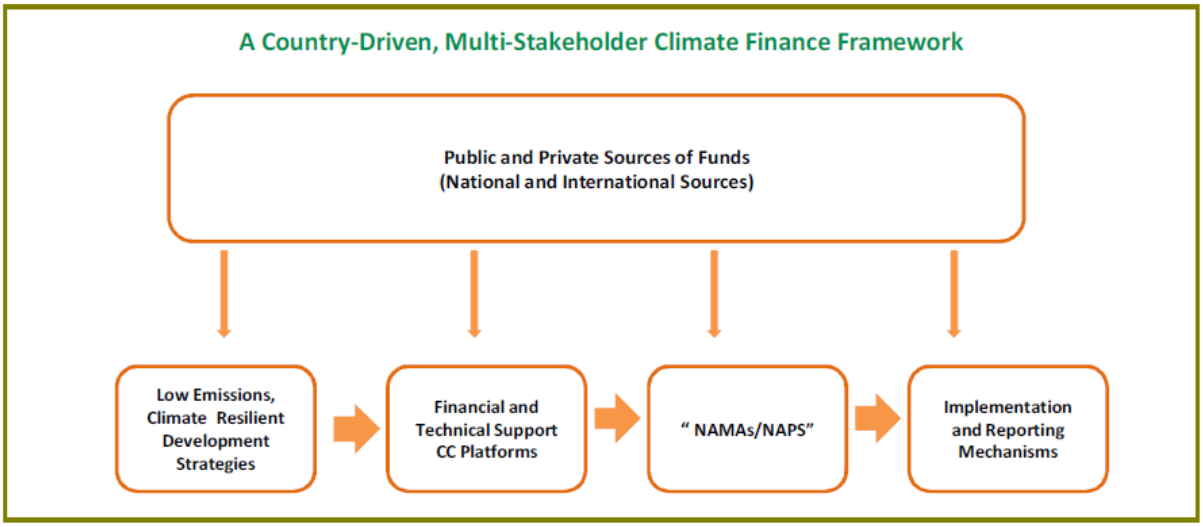
UNDP supports national processes to accelerate the progress of human development with a view to eradicate poverty through development, equitable and sustained economic growth, and capacity development. The strategic plan (2008-2013) recognizes that climate change is one of the most urgent challenges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

[52] The strategic plan 208-2013
[53] "Climate Change at UNDP: Scaling Up to Meet the Challenge".

system, civil society, non-governmental organizations, and the private sector involved in the development process are strengthened.

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

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



A key UNDP objective is to assist developing countries in catalyzing low carbon, climate resilient investment. UNDP provides assistance to countries in formulating low-emission, climate-resilient development strategies (LECRDS) that bring about bottom-up national ownership, incorporate human development goals, and take a long-term outlook. REDD+ is seen as a central pillar of LECRDS for tropical forested developing countries. UNDP is already a major source of technical assistance developing the capacity of countries to access and blend different sources of international climate finance to meet national goals.[54]

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Annex 2. Joint Programme Monitoring Framework

Outcome	Indicators	Baseline	Target	Means of Verification	Risks	Assumptions
Outcome 1: REDD+ countries have systems and capacities to develop and implement MRV and monitoring systems	• Number of countries with enhanced legal and institutional arrangements to meet monitoring and information requirements needs for REDD+ in the context of overall development • Countries benefit from tools, methods, scientific advice and partnerships provided through the UN-REDD Programme • Number of countries and institutions with enhanced capacities and information to meet reporting and information requirements of UNFCCC in relation to REDD+	Very limited (<5) number of countries are only starting to establish comprehensive monitoring approaches Current set of tools and processes provided by UN-REDD Programme and partners Capacities and information base are insufficient in almost all REDD+ countries	By 2015all REDD+ countries receiving support from UN-REDD will have taken steps to enhance legal and institutional arrangements to ensure comprehensive monitoring By 2015, the UN-REDD Programme offers a monitoring framework, advisory bodies and a comprehensive set of tools, methods and guidance for REDD+ monitoring All countries receiving support from the UN-REDD Programme have enhanced their capacities and information base	Progress reports on country REDD+ strategies Evaluations of UN-REDD Programme impacts Evaluations of monitoring training and knowledge sharing by country institutions' staff Assessments of country monitoring approaches	Sufficient level and quantity of international expertise not available (medium risk) Countries do not sufficiently incorporate REDD+ monitoring in broader development contexts (medium to high risk) International expertise fail to converge on monitoring approaches and framework (medium risk) Monitoring approaches and strategies are insufficiently connected to the needs of policy processes, and/or policy processes fail to incorporate knowledge and information from REDD+ monitoring	Sufficient financial resources are available within and beyond the UN-REDD Programme to allow country level actions. UN-REDD Programme will increasingly work through partnerships to secure delivery. Approaches to monitoring for REDD+ entails activities in all work areas of the UN-REDD strategy. The scientific community contributes effectively to the REDD+ goals.

Outcome	Indicators	Baseline	Target	Means of Verification	Risks	Assumptions
					(high risk)	
Outcome 2: Credible, inclusive national governance systems are developed that are country-owned and consistent with the safeguards set out in Annex I of the UNFCCC Cancun Agreements and any guidance developed by SBSTA	Number of countries where the process and outcomes of governance assessments are incorporated into the National REDD+ Strategy Results from institutionalized participatory governance assessment are easily accessible and publicly and regularly shared, with relevant information The importance of participatory governance assessment are used to demonstrate the progression of countries through the phases of REDD+	Recognition of a number of governance challenges appears across a large number of readiness plans but often lack specifics on how to tackle these challenges There has been no attempt to facilitate multi-stakeholder systems to collect governance data for REDD+ Overall agreement through 71(d) to the safeguards under Annex 1, to be further detailed by SBTSA	By 2015, at least 5 UN-REDD countries have credible and inclusive systems of collecting governance data and assessments By 2015, at least 5 UN-REDD countries have internationally recognized systems for sharing information on governance and have a demonstrable improvement in their governance arrangements By 2015, national institutional, legal and regulatory frameworks necessary for implementing REDD+ phase 2 policies and measures are internationally recognized	Quality public information system about governance measures in place Reports of consultations and workshops held on governance for REDD+ Coverage of governance issues in media Bilateral agreements National communications to UNFCCC on safeguards REDD+ strategies, policies and plans	**Political:** Efficiency and effectiveness during policy implementation is prioritized at the expense of equitable management of REDD+ policies and measures (safeguards) **Social** : the design of REDD+ policies is influenced by existing powerful actors; institutional frameworks rely on champions rather than structural processes **Operational:** phase 1 of the readiness process takes longer than expected	

Outcome	Indicators	Baseline	Target	Means of Verification	Risks	Assumptions
Outcome 3: Indigenous Peoples, local communities, civil society organizations and other stakeholders participate effectively in national and international REDD+ decision making, strategy development and implementation	1. Number of Indigenous Peoples, local communities and civil society organization stakeholders represented in REDD+ decision making, strategy development and implementation at the national and international level 2. Number of consultation processes underway for national readiness and REDD+ activities 3. Number of countries with systems established to provide effective recourse to stakeholders who are impacted by readiness and REDD+ activities 4. Number of countries that seek free, prior and informed consent (FPIC) of Indigenous Peoples and local communities before implementation of readiness or REDD+ activities that impact their territories, resources, livelihoods or cultural identity.	1. Regional representation of IPs and CSOs in the UN-REDD Policy Board has been secured. National–level representation of IP and CSO stakeholders is mentioned in the NPDs of some UN-REDD countries, and has been implemented. 2. Consultations with IP and CSO stakeholders have been held (i) internationally to develop the UN-REDD Programme Operational Guidance on Stakeholder Engagement; and (ii) in all three regions for the development of FPIC guidelines. 3. Currently there are no countries with REDD+ recourse systems established; activities towards the development of such systems are mentioned in the NPDs of some UN-REDD countries. 4. Only very preliminary FPIC activities are being	1. Indigenous Peoples local communities and civil society organization stakeholders represented in REDD+ decision-making bodies and involved in the design, implementation and evaluation of REDD+ activities in countries receiving direct support from the UN-REDD Programme. 2. Indigenous local communities and civil society organization stakeholders meaningfully consulted at national and provincial levels on the development of REDD+ strategies and the implementation of activities. 3. Provisions for recourse in place in countries receiving direct support from the UN-REDD Programme. 4. The right to FPIC upheld in UN-REDD Programme activities in countries receiving direct support from the UN-REDD Programme, in accordance with the joint Guidelines on Stakeholder	• Minutes and lists of participants for key national and international REDD+ meetings • Documentation/reports of verified national level consultation processes for national readiness and REDD+ implementation activities • Documentation of: arrangements for recourse mechanism; minutes of mediation; decisions; and recourse arrangements • Documentation of FPIC processes and decisions • Documentation from National REDD+ Programmes and National REDD+ Strategies, including consultation and participation strategies • Survey to gauge stakeholder perceptions	Countries fail to adhere to the standards outlined in the joint Guidelines on Stakeholder Engagement in REDD+ Readiness Indigenous Peoples local communities and civil society organization stakeholders refuse to participate in or oppose/disrupt REDD+ readiness and REDD+ implementation activities	National governments will be willing to engage meaningfully with Indigenous Peoples and civil society stakeholders as per national and international rights-based instruments The majority of key Indigenous Peoples and civil society stakeholders will continue to engage with UN-REDD Programme activities

Outcome	Indicators	Baseline	Target	Means of Verification	Risks	Assumptions
	5. Number of countries implementing an approach to REDD+ stakeholder engagement that is harmonized across UN-REDD, FCPF and FIP	conducted in some UN-REDD countries (e.g., pilot FPIC process in Viet Nam; FPIC Policy being developed in Indonesia). 5. Joint guidelines to support a harmonized approach to stakeholder engagement between UN-REDD and FCPF have been developed but not yet operationalized or implemented.	Engagement in REDD+ Readiness. 5. Stakeholder engagement standards presented in the joint Guidelines on Stakeholder Engagement in REDD+ Readiness upheld in UN-REDD Programme countries			

Outcome	Indicators	Baseline	Target	Means of Verification	Risks	Assumptions
4. Multiple benefits of forests are promoted and realized in REDD+ strategies and actions	1. Number of countries adopting safeguard standards for ecosystem services and livelihood benefits 2. Number of countries adopting multiple benefit decision tool kits	1. 0 countries. 2. 0 countries	• By 2015 at least ten (10) UN-REDD partner countries have adopted safeguard standards • At least ten (10) countries with multiple benefit tool kits	• Published regulations and other policy documents • Training reports related to tool-kits	• Non-market , benefits of forests are ignored, despite their critical economic and ecological importance • Land-use and forest management decision making remains narrowly sectoral	• While all REDD+ countries have recognized that forests deliver more benefits than carbon sequestration, no country has a REDD+ strategy that includes explicit measures to assure the flow of multiple benefits from forests under REDD+ • Future negotiations on REDD+ continue to recognize that forests under REDD+ need to deliver multiple benefits • Payments for forest ecosystem services receive more attention
Outcome 5: National systems for transparent, equitable, credible and accountable management of REDD+ funding are strengthened	• Number of UN-REDD countries receiving performance-based payments • Proportion of UN-REDD countries receiving performance-based payments through national entities • Proportion of UN-	As at 2011, only one agreement has been reached to provide performance-based payments to a UN-REDD country – Indonesia – however UN-REDD did not significantly affect the decision. (Guyana and Tanzania reached agreements before	By 2015, at least 5 UN-REDD countries are receiving performance-based payments. By 2015, the TEAM systems developed by the UN-REDD Programme are acknowledged by investors/donors as being a factor in their decision	• Announcements and/or publicly available copies of performance-based payment agreements • Surveys of investors/donors	• ***Political*** : Lack of consensus on appropriate fiduciary standards ***Political*** : lack of political will and backing; • ***Regulatory :*** burdensome systems and red tape	The impact of UN-REDD on payment decisions can be determined and attributed The need to attract international investors will dampen any tendency towards a race to the bottom in fiduciary systems

Outcome	Indicators	Baseline	Target	Means of Verification	Risks	Assumptions
	REDD countries that initially received performance-based payments through UN agencies graduating to receiving payments through a national entity	becoming UN-REDD countries)	to provide performance-based payments to at least 3 countries		•***Social:*** Guidance fails to address existing power structures that end up replicated and lead to elite capture ***Social*** : lack of trust among different actors ; ***Social :*** gender inequalities deeply rooted and difficult to change at a sufficient pace ***Systemic*** : pervasive corruption at all levels prove too difficult to address through REDD+ interventions	Governments will understand the benefits of equitable benefit distribution The UN is able to demonstrate its added value at the country-level in terms of supporting countries with their national systems

Outcome	Indicators	Baseline	Target	Means of Verification	Risks	Assumptions
6. REDD+ strategies and related investments effectively catalyze shifts to green economies	1. Number of national or sub-national development strategies that recognize REDD+ based investments as a means for transformation 2. Number of investment agreements that are based on forest multiple benefit investment options	1. 0 development strategies 2. 0 agreements	• By 2015, three (3) UN-REDD strategies recognize REDD+ based investments • At least three investment agreements are explicitly based on multiple benefit investment options	• Relevant policy instruments, strategies and plans • Investment agreements (FIP, MDBs, bilateral investors, etc.)	• Economic or ecological shocks force the search for short term coping solutions, rather than long term solutions for development, mitigation and adaptation. • National investment plans are narrowly sectoral and continue to ignore 'externalities' • Best evidence and practice related to the use of discount rates continues to be ignored • Political economy of destructive forest uses remains unchanged	• In 2011 a number of countries have identified 'low carbon development' trajectories or 'green economy' goals, less than five of these have explicitly linked such outcomes to a pivotal role for REDD+ and none of them have spelled out a strategy that would use REDD+ in such a role • REDD+ continues to be a viable instrument for investments in climate change mitigation. and generates a significant level of public sector funding
Outcome 7: UN-REDD Programme knowledge is developed managed, analyzed and shared to support REDD+ efforts at all levels	Number of (a) hits on website and (b) workspace users Number of strategic KM products Number of workshops and events dealing	(a) Xx Website hits, (b) Xx workspace users Newsletter, technical papers and some communication materials developed 2 Year in Review publications	By 2015, the Programme is a key source and hub of knowledge through diverse media and means both at the strategic and operational levels. - Increased number of KM products	Unredd.net and un-redd.org. KM audit and strategy Feedback by Policy Board members and partners	• Breaches in confidentiality due to online hacking of internal information on unredd.net • Online systems crashing or outages due to lack	• The Secretariat is allocated sufficient funding and staff • Resources to coordinate the activities of this outcome on behalf of the agencies.

Outcome	Indicators	Baseline	Target	Means of Verification	Risks	Assumptions
	with lessons learned, south-south cooperation and exchange of experience facilitated	- 1 s/s workshop - a dozen workshops and events dealing specifically with lessons learned	- 5 YIRs - to be increased, on demand UN-REDD Programme achievements understood and visible More streamlined and coordinated KM products		of bandwidth from service providers	• Staff at all operational levels are complying with and contributing to agreed upon KM systems (i.e./inputting required information into KM systems)
Outcome 8: Timely and effective UN-REDD Programme Secretariat services provided to the UN-REDD partner countries, Policy Board and the UN agencies	Successful Policy Board meetings twice a year Effective oversight of the national and global Programmes, resource mobilization and knowledge management	2 meetings per year Programme documents produced timely Monitoring tools developed and used Programme reviewed and evaluated periodically	2 meetings per year Programme documents produced timely Monitoring tools improved and used Internal Programme evaluation carried out by 2011 External Programme evaluation in 2013	Website PB reports Programme outputs Project tracker Reviews and evaluations	Limited staff resources, decreasing donor base and increasing tasks may challenge the delivery Shifts in external environment and potential over expectations including in UNFCCC negotiations and Policy Board	Timely outputs, and contributions – ultimately - to the efforts by countries in building their capacity on REDD+ Quality services provided to the PB, partner countries, three agencies, and collaboration enhanced with other partners.

Annex 3. Results Framework

OVERVIEW: 2011-2013 RESOURCE PLANNING

IMPACT: REDD+ is being implemented by countries, a common agreement/system is in place within the UNFCCC legal framework and sufficient capacity is established at all levels for the implementation of the results-based actions.		Year 1					Year 2					Year 3						
WORK AREA	OUTCOME	FAO	UNDP	UNEP	Total	% of total budget	FAO	UNDP	UNEP	Total	% of total budget	FAO	UNDP	UNEP	Total	% of total budget	Total	Total work area / total budget (%)
1. MRV and monitoring	REDD+ countries have systems and capacities to develop and implement MRV and monitoring	7,104,800	315,650	144,450	7,564,900	32%	7,147,600	171,200	139,100	7,457,900	30%	6,965,700	-	123,050	7,088,750	30%	22,111,550	31%
2. National REDD+ governance	systems are developed that are country-owned and consistent with the safeguards set out in Annex I of the UNFCCC Cancun Agreements and any guidance developed by SBSTA	1,123,500	2,249,481	-	3,372,981	14%	1,123,500	2,383,231	-	3,506,731	14%	1,123,500	2,495,578	-	3,619,078	15%	10,498,791	15%
3. Stakeholder engagement	Indigenous Peoples, local communities, civil society organizations and other stakeholders participate effectively in national and international REDD+ decision making, strategy development and implementation	-	1,862,029	288,900	2,150,929	9%	-	1,862,029	348,820	2,210,849	9%	-	1,776,429	291,361	2,067,790	9%	6,429,568	9%
4. Multiple benefits	Multiple benefits of forests are promoted and realised in REDD+ strategies and actions	214,000	1,446,623	2,514,500	4,175,123	18%	214,000	1,457,323	2,942,500	4,613,823	19%	214,000	1,393,123	2,889,000	4,496,123	19%	13,285,069	18%
5. Transparent, equitable and accountable management of REDD+ payments	National systems for transparent, equitable, credible and accountable management of REDD+ funding are strengthened	214,000	2,183,685	-	2,397,685	10%	214,000	1,850,915	-	2,064,915	8%	214,000	1,745,706	-	1,959,706	8%	6,422,306	9%
6. REDD+ catalysation of green economy	REDD+ strategies and related investments effectively catalyze shifts to green economies	214,000	107,000	3,028,100	3,349,100	14%	214,000	500,520	3,220,700	3,935,220	16%	214,000	500,520	3,103,000	3,817,520	16%	11,101,841	15%
7. Knowledge management & dissemination	UN-REDD Programme knowledge is developed managed, analyzed and shared to support REDD+ efforts at all levels	494,875	181,900	80,250	757,025	3%	494,875	181,900	84,263	761,038	3%	494,875	181,900	88,476	765,251	3%	2,283,314	3%
8. Secretariat services	Timely and effective UN-REDD Programme Secretariat services provided to the UN-REDD partner countries, Policy Board and the UN agencies	486,546	646,735	1,436,180	2,569,461		638,342	732,476	1,980,872	3,351,690		643,157	946,866	2,013,751	3,603,774		9,524,925	
Grand Total		9,851,721	8,993,103	7,492,380	26,337,204		10,046,317	9,139,594	8,716,255	27,902,166		9,869,232	9,040,122	8,508,638	27,417,993		81,657,363	

CONSOLIDATED 2011-2013 WORK PLAN						
Expected Outputs	**Indicative Activities**	**Responsible Agency**	**YEAR 1**	**YEAR 2**	**YEAR 3**	**Total**
			Indicative Resource allocation			
Outcome 1: REDD+ countries have systems and capacities to develop and implement MRV and monitoring						
Output 1.1. Monitoring framework	Review of monitoring guidelines and lessons learnt in REDD+ pilot countries. Incorporating REDD+ monitoring requirements with broader monitoring needs for sustainable development Recommendations on governance of national monitoring systems Development of a REDD+ Monitoring Framework	FAO	700,000	700,000	700,000	2,100,000
Total programme cost			700,000	700,000	700,000	2,100,000
7% indirect cost			49,000	49,000	49,000	147,000
sub-total			749,000	749,000	749,000	2,247,000
Output 1.2. Evidence base and systematic reviews of monitoring methods	Systematic reviews of monitoring methods Science advisory panel for review of monitoring approaches	FAO	600,000	600,000	600,000	1,800,000
Total programme cost			600,000	600,000	600,000	1,800,000
7% indirect cost			42,000	42,000	42,000	126,000
sub-total			642,000	642,000	642,000	1,926,000
Output 1.3. Education and capacity development	Training courses in forest and natural resources monitoring Support to the CD-REDD process to develop the Green House Gases Inventories	FAO	900,000	900,000	900,000	2,700,000
Total programme cost			900,000	900,000	900,000	2,700,000
7% indirect cost			63,000	63,000	63,000	189,000
sub-total			963,000	963,000	963,000	2,889,000
Output 1.3 Cont'd	Capacity building to assists Non Annex I Parties to the UNFCCC in preparing their National Communications and their National GHGs Inventory, incl. coordination with relevant climate change related initiatives on national and regional level	UNDP	295,000	160,000		455,000
Total programme cost			295,000	160,000		455,000
7% indirect cost			20,650	11,200		31,850

sub-total			315,650	171,200		486,850
Output 1.4. Tools and methods for MRV and Monitoring	Remote sensing data supply and applications for data processing and analysis	FAO	1,340,000	1,140,000	940,000	3,420,000
	Development of methodologies for National Forest inventories and monitoring of forest operations					
	Development of tools to support the compilation of national GHGs inventories in collaboration with international entities					
Total programme cost			1,340,000	1,140,000	940,000	3,420,000
7% indirect cost			93,800	79,800	65,800	239,400
sub-total			1,433,800	1,219,800	1,005,800	3,659,400
Output 1.4. Cont'd	Integration of multiple benefits tracking & monitoring tools into monitoring framework (including those related to environmenntal standards)	UNEP	135,000	130,000	115,000	380,000
Total programme cost			135,000.00	130,000.00	115,000.00	380,000
7% indirect cost			9,450.00	9,100.00	8,050.00	26,600.00
sub-total			144,450.00	139,100.00	123,050.00	406,600.00
Output 1.5. Technical support to country-level implementation	Build critical mass and methodological consistency across countries	FAO				
	National-level methodology development					
	National-level capacity development					
	National-level training courses		3,100,000	3,340,000	3,370,000	9,810,000
Total programme cost			3,100,000	3,340,000	3,370,000	9,810,000
7% indirect cost			217,000	233,800	235,900	686,700
sub-total			3,317,000	3,573,800	3,605,900	10,496,700
Outcome Total			7,564,900	7,457,900	7,088,750	22,111,550

Outcome 2: Inclusiveness and effectiveness in national REDD+ governance increased		Responsible Agency	Indicative Resource allocation			
Expected Outputs	**Indicative Activities**		**YEAR 1**	**YEAR 2**	**YEAR 3**	**Total**
Output 2.1. Nationally owned, credible and inclusive systems of collecting governance data and assessments, recognised by UNFCCC guidance	Participatory governance assessments for REDD+ Knowledge generation and sharing Technical and policy support to countries	UNDP	1,131,773	1,391,773	1,396,772	3,920,318
Total programme cost			1,131,773	1,391,773	1,396,772	3,920,318
7% indirect cost			79,224	97,424	97,774	274,422
sub-total			1,210,997	1,489,197	1,494,546	4,194,740
Output 2.2. Strengthened frameworks for implementing REDD+ policies and measures	Best practice guidance on transparent and accountable institutional, legal and regulatory arrangements Guidance on clear resource rights structures Support to integration of REDD+ policies in broader forest governance agendas Training and tools for REDD+ governance policy reform Support to integration of REDD+ strategies into low carbon, climate resilient development planning Coordination and policy advice to countries	UNDP	438,773	388,773	518,772	1,346,318
Total programme cost			438,773	388,773	518,772	1,346,318
7% indirect cost			30,714	27,214	36,314	94,242
sub-total			469,487	415,987	555,086	1,440,560
Output 2.3. Strengthened systems for adressing and respecting safeguards [as per 71(d) of Cancun Agreements]	Guidance on recourse and redress systems Practical guidance to support inclusive and consistent Knowledge products Policy and technical back stopping to countries	UNDP	531,773	446,773	416,772	1,395,318
Total programme cost			531,773	446,773	416,772	1,395,318
7% indirect cost			37,224	31,274	29,174	97,672
sub-total			568,997	478,047	445,946	1,492,990
Output 2.4. Monitoring and information needs on REDD+ governance	Development and piloting of guidance framework on monitoring REDD+ Governance Guiding documents, consultations and assessment of legal preparedness for REDD+	FAO	600,000	600,000	600,000	1,800,000
Total programme cost			600,000	600,000	600,000	1,800,000
7% indirect cost			42,000	42,000	42,000	126,000
sub-total			642,000	642,000	642,000	1,926,000
Output 2.5. Land Tenure for REDD+	Land tenure for REDD+ Support to REDD+ through the National Forest Programme Facility (NFP Facility)	FAO	450,000	450,000	450,000	1,350,000
Total programme cost			450,000	450,000	450,000	1,350,000
7% indirect cost			31,500	31,500	31,500	94,500
sub-total			481,500	481,500	481,500	1,444,500
Outcome total			3,372,981	3,506,731	3,619,078	10,498,791

Outcome 3: Indigenous Peoples, civil society and other stakeholders participate effectively in national and international REDD+ decision making, strategy development and implementation		Responsible Agency	Indicative Resource allocation			
Expected Outputs	**Indicative Activities**		**YEAR 1**	**YEAR 2**	**YEAR 3**	**Total**
Output 3.1 Indigenous Peoples, local communities, civil society organizations, and other relevant stakeholders are informed of national and international REDD+ processes, policies and activities.	Support UN-REDD Country Teams/National Programmes to inform IP, local communities and civil society stakeholders on REDD+	UNDP				
	Document, analyze and synthesize best practice and lessons learned in stakeholder engagement					
	Communicate best practice, lessons learned, and UN-REDD Programme positions and progress on IP, local community and civil society participation to stakeholders, partners and donors					
	Facilitate South-South experience and knowledge exchange for IP, local communities and civil society stakeholders					
	Coordinate efforts in stakeholder engagement with other multi-lateral REDD+ initiatives and CSO partners					
	Support IP and CSO Policy Board members to ensure IPs, local communities and civil society are informed of, and their opinions are fed back into, UN-REDD Programme activities, procedures and decisions					
			332,967	352,967	352,967	1,038,901
Total programme cost			332,967	352,967	352,967	1,038,901
7% indirect cost			23,308	24,708	24,708	72,723
Sub-total			356,275	377,675	377,675	1,111,624
Output 3.2 Principles, guidelines and procedures for stakeholder engagement in national and international REDD+ processes developed through inclusive consultation	Develop principles, guidelines and procedures to address stakeholder engagement needs (e.g., FPIC, recourse,	UNDP				-
	Develop and disseminate associated tools, methodologies and materials to support the application of these principles, guidelines and procedures					-
						-
						-
			342,967	342,967	322,967	1,008,901
Total programme cost			342,967	342,967	322,967	1,008,901
7% indirect cost			24,008	24,008	22,608	70,623
Sub-total			366,975	366,975	345,575	1,079,524
Output 3.3 Support for the implementation of effective stakeholder engagement practices and guidelines in REDD+ countries	Technical support to countries (government; UN-REDD National Programmes and staff; country office staff; IP and civil society representatives) to integrate principles,	UNDP				-
	Develop incentives for implementing principles, guidelines and procedures					-
	Establish monitoring and evaluation systems to track the implementation of these principles, guidelines and procedures					-
	Support the development and application of recourse mechanisms to ensure effective and appropriate grievance and complaint channels					-
			682,140	602,140	522,140	1,806,420
Total programme cost			682,140	602,140	522,140	1,806,420
7% indirect cost			47,750	42,150	36,550	126,449
Sub-total			729,890	644,290	558,690	1,932,869

Output 3.4 Stakeholders are supported to engage in and influence national and international REDD+ processes	Support targeted training and capacity building of IP, local community and civil society stakeholders on REDD+ and rights (e.g., FPIC, UNDRIP, IP rights, negotiation, legal training etc.	UNDP				-
	Support IP, local community and civil society stakeholders' participation in regional and international REDD+ processes (e.g., CBD, UNFCCC, UNPFII, UN-REDD meetings etc.)					-
	Facilitate stakeholder consultations to support collaboration and information exchange.					-
			382,140	442,140	462,140	1,286,420
Total programme cost			382,140	442,140	462,140	1,286,420
7% indirect cost			26,750	30,950	32,350	90,049
Sub-total			408,890	473,090	494,490	1,376,469
Output 3.5 Reaching out to other stakeholders, especially the private sector, to ensure their voice in developing REDD+ as a transformative	Public-private policy dialogue at both international and national levels on mobilising private REDD investment	UNEP	50,000	100,000	40,000	190,000
	Stakeholder consultation at national level (in conjunction with 3.1 & 3.2) on implications of scenarios for transformation		120,000	126,000	132,300	378,300
	Tracking tool for private sector engagement (including investments by private financial insitutions) in REDD+ based catalysation of green economy		80,000	80,000	80,000	240,000
	Capacity Building		20,000	20,000	20,000	60,000
Total programme cost			270,000	326,000	272,300	868,300
7% indirect cost			18,900	22,820	19,061	60,781
Sub-total			288,900	348,820	291,361	929,081
Outcome total			2,150,929	2,210,849	2,067,790	6,429,568

Outcome 4: Multiple benefits of forests are realized and safeguarded in REDD+ strategies and actions		Responsible Agency	Indicative Resource allocation			
Expected Outputs	**Indicative Activities**		**YEAR 1**	**YEAR 2**	**YEAR 3**	**Total**
Output 4.1. Environmental and social safeguards and principles for forests under REDD+ (Environmental safeguards)	Environmental safeguards: Global - (tools, methods and guidelines to encourage the capture of multiple benefits and applying relevant safeguards developed and implementation supported)	UNEP	210,000	290,000	110,000	610,000
	Environmental safeguards. National tests in 2 countries					
Total programme cost			210,000	290,000	110,000	610,000
7% indirect cost			14,700	20,300	7,700	42,700
sub-total			224,700	310,300	117,700	652,700
Output 4.1. Cont'd (Social safeguards)	Finalize social safeguard principles, criteria, and indicators, develop complementary framework for assessing magnitude of positive impact on social benefits.	UNDP				
	Develop toolkit & guidelines for safeguard principles and social benefit impact assessment.					
	Coordinate safeguards and multiple benefits approach with other multi-lateral REDD+ initiatives					
	Develop knowledge products to share lessons learned and good practice with REDD+ countries and partner institutions		453,455	413,455	403,455	1,270,365
Total programme cost			453,455	413,455	403,455	1,270,365
7% indirect cost			31,742	28,942	28,242	88,926
Sub-total			485,197	442,397	431,697	1,359,291
Output 4.2. Approaches to monitoring the ecosystem-based multiple benefits of forests under REDD+	Development & testing of monitoring systems	UNEP	380,000	500,000	550,000	1,430,000
	Tracker tool					
Total programme cost			380,000	500,000	550,000	1,430,000
7% indirect cost			26,600	35,000	38,500	100,100
sub-total			406,600	535,000	588,500	1,530,100
Output 4.2. Cont'd	Review methodologies and policy analysis involving multiple forest management objectives	FAO				
	Case studies		200,000	200,000	200,000	600,000
Total programme cost			200,000	200,000	200,000	600,000
7% indirect cost			14,000	14,000	14,000	42,000

Sub-total			214,000	214,000	214,000	642,000
Output 4.3. Tools, methods and guidance to encourage the capture of multiple benefits	Multiple benefits of forests and REDD+ in deforestation hotspots					
	Mangrove forests and REDD+					
	Forest conservation and REDD	UNEP	650,000	710,000	730,000	2,090,000
Total programme cost			650,000	710,000	730,000	2,090,000
7% indirect cost			45,500	49,700	51,100	146,300
sub-total			695,500	759,700	781,100	2,236,300
Output 4.4. Capacity building, technical support and convening on ensuring and safeguarding ecosystem-based multiple benefits	Capacity building					
	Technical support					
	Convening	UNEP	1,110,000	1,250,000	1,310,000	3,670,000
Total programme cost			1,110,000	1,250,000	1,310,000	3,670,000
7% indirect cost			77,700	87,500	91,700	256,900
Sub-total			1,187,700	1,337,500	1,401,700	3,926,900
Output 4.4. Cont'd. Capacity building and technical assistance on social impacts and benefits	Training workshops for regional/national practitioners to implement safeguard and multiple benefits tools and guidance.					
	Support to national REDD+ multi-stakeholder processes to integrate social principles risk assessment and multiple benefits impact assessment into wide stakeholder engagement and governance capacity building processes.	UNDP				
	Support implementation of safeguard principles and social benefit impact assessment in REDD+ countries					
	Document lessons learned and good practice in ensuring social principles are upheld and multiple benefits are delivered as part of REDD+ programming		898,529	948,529	898,529	2,745,587
Total programme cost			898,529	948,529	898,529	2,745,587
7% indirect cost			62,897	66,397	62,897	192,191
sub-total			961,426	1,014,926	961,426	2,937,778
Outcome total			4,175,123	4,613,823	4,496,123	13,285,069

Outcome 5: Transparent, equitable and accountable management of REDD+ payments		Responsible Agency	Indicative Resource allocation			
Expected Outputs	**Indicative Activities**		**YEAR 1**	**YEAR 2**	**YEAR 3**	**Total**
Output 5.1. National fiduciary systems are ready for performance based payments and trusted by international investors	Capacity building for fiduciary standards for receiving and disbursement of funds	UNDP				
	Trainings on budget oversight and monitoring					
	Knowledge, coordination and support to National Programmes		366,472	241,472	296,472	904,416
Total programme cost			366,472	241,472	296,472	904,416
7% indirect cost			25,653	16,903	20,753	63,309
Sub-total			392,125	258,375	317,225	967,725
Output 5.1. Cont'd	Develop synergies with existing transaction systems in the agriculture and other sectors to ensure low transaction costs for redd+ payments	FAO				
	Analysis for using aggregated payments and performance proxies		200,000	200,000	200,000	600,000
Total programme cost			200,000	200,000	200,000	600,000
7% indirect cost			14,000	14,000	14,000	42,000
Sub-total			214,000	214,000	214,000	642,000
Output 5.2. Transparent, equitable and accountable benfit distribution systems are designed and implemented	Guidance on institutional frameworks	UNDP				
	Materials on carbon rights allocation and rules					
	Technical and policy support to apply guidance in UN-REDD Programme partner countries		286,273	311,273	281,947	879,493
Total programme cost			286,273	311,273	281,947	879,493
7% indirect cost			20,039	21,789	19,736	61,565
Sub-total			306,312	333,062	301,683	941,058
Output 5.3. Corruption risks in REDD+ are prevented	Guidance on identifying and prioritizing corruption risks in national contexts	UNDP				
	Training of REDD+ National counterparts					
	Guidance to Anti-corruption commissions for engagement in REDD+					
	Capacity-building and support for CSOs engaged in monitoring corruption in REDD+ activities					
	Guidance for involving local governance institutions in anti corruption activities					
	Guidance and support to legal and regulatory frameworks and instruments to combat corruption in REDD+					
	Coordination and engagement with Global and Regional anti corruption Processes on REDD+					
	Policy and technical advice to National Programmes		843,472	767,472	618,472	2,229,416
Total programme cost			843,472	767,472	618,472	2,229,416
7% indirect cost			59,043	53,723	43,293	156,059

Sub-total			902,515	821,195	661,765	2,385,475
Output 5.4. Capacity for addressing livelihoods and poverty and social impact strengthened	Guidance for measuring poverty and social impacts Guidance on REDD+ contribution to inclusive development outcomes and social protection Knowledge products and regional coordination Policy and technical advice to partner countries	UNDP	287,305	197,305	252,305	736,915
Total programme cost			287,305	197,305	252,305	736,915
7% indirect cost			20,111	13,811	17,661	51,584
Sub-total			307,416	211,116	269,966	788,499
Output 5.5. Women's participation in national REDD+ systems is strengthened	Guidance on corruption impacts on women and other vulnerable groups Guidance on Gender in BDS Integration of Gender issues into existing guidelines for the UN-REDD Programme Expert support to partner countries	UNDP	**257,305**	**212,305**	**182,305**	651,915
Total programme cost			257,305	212,305	182,305	651,915
7% indirect cost			18,011	14,861	12,761	45,634
Sub-total			275,316	227,166	195,066	697,549
Outcome total			2,397,685	2,064,915	1,959,706	6,422,306
Outcome 6: Green economy transformation processes catalysed as a result of REDD+ strategies and investments		**Responsible Agency**	**Indicative Resource allocation**			
Expected Outputs	**Indicative Activities**		**YEAR 1**	**YEAR 2**	**YEAR 3**	**Total**
Output 6.1. Making the case for the catalytic role of REDD+ in a green economy transformation	Syntheses of global best practices Case studies demonstrating opportunities for green growth	UNEP	550,000	560,000	400,000	1,510,000
Total programme cost			550,000	560,000	400,000	1,510,000
7% indirect cost			38,500	39,200	28,000	105,700
Sub-total			588,500	599,200	428,000	1,615,700
Output 6.2. Assembling the knowledge and tools to support a catalytic role for REDD+	Workshops on tools to support a catalytic role for REDD+ Identifying existing knowledge, tools and capacities as well as gaps	UNEP	540,000	680,000	680,000	1,900,000
Total programme cost			540,000	680,000	680,000	1,900,000
7% indirect cost			37,800	47,600	47,600	133,000

Sub-total			577,800	727,600	727,600	2,033,000
Output 6.3. Development of scenarios and investment options	Report, interactive web-based materials and teaching and learning products, on using scenarios as a means for achieving green economy transitions Workshops and other support at country level for the development of scenarios and investment packages for usi	UNEP	550,000	580,000	620,000	1,750,000
Total programme cost			550,000	580,000	620,000	1,750,000
7% indirect cost			38,500	40,600	43,400	122,500
Sub-total			588,500	620,600	663,400	1,872,500
Output 6.3. Cont'd	Advice on synergies with CLIMATE SMART AGRICULTURE for REDD+ and NAMAS	FAO	200,000	200,000	200,000	600,000
Total programme cost			200,000	200,000	200,000	600,000
7% indirect cost			14,000	14,000	14,000	42,000
Sub-total			214,000	214,000	214,000	642,000
Output 6.4. UN-REDD-support transformation is integrated into national development planning and other relevant processes	Coordination and support at the national level	UNDP				
	Policy advice at national and regional levels					
	Coordination with the Terretorial Approach to Climate Change (TACC) and low-carbon, climate-resilient development planning		100,000	467,776	467,776	1,035,552
Total programme cost			100,000	467,776	467,776	1,035,552
7% indirect cost			7,000	32,744	32,744	72,489
Sub-total			107,000	500,520	500,520	1,108,041
Output 6.5. Capacity building and technical support to support REDD+ as a catalyst of the green economy	Capacity Building Technical Support	UNEP	1,190,000	1,190,000	1,200,000	3,580,000
Total programme cost			1,190,000	1,190,000	1,200,000	3,580,000
7% indirect cost			83,300	83,300	84,000	250,600
Sub-total			1,273,300	1,273,300	1,284,000	3,830,600
Outcome total			3,349,100	3,935,220	3,817,520	11,101,841

Outcome 7: UN-REDD Programme knowledge developed and shared timely and effectively		Responsible Agency	Indicative Resource allocation			
Expected Outputs	**Indicative Activities**		**YEAR 1**	**YEAR 2**	**YEAR 3**	**Total**
Output 7.1. Current KM systems improved and new systems developed	Effective communication of results and outputs	ALL				
	Gather information on communities of practice					
	Databases and information management					
	Annual knowledge exchange meetings for regional teams		462,500	462,500	462,500	1,387,500
Total programme cost			462,500	462,500	462,500	1,387,500
7% indirect cost			32,375	32,375	32,375	97,125
Sub-total			494,875	494,875	494,875	1,484,625
Output 7.2. Strategic KM products and services developed and managed at various operational levels	Convene regional information exchange workshops for teams in partner countries exchange on readiness components	ALL				
	Facilitate online communities of practice					
	Produce, print and disseminate 1 lessons learned series per region					
	Facilitate and support regional discussion forum		170,000	170,000	170,000	510,000
Total programme cost			170,000	170,000	170,000	510,000
7% indirect cost			11,900	11,900	11,900	35,700
Sub-total			181,900	181,900	181,900	545,700
Output 7.3. Strategic KM products externally communicated when appropriate to position the Programme as leader in the REDD+ space	Maintain and enhance online knowledge platform that responds to global and regional needs	ALL	75,000	78,750	82,688	236,438
Total programme cost			75,000	78,750	82,688	236,438
7% indirect cost			5,250	5,513	5,788	16,551
Sub-total			80,250	84,263	88,476	252,989
Outcome total			757,025	761,038	765,251	2,283,314

Outcome 8: Timely and effective UN-REDD Programme Secretariat services provided to the UN-REDD partner countries, Policy Board and the UN agencies		Responsible Agency	Indicative Resource allocation			
Expected Outputs	**Indicative Activities**		**YEAR 1**	**YEAR 2**	**YEAR 3**	**Total**
Output 8.1. Overall coordination and strategic planning provided for improved interagency and partner collaboration	Facilitate interagency coordination and communications	ALL				
	Operationalize the Programme Strategy, including developing a UN-REDD Programme Strategic Alignment					
	Provide UN-REDD inputs and ensure coordinated approaches with other initiatives including UNFCCC, FCPF, FIP, UNFF, ITTO, GEF and othe key partners					
	Mobilize resources					
	Coordinate the reviews and evaluations of the UN-REDD Programme		497,688	657,808	707,283	1,862,779
Total programme cost			497,688	657,808	707,283	1,862,779
7% indirect cost			34,838	46,047	49,510	130,395
Sub-total			532,526	703,855	756,793	1,993,174
Output 8.2. National Programmes coordinated to ensure the effective delivery of the Programme	Prepare NP documentation including submission forms for the Policy Board	ALL				
	Coordinate and liase with partner countries of the Programme					
	2.3 Coordinate agencies support for NP development, implementation and monitoring, including the internal NP working group					
	Coordinate the revision of criteria, forms, templates, submission forms, and the review process (agencies, secretariat and independent technical review) for NPs					
	Develop and help implement the NP implementation guidelines for assessing impact		371,715	469,863	505,202	1,346,780
Total programme cost			371,715	469,863	505,202	1,346,780
7% indirect cost			26,020	32,890	35,364	94,275
Sub-total			397,735	502,754	540,566	1,441,055
Output 8.3. Global Programme coordinated to ensure the effective delivery of the Programme	Coordinate agencies support for GP development	ALL				
	Contribute to workshops on methodological guidance and lessons learned					
	Prepare GP documentation including submission forms for the Policy Board					
	Develop and hep implement the GP Five Year Framework Document		320,595	407,215	437,842	1,165,651
Total programme cost			320,595	407,215	437,842	1,165,651
7% indirect cost			22,442	28,505	30,649	81,596

Sub-total			343,037	435,720	468,491	1,247,247
Output 8.4. Policy Board (PB) has procedures and competencies to effectively make decisions	Prepare documentation and report	ALL				
	Liaise with members, observers and co-chairs					
	Coordinate logistics for two Policy Board meetings per year					
	Logistics and travel support to PB members		705,282	783,105	842,003	2,330,391
Total programme cost			705,282	783,105	842,003	2,330,391
7% indirect cost			49,370	54,817	58,940	163,127
Sub-total			754,652	837,923	900,943	2,493,518
Output 8.5. Programme's results and knowledge are shared in a timely and compelling manner with external and internal audiences	Prepare and implement Communication and events plan	ALL				
	Coordinate support and organization of UN-REDD events					
	Coordinate the development and implementataion of of a longer-term Knowledge management and communications strategy		294,023	407,215	437,842	1,139,079
Total programme cost			294,023	407,215	437,842	1,139,079
7% indirect cost			20,582	28,505	30,649	79,736
Sub-total			314,605	435,720	468,491	1,218,815
Output 8.6. The UN-REDD Programme is monitored and evaluated and additional resources mobilized towards meeting the five year funding target	Develop Programme budget and work plan	ALL				
	Coordinate financial monitoring and evaluation of the programme, including inputs to the annual and semi-annual MDTF reports					
	Maintenance and operations of the Project Tracker					
	Develop and implement a result-based monitoring framework for the UN-REDD Programme					
	Coordinate the process of approval and monitoring Tier 2 funding projects		212,062	407,215	437,842	1,057,118
Total programme cost			212,062	407,215	437,842	1,057,118
7% indirect cost			14,844	28,505	30,649	73,998
Sub-total			226,906	435,720	468,491	1,131,117
Outcome total			**2,569,461**	**3,351,690**	**3,603,774**	**9,524,925**
Grand Total			**26,337,204**	**27,902,166**	**27,417,992**	**81,657,362**