

The UN-REDD Programme Strategy 2011-2015



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Acronyms

CBD – Convention on Biological Diversity
CBFF – Congo Basin Forest Fund
CCBA – Climate, Community and Biodiversity Alliance
CG – Coordination Group of the UN-REDD Programme
CSO – Civil Society Organization
COP – Conference of the Parties, United Nations Climate Change Conference
DRC – Democratic Republic of the Congo
FAO – Food and Agriculture Organization of the United Nations
FCPF – Forest Carbon Partnership Facility
FCPF FMT – The Facility Management Team of the Forest Carbon Partnership Facility
FIP – Forest Investment Program
FPIC – Free, Prior and Informed Consent
GEF – Global Environment Facility
GEO – Group on Earth Observation
GGCA – Global Gender and Climate Alliance GHG – greenhouse gases
HACT – Harmonized Approach to Cash Transfers
IDESAM - Instituto de Conservação e Desenvolvimento Sustentável do Amazonas
INPE – National Institute of Space Research, Brazil
IPCC – Intergovernmental Panel on Climate Change
IP/CSO – Indigenous Peoples and Civil Society Organizations
ITTO – The International Tropical Timber Organization
IUCN – International Union for Conservation of Nature
MoU – Memorandum of Understanding
MDB – Multilateral Development Banks
MDTF – Multi-donor Trust Fund
MRV – Measurement, Reporting and Verification
NMFA – National Forest Monitoring and Assessment
NGO – Non-governmental Organization
PNG – Papua New Guinea
REDD+ – Reducing emissions from deforestation and forest degradation in developing countries; and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries
SFM – sustainable forest management
TEEB – The Economics of Ecosystem and Biodiversity
UN – United Nations
UNCCD- United Nations Convention to Combat Desertification
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 – The United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries
UN-REDD PT- The United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries Programme Team
USDA – United States Department of Agriculture

WCMC – World Conservation Monitoring Centre
WRI – World Resource Institute

1. Introduction

The United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (UN-REDD Programme) was created in September 2008 to assist developing countries to build capacity to reduce emissions and to participate in a future REDD+ mechanism. For the purpose of this strategy, REDD+ refers to reducing emissions from deforestation and forest degradation in developing countries; and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries.¹

The goal of significantly reducing emissions from deforestation and forest degradation can best be achieved through a strong global partnership to create a REDD+ mechanism under the United Nations Framework Convention on Climate Change (UNFCCC). Such a partnership must be based on a commitment, on one hand, by developing countries to embark on low-carbon, climate resilient development, and on the other hand, by developed countries to provide predictable and significant funding as an incentive for reduced forest-based carbon emissions.

Through its initial nine pilot country National Programmes in Africa, Asia-Pacific and Latin America and the Caribbean, and related global activities, the UN-REDD Programme is supporting governments to prepare national REDD+ strategies, build monitoring systems, engage stakeholders and assess multiple benefits. Building on the lessons learned and feedback from countries and other partners, the Programme has increased its funding base and the number of participating countries. The Programme is responsive to country needs, and is prepared to support the transformation in the forest sector and other sectors that impact land use in developing country economies needed to achieve readiness for REDD+. The Programme is also responsive to the REDD+ decision at the UNFCCC COP16 on policy approaches and positive incentives on issues relating to REDD+ and stands ready to support, upon demand by countries, the implementation of the COP16 agreement on REDD+.

The UN-REDD Programme builds on the convening power and expertise of its three participating UN organizations (referred to in this document as “UN-REDD Programme agencies”): the Food and Agriculture Organization of the United Nations (FAO), the United Nations Development Programme (UNDP) and the United Nations Environment Programme (UNEP). The UN-REDD Programme works in close partnership with other REDD+ initiatives, especially those operated by the World Bank, and supports the implementation of UNFCCC decisions. In addition, during an interim phase, prior to the establishment of a REDD+ mechanism under UNFCCC, the UN-REDD Programme Team (UN-REDD PT), together with the Forest Carbon Partnership Facility Management Team (FCPF FMT), is providing secretariat services to the REDD+ Partnership established by countries in May 2010 in Oslo, Norway to scale up REDD+ actions and finance. As a multilateral, country demand-driven initiative, the UN-REDD Programme has a critical role to play both to support the emerging interim arrangements for REDD+ financing and coordination, and to support the incorporation of an effective REDD+ mechanism within a post-2012 climate change agreement.

In order to optimize the approach and effectiveness of the UN-REDD Programme, the three participating UN organizations embarked on the preparation of a Programme Strategy covering the period 2011-2015. This five-year strategy was adopted by the three UN-REDD Programme agencies and endorsed by the UN-REDD

¹ UNFCCC Decisions 1/CP.13; 2/CP.13 and 4/CP.15

Programme's Policy Board.² The Strategy is a living document that will be adjusted as appropriate in response to the development of the REDD+ mechanism. In particular, in 2012 the Strategy will be reviewed by the three agencies in light of the outcomes of the UNFCCC process, allowing the Programme to adapt to changing needs and conditions in the global architecture for REDD+. The Strategy will be implemented through results-based joint programming, and periodic work programmes and budgets.

Key elements of the Strategy include the following:

- Definition of six key work areas, on which an increasing majority of the UN-REDD Programme's support will focus: The defined work areas reflect both country demand as well as the comparative advantages of the UN-REDD Programme agencies, and of the Programme as a whole. The definition of these six work areas will enable the UN-REDD Programme to provide targeted, in-depth and strategic support to 20-40 individual countries in one or more of the defined work areas. Among other advantages, this will allow the UN-REDD Programme to continue to provide relevant support to countries far later within the REDD+ 'life cycle.'
- Support to up to an additional 20 countries for initial REDD+ readiness: This support will build on, and take account of lessons learned from Quick Start support to the Programme's nine initial pilot countries. The number of countries ultimately receiving support will depend on demand as well as on availability of funding, criteria that the Policy Board adopts and standards and guidance developed by the UN-REDD Programme.
- Creation of a new financial modality known as 'Tier 2³': This will include REDD+ activities undertaken by UN-REDD Programme agencies that are clearly contributing to the overall UN-REDD Programme Strategy and which are funded through various sources.
- Elaboration of existing commitments to coordinate and work with strategic partners. Key partners include the Forest Carbon Partnership Facility (FCPF), the Forest Investment Program (FIP), the Global Environment Facility (GEF) and the REDD+ Partnership. For example, in the context of piloting multiple delivery partners for the FCPF Readiness Fund, the World Bank and the UN-REDD Programme agencies are developing common social and environmental principles.

The Programme Strategy consists of the following main sections:

- *Context* provides an overview of REDD+ in today's world and of the evolution of the UN-REDD Programme to date.
- *Lessons learned* describes key lessons learned since the inception of the UN-REDD Programme. These lessons help provide the foundation on which the Programme Strategy is built.
- *Programme vision, mission and 2011-2015 objective* presents the overall structure on which the Programme Strategy is based.
- *Defining the Programme* describes six key work areas, including associated outcomes and targets that together define the thematic priorities of the Programme Strategy.

² The Strategy was submitted to and endorsed by the UN-REDD Programme Policy Board at its fifth meeting, 4-5 November 2010.

³ See chapter 8.4.

- *Delivering the Programme* presents the implementation modalities foreseen under the Strategy. This includes principles of support, modalities of support – including National Programmes and the Global Programme – and partnership strategies.
- *Managing the Programme* describes key aspects of programme management and governance, including the role of the Policy Board, UN-REDD Programme agencies and the Secretariat.
- *Financing the Programme* presents strategies for mobilizing the resources needed to achieve the Programme’s objective while supporting its vision and mission.

2. Context

2.1. REDD+ in today’s world

Abatement of forest-based emissions is critical to limiting global warming. The UN’s Intergovernmental Panel on Climate Change (IPCC) estimated in 2007 that the forest sector and other sectors that impact land use – through deforestation, forest degradation and other changes in forests – contributes approximately 17 per cent of global greenhouse gas emissions,⁴ or approximately 5.8 Gt of carbon dioxide equivalent (CO₂-e), per year. These emissions are mainly taking place in tropical developing countries.

It is estimated that a 25 per cent reduction in annual global deforestation rates could be achieved by 2015 if financing of US\$22-38 billion were made available from 2010-2015 for results-based incentives and capacity building, complementing other bilateral and multilateral REDD+ efforts.⁵

REDD+ gained important momentum from COP-15, through a COP decision and references in the Copenhagen Accord. The interim and country-led REDD+ Partnership was established in May 2010, to ensure that momentum and support for REDD+ continues to grow while the mechanism is negotiated under the UNFCCC. In this context, over US\$4 billion was pledged as early finance to implement REDD+.

COP-16 in Cancun agreed on the REDD+ policy approaches and positive incentives, including guidance on activities and safeguards to be promoted and supported. UNFCCC continues to explore financing options for the full implementation of the results-based actions. In the meantime, many countries have called for immediate and significantly scaled-up action to build capacity and readiness to address the multiple challenges associated with reducing emissions from deforestation and forest degradation as well as addressing conservation, sustainable management of forests and enhancement of forest carbon stocks.

REDD+ activities are broken down into the following 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 that could involve further capacity building, technology, development and transfer, and results-based demonstration activities
- Phase 3: Results-based actions that should be fully measured, reported and verified

⁴ IPCC, 2007. Fourth Assessment Report. <http://www1.ipcc.ch/>

⁵ Report of the Informal Working Group on Interim Finance for REDD+ (October, 2009)

The UN-REDD Programme is already active in phase 1 and has delivered technical support and funding for the development of national REDD+ strategies in pilot countries. While the phases are country-specific, and many countries are likely to remain at phase 1 for some time yet, there is also a clear role for the UN-REDD Programme in phase 2, in areas such as further capacity development and policy and institutional strengthening. Such a role would be consistent with the UN-REDD Programme agencies' function to be neutral, trusted partners of REDD+ countries. Performance-based payments of the nature and scale are new—especially compensation for proxy-based results—and require careful analyses and consultation. FAO, UNDP and UNEP are well-placed to facilitate such consultations and offer country-specific support.

2.2. Evolution of the UN-REDD Programme

Established in 2008, the UN-REDD Programme is one of the leading primary multilateral initiatives capable of providing early support to countries and strengthening the role of Indigenous Peoples, local communities, other forest-dependent communities and civil society organizations in REDD+ activities, and developing MRV systems. Norway is the founding donor of the Programme and has contributed significant start-up funds. The Programme was officially launched in September 2008 by the Prime Minister of Norway, Jens Stoltenberg, and the UN Secretary-General, Ban Ki-moon. In 2009, Denmark became the second donor to the Programme, followed by Spain in 2010.

“By providing this support through collaboration among donors, multilateral institutions and developing countries, the UN-REDD Programme aims to ensure international coherence on key technical and operational issues. We are certain that this collaborative effort will yield valuable inputs to the ongoing climate change negotiations.”

UN Secretary-General Ban Ki-moon; remarks at UN-REDD Programme press conference, 24 September 2008

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

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

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

In Latin America and the Caribbean: Bolivia, Panama, Paraguay

Demand for the UN-REDD Programme's support has grown rapidly. The Programme now has 29 partner countries. These include the above listed nine pilot countries and 20 new partners. As of November 2010, all nine pilot countries had prepared, presented and had funding allocations approved for their National Programmes by the UN-REDD Programme Policy Board. Most of these National Programmes are now in the implementation phase, indicating a relatively rapid pace from development to implementation of programmed activities. In November 2010, Cambodia (full National Programme), the Philippines and Solomon Islands (initial National Programmes) became the first new countries to get funding approved by the Policy Board. Subject to availability of funding, the other 17 partner countries (Argentina, Bangladesh, Bhutan, Central African Republic (CAR), Colombia, Costa Rica, Ecuador, Gabon, Guatemala, Guyana, Kenya, Mexico, Nepal, Nigeria, Republic of Congo, Sri Lanka and Sudan) may also submit funding requests for National Programmes for the consideration of the UN-REDD Programme Policy Board.

In addition to National Programmes, the UN-REDD Programme supports REDD+ readiness efforts through a Global Programme, which develops common approaches, analyses, methodologies, tools, data and guidelines and convenes global and regional meetings to support countries in their REDD+ readiness work, while also providing overall programme support functions.

2.3. Strengths and challenges of the UN-REDD Programme

Feedback provided by countries and other partners point to both opportunities and challenges for the UN-REDD Programme. While it may be impossible to explicitly determine the share of work among the different

REDD+ initiatives, the UN-REDD Programme will focus its activities on areas where the individual and collective strengths and expertise of the UN agencies distinguish it from other initiatives and give it a comparative advantage. These strengths and comparative advantages include:

- UN presence in REDD+ countries and long-standing development partnerships with countries
- Regional and country-specific agency teams that are able to provide policy and advisory services
- A variety of relevant technical competencies, experience and capacities within the agencies
- Transparent, accountable fund administration through the Multi-donor Trust Fund (MDTF) and speedy and effective approval procedures
- Unique composition of the Policy Board, including REDD+ countries, donors, representatives of Indigenous Peoples and civil society organizations as well as the three UN-REDD Programme agencies
- Commitment to UN Declaration on the Rights of Indigenous Peoples and facilitating stakeholder engagement
- Commitment to “Delivering as One” UN through joint programming and national implementation modalities
- Focus on delivery at the country level
- Full support at the highest management level of the three UN-REDD Programme agencies (a flagship Programme)
- Close cooperation with other readiness initiatives, specifically FCPF, FIP and GEF
- Normative functions of the UN in building, managing and sharing knowledge
- Ability to draw on technical expertise from other sources and organizations including NGOs, international organizations, research and capacity-building institutes and private companies

Simultaneously, there are critical challenges—both within the collaborative Programme and for REDD+ countries—associated with the design and implementation of REDD+ that the UN-REDD Programme will need to take into account. These include the following:

Programme challenges

- Ensuring that UN-REDD Programme agencies and their partners can mobilize the needed competencies in all components of REDD+ readiness to help countries respond to the complexities that REDD+ presents
- Harmonizing with other REDD+ initiatives REDD+ approaches and mechanisms that support the design of national readiness processes and engagement with stakeholders, including the private sector
- Developing effective partnership and coordination arrangements with other REDD+ initiatives⁶
- Mobilizing significant resources to assist countries with phase 2 actions⁷
- Ensuring that design and implementation of the UN-REDD Programme support is consistent with the overall REDD+ framework of the UNFCCC process, in particular the emerging REDD+ safeguards
- Adhering to social and environmental safeguards by UN-REDD Programme agencies.

Country challenges

- Strengthening national governance structures so that REDD+ policies and regulatory frameworks can work for development

⁶ See section 6.4

⁷ See section 8

- Ensuring equitable and efficient benefit distribution mechanisms and subsidiarity at the various levels in a country
- Ability to secure effective, sustainable and predictable fast-start financing for REDD+
- Unpredictability of time span for reaching agreement on a new climate change pact

3. Assessment of lessons learned

The UN-REDD Programme approved the first funding allocations for Quick Start pilot programmes in March 2009, and as of November 2010, seven National Programmes (Bolivia, DRC, Indonesia, Panama, Tanzania, Viet Nam, Zambia⁸) as well as the Global Programme have entered into implementation phase. Early lessons gained during the design and implementation of the National and Global Programmes are summarized below.

The UN-REDD Programme’s relatively expeditious access to funds has been critical in allowing countries to rapidly set up their readiness activities and gain internal political support to move forward. This was particularly clear in DRC, where funds from an initial National Programme allowed the country to lay the groundwork for FCPF and the UN-REDD Programme full readiness programmes.

The formulation of REDD+ “roadmaps” has greatly helped to clarify required interventions, and those for which the UN-REDD Programme has a comparative advantage. Support to setting up the initial institutional arrangements and coordination channels with the different sectors within the government, including initial stakeholder engagement channels, is proving critical aid to the development of national REDD+ strategies.

The process of developing a REDD+ strategy is as important as the end product. National REDD+ strategies need to be nested within broader national development strategies, because in most cases, the structure of national REDD+ strategies is not inherently different from that of other strategies. In addition to describing key activities to be undertaken, it is also good practice to set time-bound and quantifiable targets, given that formal review and approval of national REDD+ strategies does not preclude immediate action to implement critical activities. Also, it is essential to build consensus at the national level when identifying, and assessing the relative importance of the key drivers of deforestation. Without this consensus, no strategy or implementation plan will work.

REDD+ readiness requires cross-sectoral coordination within multiple government agencies, including forestry and environmental authorities, land management authorities, finance ministries, sub-national government agencies, all of whom may have responsibility on some aspects of the process. It is important to highlight that in some countries forestry and environment agencies have to learn to work more closely together, as both have competencies related to REDD+. Finally, institutional memory is often weak and needs to be strengthened.

Stakeholder participation and engagement is critical to developing viable REDD+ strategies and implementation frameworks, and should begin as early as possible when a country begins considering participation in REDD+. REDD+ requires extensive consultation among interested stakeholders such as government agencies, civil society, private sector, Indigenous Peoples, and development partners. Stakeholder consultation processes not only ensure wide-ranging acceptance and interest in REDD+, but also build the trust of stakeholders and support their capacity to participate in REDD+ in a meaningful and

⁸ As of November 2010, the National Programmes of Paraguay and PNG are still in elaboration phase.

effective way. The readiness process needs to establish both formal and informal mechanisms to ensure adequate consultation among all these stakeholders.

REDD+ strategies should include the discussion of tradeoffs and costs-- including opportunity costs-- and benefits at various scales. In addition to putting in place explicit social and environmental safeguards, enhancing the multiple benefits of REDD+, including the conservation of forest biodiversity, water regulation, soil conservation, timber, forest foods and other non-timber forest products will need to be taken into account in order to effectively address the drivers and causes of deforestation. It will be important to fully take into account the social and environmental costs and benefits of retaining and restoring forests, and to ensure that these benefits continue to accrue to local communities and Indigenous Peoples dependent on them for their livelihoods and well being.

Free, Prior and Informed Consent (FPIC) for REDD+ is an on-going process, rather than a single event, and adequate time needs to be allowed for the careful management of awareness raising and engagement with local authorities and other key stakeholders. Local facilities are essential for effective awareness raising and discussion of issues, but structuring a FPIC process and documenting its decisions can be challenging.

REDD+ needs to build on previous experience. The design of national REDD+ strategies needs to build upon previous experiences on forest conservation and restoration, payment for environmental services (PES) and integrated conservation and development projects.

Technical and institutional capacities are weak in potential REDD+ countries and it will take time to build a critical mass of know-how. Building a solid governance structure is fundamental for REDD+, the success of which depends on the country's capacity to coordinate and collaborate with different governmental and non-governmental bodies, channel important amounts of funds, fight corruption and deliver transparent data on GHG emissions from the forestry and other related sectors.

Consideration of the above lessons has been an essential step in anticipating the needs that this Programme Strategy seeks to address.

4. Programme vision, mission and 2011-2015 objective

The UN-REDD Programme Strategy covers the period 2011-2015, focusing initially on the period of Quick Start and initial readiness up to 2012. However, it is clear that the transformation of the forest sector and other sectors having an impact on land use as part of a low carbon development process is going to be a substantially larger undertaking, across spatial and temporal scales and involving multiple stakeholders and sectors. In light of this, it was considered important for the Strategy to be based on both a **vision** of the long-term potential impact of REDD+, as well as a succinct statement of the **UN-REDD Programme Mission**, i.e., its long-term role in bringing that vision to reality.

VISION

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

UN-REDD PROGRAMME MISSION

To support countries' efforts to reduce emissions from deforestation and forest degradation through national REDD+ strategies that transform their forest sectors so as to contribute to human well-being and meet climate change mitigation and adaptation aspirations.

As noted, both the vision and mission defined above are of a longer-term nature. To complement these, the Strategy defines a five-year objective for the 2011-2015 period.

UN-REDD 2011-2015 PROGRAMME OBJECTIVE

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.

5. Defining the Programme

During the period 2011-2015, the UN-REDD Programme will focus on supporting countries to develop and implement their REDD+ strategies efficiently, effectively and equitably so as to speed up their REDD+ readiness and sustainably transform their land-use and forest management. The Programme will support the conditions under which REDD+ is realized, including access to forest carbon benefits at the local level through multi-stakeholder participatory processes. Furthermore, carbon benefits should be an integral part of multiple benefits from forests (products and services), and REDD+ should be integrated into broader development goals, improved livelihoods, poverty reduction, food and energy security, improved land tenure, good governance, sustainable forest management, biodiversity conservation and mitigation and adaptation to climate change.

The Programme has identified six interlinked work areas as priorities to support the national readiness process and the development and implementation of national REDD+ strategies. These work areas represent identified country priorities, while also reflecting core technical, implementation and capacity-building competencies within the three UN-REDD Programme agencies and responding to the agreed policy approaches and positive incentives on issues relating to REDD+.

The work areas reflect lessons learned from the UN-REDD Programme Quick Start phase (see section 3 above), including the demand expressed in the National Programme documents of the pilot countries, and also build on the UNFCCC negotiations on REDD+.

Each work area will have a lead agency and will be associated with an outcome. Indicators and means of verification are designed to verify country level achievement, as seen in table 1 below.

Although this is a five-year strategy, progress on any of the work area components need not necessarily take that long to complete, while some may even take longer. In addition, the country context—including activities of other donors—will determine whether work areas start at the same time and at the same level of intensity. Some work areas may be driven by the outcomes from another. Several are closely interconnected and, in some cases, they are partially overlapping.

Table 1: Work Areas and Outcomes: indicators and means of verification

Work area	Outcomes	Indicators	Means of Verification
1. MRV and monitoring	REDD+ countries have systems and capacities to develop and implement MRV and monitoring	<ol style="list-style-type: none"> 1. Number of MRV related focal personnel with increased capacities 2. Number of countries with functional monitoring systems for REDD+ in place 	<ul style="list-style-type: none"> • Records of correspondence (reviewed documents, emails and other communication) • Surveys
2. National REDD+ governance	Transparency, inclusiveness and effectiveness in national REDD+ governance increased	<ol style="list-style-type: none"> 1. Number of countries with nationally-owned governance indicators, developed through a country-led, democratic governance assessment 2. Number of countries where the process and outcomes of governance assessments supported by the UN-REDD Programme are incorporated into the National REDD+ Strategy 	<ul style="list-style-type: none"> • Reports from Multi-stakeholder governance assessments • National REDD+ strategies • Record of public sector proceedings
3. Stakeholder engagement	Indigenous Peoples, civil society and other stakeholders participate effectively in national and international REDD+ decision making, strategy development and implementation	<ol style="list-style-type: none"> 1. Number of Indigenous Peoples and civil society stakeholders represented in REDD+ decision making, strategy development and implementation of REDD+ at the national and international level 2. Number of consultation processes underway for national readiness and implementation of REDD+ activities 3. Number of countries with systems established to provide effective recourse to stakeholders who are impacted by readiness and implementation of REDD+ activities 4. Number of countries that have undertaken to operationalize FPIC before implementation of readiness or REDD+ activities that impact Indigenous Peoples' and forested communities' territories, resources, livelihoods and cultural identity 5. Number of countries implementing an approach to 	<ul style="list-style-type: none"> • 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+ 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 • Survey to gauge stakeholder perceptions • Number of pilot projects in Indigenous and forest dependent communities

Work area	Outcomes	Indicators	Means of Verification
		<p>REDD+ stakeholder engagement that is harmonized across the UN-REDD Programme, FCPF and FIP</p> <p>6. Number of Indigenous Peoples and forest dependent communities impacted by the Programme and nature of the impact</p>	<p>and associated project documentation</p>
<p>4. Multiple benefits</p>	<p>Multiple benefits of forests are realized and ensured in REDD+ strategies and actions</p>	<ol style="list-style-type: none"> 1. Number of countries adopting safeguard standards for ecosystem services and livelihood benefits 2. Number of countries adopting multiple benefit decision tool kits 3. Number of REDD+ related plans that clearly indicate optimization of multiple benefits as a goal 	<ul style="list-style-type: none"> • Published regulations and other policy documents clearly documenting such adoption • Demand, supply and training records related to tool-kits • Scenario analysis and trade-offs (annual reports where available) • Land and resource use plans, including those under preparation
<p>5. Transparent, equitable and accountable management</p>	<p>National fund management and equitable benefit sharing systems are operational for REDD+ performance-based payments</p>	<ol style="list-style-type: none"> 1. Number of REDD+ countries with benefit sharing systems designed 2. Application of the UN-REDD Programme social standards and social safeguard provisions under the UNFCCC text 3. Improvements and inclusion of pro-poor, gender-inclusive standards 4. Number of national REDD+ strategies that include anti-corruption measures 	<ul style="list-style-type: none"> • Relevant strategies and plans • Disaggregated indicators • National REDD+ strategies

Work area	Outcomes	Indicators	Means of Verification
6. Sector transformation	Strengthened national and sub-national capacities to develop sustainable REDD+ investment strategies and portfolios	<ol style="list-style-type: none"> 1. Number of national or sub-national development strategies that incorporate REDD+ based investments as a means for transformation of relevant sectors 2. Number of investment agreements that are based on realization of forest multiple benefit investment options 	<ul style="list-style-type: none"> • Relevant strategies and plans • Investment agreements (FIP, MDBs, bilateral investors, etc.)

Focusing thematically on these six work areas, the UN-REDD Programme will reinforce national capacity during various stages of REDD+ development and implementation, tailoring the Programme's support to meet demand by individual countries. Technical support will be delivered within two programme areas:

- 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
- 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 and building a knowledge base to later support up-scaling the process beyond Quick Starts

The remainder of this section presents an overview of the six work areas, including content and rationale, delivery approach and time frame and sequencing, while section 6.2 provides details regarding the two programmes through which technical support will be delivered in these areas.

5.1. MRV and monitoring (Lead agency: FAO)

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 MRV and monitoring systems. This issue is typically among the first ones addressed in national readiness planning processes.

How to reliably account for the amount of forest carbon, including changes over time is the core monitoring challenge in REDD+, well defined in greenhouse gas (GHG) reporting standards and IPCC guidelines. However, MRV and monitoring for REDD+ is about much more than carbon. Methodological guidance from UNFCCC calls on countries to use the most recent IPCC guidelines as a basis for estimating forest-related GHG emissions, and to use a combination of remote sensing and ground-based forest carbon inventory for obtaining the estimates.

Forest resources have many other values beyond carbon credits, and REDD+ cannot be implemented in isolation from these other values because the mitigation activities will inevitably affect other products and services. For example, there are often synergies between 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. Therefore, the monitoring efforts must generate information that helps policies and forest management navigate between multiple objectives and

maximization of total benefits, one of which is REDD+ payments. Moreover, monitoring must also address governance aspects. There is widespread concern that REDD+ activities may inappropriately impact Indigenous Peoples and local communities. The anticipated large financial transfers will also challenge transaction systems and accountability at all levels. Supporting robust and transparent systems for providing information on how the safeguards, including governance, are addressed and respected, is therefore an essential component in the monitoring framework.

While national forest assessments are designed to provide data for multiple purposes – and some countries have long experience in this field – there is a limited capacity to provide carbon estimates or information on multiple benefits and safeguards, especially on a scale and with a degree of accuracy needed for REDD+. This work area is closely linked to the work areas on governance, stakeholder engagement, and equitable benefit sharing.

Delivery approach

Based on the REDD+ developments in the UNFCCC negotiations and demand expressed by many countries (for instance in the process of developing the UN-REDD National Programmes), the UN-REDD Programme will provide increased guidance on MRV and monitoring to support countries in establishing robust and transparent national and/or sub-national systems that enable monitoring, reporting and information provision on:

- Reducing emissions from deforestation and forest degradation
- Conservation and enhancement of forest carbon stocks
- Sustainable management of forests
- Safeguards, including transparent and effective national governance structures, full and effective stakeholder engagement, conservation of natural forests, and other social and environmental benefits

The UN-REDD Programme will support countries to develop and implement specific MRV-related activities. Cooperation on MRV and monitoring will mainly take place at national level, as part of National Programmes, and will include both ongoing support to the original pilot countries and support under new National Programmes with new partner countries. In addition, particularly for countries more advanced in terms of REDD+ readiness (e.g. those that have completed National Programmes, have national strategies in hand, etc.), more in-depth support for MRV and monitoring will be available through targeted support activities.

The above national-level activities will be complemented by global support functions related to capacity building, guidelines, technical assistance, reviews of science, sharing of experience and integration of different methodologies for timely and cost-efficient MRV and monitoring. Support to using the IPCC guidelines is an integral part of the Programme. The UN-REDD Programme will also promote finding means of integrating local and Indigenous communities in MRV activities.

More specifically, upon request, the UN-REDD Programme will offer support for:

- Increasing compatibility, comparability, consistency and transparency in methods, designs, tools and protocols
- Generating data that is transparent, robust, precise and accurate
- Generating information that spans both forest carbon and environmental and social safeguards
- Detecting changes (activity data/emission factors)
- Combining remote sensing and ground-based inventory approaches

- Accessing free, frequent, relevant and easily available data, specifically increase country access to remote sensing data, software and standards
- Enhancing participatory monitoring
- Supporting policy making and institutional strengthening for REDD+ related monitoring
- Creating monitoring systems that provide estimates suitable for review

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 at optimized cost, as well as providing global-level information on forest resources and sustainable forest management through the Global Forest Resources Assessments (FRA). 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 monitoring of ecosystem benefits, 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 that the UN-REDD Programme is teaming up with on MRV and monitoring work include: World Bank, INPE, USDA Forest Service, Chatham House, Coalition for Rainforest Nations and GEO, among others.

5.2. National REDD+ Governance (Lead agency: UNDP)

Content and rationale

Achieving REDD+ readiness will require national policies and measures to strengthen governance elements that will ensure a targeted and equitable distribution of benefits together with institutional capacity, legal and policy frameworks and law enforcement capacity, land and carbon tenure, multi-stakeholder mechanisms and gender empowerment.

The COP-16 REDD+ agreement explicitly refers to governance as one of the safeguards. Capacity building and land tenure issues are also explicitly mentioned, and will comprise important elements of a REDD+ governance framework.

The demand for assessing governance and for strengthening institutional capacity has also emerged in the process of developing UN-REDD Programme “Quick Start” National Programmes and national readiness plans. This work area is closely linked to the work areas on stakeholder engagement and equitable benefit sharing.

Delivery approach

In phase 1 of REDD+, the UN-REDD Programme will assist countries to develop policies, measures and capacity building. Depending on national circumstances, capacities and capabilities, phase 2 of REDD+ is designed to assist countries to implement the *participation* and *policy* enablers set out in their national REDD+ strategy. These will be complemented by international support functions that the UN-REDD Programme provides through the UN-REDD Programme agencies.

The bulk of the support by the UN-REDD Programme will come in the areas of policy development and strengthening national institutions. These will include capacity building on key aspects of governance such as land tenure, civil society access to information, and oversight and implementation of treasury and judiciary reforms. The UN-REDD Programme will prioritize an inclusive, bottom-up, multi-stakeholder

approach to supporting efforts directed at designing and implementing governance reforms, initially through in country-led REDD+ governance assessments that aim to identify the governance weaknesses and priorities that will inform the policy reform process. These will feed into the objective of enhancing a common understanding on monitoring governance.

The UN-REDD Programme has identified the following three topics for supporting national REDD+ governance structures, with an overarching principle of stakeholder participation (treated in detail in section 5.3):

- Country-led multi-stakeholder governance assessments that contribute to the development and implementation of national REDD+ strategies and nationally owned monitoring frameworks
- Social standards, including poverty and gender
- Land and/or carbon tenure and the role of REDD+ within national land use strategies

The support of the UN-REDD Programme will build on UNDP's strengths in enhancing good governance. This includes its expertise on democratic governance assessments, anti-corruption measures, land tenure, facilitating and convening national dialogues through inclusive systems of consultation with local communities that involve women and Indigenous Peoples, and linking and integrating activities with national REDD+ and broader development plans. FAO will contribute to linking governance as part of the MRV and monitoring activities, as well as through its expertise in land and forest tenure. A wealth of analyses, needs assessments and action proposals, available from the many other organizations that tackle governance issues (such as Global Witness, IDESAM, IUCN, ITTO, Transparency International, Rights and Resources Initiative, the World Bank and WRI) will benefit the UN-REDD Programme in moving forward to fill in the gaps and bringing change as part of the national REDD+ readiness process. In addition, the Programme will explore the potential for collaboration on governance issues with relevant international enforcement agencies.

While the core work on governance will be tailor-made through the National Programmes upon demand, the UN-REDD Programme global activities will also help broker the emerging knowledge through electronic networks, facilitating transfer of knowledge through publications, workshops and trainings, identifying lessons learned and best practices, and building communities of practice.

5.3. Engagement of Indigenous Peoples, Local Communities and Other Relevant Stakeholders (Lead agency: UNDP)

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 and who are often legal and/or customary rights holders, such as Indigenous Peoples and other forest dependent communities. These stakeholders are often not engaged in public decision-making processes, yet they depend on forests for their social and economic livelihoods as well as cultural and spiritual well-being. As such, they may be more vulnerable than other stakeholders in the context of formulating and implementing REDD+ activities. At the same time, they have a special role to play in REDD+ given their traditional knowledge and relationship to the forest and their presence on the ground. Equally important is the consideration of civil society organizations and other stakeholders relevant in the specific national or international context, e.g., small-scale farmers, the private sector and others. The UN-REDD Programme is therefore committed to: (1) supporting the full and effective engagement of Indigenous Peoples and other forest dependent communities, civil society and other relevant stakeholders in national and international REDD+ fora and

initiatives at all stages of the process including design and implementation; and (2) 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 accordance with the human rights based approach in a manner that fulfils the requirements set forth in the UN Declaration of the Rights of Indigenous Peoples (UNDRIP) and other UN conventions and declarations on rights and participation⁹, and the safeguards articulated for specific application to REDD+, such as those under the UNFCCC negotiations.

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. Additionally, in adherence with Article 19 of the UNDRIP¹⁰, the UN-REDD Programme is facilitating the development of guidelines to seek 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.

Delivery approach

The UN-REDD Programme will offer technical and methodological support to implement this work area by:

1. *Developing and supporting the operationalization of guidelines, standards and procedures in stakeholder engagement for national and international REDD+ processes:*
 - Supporting the application of the UN-REDD Programme *Operational Guidance* (including harmonization with FCPF and FIP as elaborated below)
 - Facilitating the development of guidelines for the application of FPIC and recourse mechanisms for the UN-REDD Programme and REDD+ more broadly, and supporting countries to apply and operationalize FPIC
 - Collaborating with FCPF and FIP to harmonize and align stakeholder engagement guidelines, standards and operational procedures, whenever feasible, to ensure the coherent implementation of REDD+ actions
 - Analyzing and raising awareness of national and international responsibilities concerning rights as they relate to REDD+ and stakeholder participation

⁹ Notable UN instruments relating to these rights include: *UN Common Understanding on the Human Rights Based Approach to Development Cooperation*; UN General Assembly *Programme of Action for the Second International Decade of the World's Indigenous People* (UN General Assembly Resolution 60/142); *General Recommendation XXIII on the Rights of Indigenous Peoples*, the UN Committee on the Elimination of Racial Discrimination; *UN Development Group's Guidelines on Indigenous Peoples' Issues*; the *International Labour Organization's Convention 169 concerning Indigenous and Tribal Peoples in Independent Countries* (1989).

¹⁰ Article 19 says that states shall consult and cooperate in good faith with the Indigenous Peoples concerned through their own representative institutions in order to obtain their free, prior, and informed consent before adopting and implementing legislative or administrative measures that may affect them.

2. *Supporting the capacity of Indigenous Peoples and other forest dependent communities, and civil society to engage in national and international REDD+ processes:*
 - Supporting Indigenous Peoples and civil society organization representatives to the UN-REDD Programme Policy Board to fulfil their responsibilities, including communicating with their constituents, sharing outcomes of Policy Board meetings, and soliciting input
 - Ensuring stakeholder consultation and participation in national and international REDD+ decision-making processes, drafting national REDD+ strategies, the establishment of REDD+ implementation frameworks, and the REDD+ Partnership
 - Building understanding of REDD+ and associated processes, such as UNFCCC, to support the meaningful engagement of all stakeholders, particularly Indigenous Peoples and forest dependent community stakeholders in REDD+

3. *Supporting co-ordination and communication to implement REDD+ effectively:*
 - Co-ordinating and collaborating with FCPF, FIP and other formal partners on issues of stakeholder engagement in REDD+
 - Providing an overview of REDD+ activities on stakeholder engagement being conducted by a range of actors outside of the UN-REDD Programme's formal REDD+ partnerships in order to support coherence, encourage the multiplication of results, and avoid replication
 - Supporting a community of practice based on this overview to improve the efficiency of REDD+, e.g., through sharing knowledge, developing tools and promoting best practice across the wider REDD+ network
 - Leveraging relationships with a broad range of agencies and actors both inside and outside the wider REDD+ network to support REDD+ activities

To be eligible for funding, activities at both the national and international level should support the participation of Indigenous Peoples, other forest dependent communities and civil society in national readiness and REDD+ processes in accordance with: (1) the UN-REDD Programme *Operational Guidance* and social standards; (2) negotiated REDD+ safeguards arrangements; and (3) a country's commitment to strengthen the national application of existing rights, conventions and declarations. 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.

The work area will be led by UNDP, drawing from its expertise in stakeholder engagement, its institutional mandate to work on local capacity development and the implementation support it provides to the UN-REDD Programme through a network of 135 UNDP country offices across the world. As full and effective stakeholder engagement is crucial to the success of a range of the Programme's activities, including MRV and monitoring, governance and equitable benefit sharing, this work area cuts across the entire Programme, including work areas supported by FAO and UNEP.

5.4. Ensuring multiple benefits of forests and REDD+ (Lead agency: UNEP)

Content and Rationale

It can be inferred from the REDD+ negotiations that multiple benefits, also referred to as co-benefits, will be part of an eventual REDD+ mechanism, and that any REDD+ actions will need to be consistent with enhanced ecosystem and other social and environmental benefits. In addition, countries have undertaken obligations

under the Convention on Biological Diversity and other multilateral environmental agreements that will inform this work. Focus has specifically been put on incentivizing the protection and conservation of natural forests and their ecosystem services, and on enhancing other social and environmental benefits. The types, combinations and scale of multiple benefits will vary according to the approach used and geographical locations being considered.

Trade-offs between competing demands for ecosystem services are potentially significant, and decisions on REDD+ implementation will affect which of these additional benefits are delivered and at what scale. Indeed, some of these benefits may be at risk from REDD+ implementation. For example, carbon stock enhancement may involve policies that increase carbon sequestration by forests at the expense of biodiversity, or the protection of high carbon forests may displace conversion pressures onto low carbon forests and other ecosystems. Trade-offs between forest management measures and vulnerable groups, such as Indigenous Peoples and forest dependent communities, in terms of ownership and user rights also demand close attention. Thus, countries implementing REDD+ will need to decide which ecosystem services they wish to maintain and enhance, and what trade-offs they are prepared to countenance in a manner that transparently accounts for all environmental and social trade-offs.

Ecosystem multiple benefits of REDD+ may allow countries to meet certain requirements they have under other conventions, such as the CBD and the UNCCD (all the original nine UN-REDD Programme pilot countries are signatories to both), thereby helping to ensure that the different conventions complement one another.

There may also be political advantages to REDD+ associated with taking into account potential ecosystem benefits and risks. If REDD+ can demonstrate its ability to reduce significant environmental damage or social harms, political and public support for REDD+ will increase. This, in turn, could strengthen funding for REDD+, thereby setting up a virtuous cycle that would allow the mechanism to develop and achieve greater long-term benefits.

Delivery approach

The UN-REDD Programme will seek to provide the tools for dealing with trade-offs associated with multiple benefits in a systematic and informed manner, to facilitate improved REDD+ planning.

While the scope of support under this work area will be largely global and normative, future work will include country-specific identification of multiple benefits, gaps in knowledge about forest benefits, and of the likely impact of REDD+ related decisions on these benefits. There will be a strong emphasis on capacity building, with appropriate training. South-South collaboration will be promoted as will learning from early lessons that are emerging. The exchange of experiences, for example through one or more international workshops bringing together participants from the different UN-REDD Programme countries, and through the Programme's workspace, will be supported. The key types of activities that the UN-REDD Programme will support include:

- Developing and supporting countries to implement environmental and social standards, working closely with UNDP
- Identifying relevant multiple benefits in specific national settings
- Convening capacity building workshops for national level practitioners and technical assistance to help countries unlock the economic value of multiple benefits
- Developing framework principles and guidelines for safeguarding long-term supply of multiple benefits from forests

- Supporting national REDD+ strategy development and implementation, with a particular focus on protection of intact natural forests, ecosystem services, and enhancing other social and environmental benefits
- Contributing to the Rio Conventions and convening events at the conferences of their parties

UNEP has formed a dedicated team within UNEP World Conservation Monitoring Centre (UNEP-WCMC), with a range of technical and organisational skills, to focus on ecosystem multiple benefits associated with REDD+. This team is working collaboratively with the UN-REDD Programme agencies, with key individuals and institutions in the UN-REDD Programme countries and with a broader range of experts and stakeholders. Initial tools and methodologies are already being developed in consultation and collaboration with countries, according to needs expressed on what is most appropriate and useful to each country.

5.5. Transparent, Equitable and Accountable Management of REDD+ Payments (Lead agency: UNDP)

Content and Rationale

The prospect of REDD+ payments raises significant opportunities and challenges for countries. REDD+ requires a highly regulated and technical system which is capable of implementing complex payment systems. The key to a successful national REDD+ framework is to establish a national system that is transparent and fair. People must have confidence in the predictability of the payment system if they are to transform the way they use forest resources. At the same time, expectations must remain realistic, based on cost-abatement diagnostics.

The history of governance in the forestry sector has unfortunately been poor and this can undermine confidence in the payments system. Poorly managed REDD+ payments could have negative impacts on economic growth, poverty and inequality, governance, gender equality and empowerment. It may also result in a failure to achieve emission abatement potential and the creation of offsets which lack environmental integrity.

Benefits from REDD+ will need to be used, in part, to build capacity to link carbon sensitive policies with pro-poor and environmental policies (for income, employment generation, for asset, rights, biodiversity preservation and for social and cultural cohesion). Realization of REDD+ may necessitate changes to legal frameworks that regulate incentives, rights and financing options. Additionally, operational systems and capacities for countries and communities to receive performance-based payments for REDD+ and to leverage additional investment flows will need to be in place. Equity can be ensured through strong democratic processes in local institutions and transparent procedures for payments.

Delivering equitable pro-poor outcomes from REDD+ will be dependent on analyses of how different segments of society are engaged in, and impacted by, readiness activities and REDD+ programmes, particularly vulnerable groups such as Indigenous Peoples, women, the elderly and children. It will be important to undertake an assessment of how these vulnerable groups contribute to, and benefit from, the components of readiness and ultimately REDD+ itself.

Delivery approach

The UN-REDD Programme will support countries in the following areas:

- Reviewing existing national benefit distribution systems and adapting them to suit country context, including fiduciary and management frameworks for national institutions to receive REDD+ performance-based payments and apply the funds towards national low-carbon, climate resilient development efforts

- Integrity of fiduciary systems for receiving and disbursement of funds, and transparency and accountability of all institutions engaged in a national REDD+ process
- Technical assistance to establish and strengthen oversight institutions and continued emphasis on capacity building for those institutions which deal with REDD+ payments
- Harmonization and coordination of anti-corruption initiatives at the country, regional and international levels. For example, ensuring national REDD+ strategies are linked to any existing anti-corruption frameworks, such as national anti-corruption commissions and provisions such as a code of conduct, conflict of interest prohibitions, access to information, protection for whistleblowers, etc.
- Women's empowerment and gender equality, including through a scoping analysis of gender-disaggregated approaches to the components of readiness
- Poverty and social impact analysis, to advance the analytics and develop tools to assess the impact of REDD+ on vulnerable elements of society
- Review of existing pro-poor multiple benefit indicators and their appropriate application to REDD+ interventions

In carrying out these activities, the UN-REDD Programme will provide case studies on best practice in equitable revenue distribution, analyze conditional cash transfers and applicability for REDD+, examine the options to build on REDD+ payments, and assist countries to apply the risk-based assessment tool for social and environmental minimum standards.

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. UNEP will implement activities focused on supporting countries to deliver enhanced ecosystem and other environmental benefits from REDD+.

As part of this work area, UNDP will coordinate the cross-cutting work on gender equality. In so doing, it will be guided by an inter-agency working group in consultation with the Independent Advisory Group on Rights, Forests and Climate Change (IAG) and other organizations, possibly organized as an external Gender Advisory Committee.

5.6. Supporting sustainable REDD+ investments in forest relevant sector transformation (Lead agency: UNEP)

Content and Rationale

In order to fully take advantage of the multiple environmental, economic and social benefits that forests can provide under REDD+, countries will need to direct new and additional investments towards transforming land and resource use patterns in order to reverse, slow or deflect drivers of deforestation and forest degradation. This will require making provisions for such REDD+ investments in relevant national policies and strategies.

Building on preceding work areas, this work area aims to help countries to identify, align, and catalyse investments so that they significantly change the way forests are used and managed, with alternative or changed economic systems and livelihoods as the result. It will deliver methods and approaches for developing policies and investment options that result in more transformed land and resource use, that represent the optimal balance of benefits that can be derived from forests for climate, development and conservation goals. It will take into account the growing acceptance that REDD+ financing is likely to have

underestimated transaction costs, will be available only for a subset of forest areas and may not fully reflect real and perceived opportunity costs¹¹.

The focus will be on investment opportunities that are either directed towards *improving efficiencies* in forest use, where such uses are desirable (e.g. from *conventional* logging to reduced impact logging), or *towards step changes* (e.g. significant shifts in resource or land use, where current uses are undesirable). Particular emphasis will be placed on transformational activities that reduce the pressure for conversion of intact natural forests and on activities that contribute to restoration of degraded forest areas. It will take into account experiences gained from innovative payments for environmental services (PES) initiatives as well as other innovative financing approaches in forests.

Drawing on the UN-REDD Programme's convening and catalysing advantages, the Programme would seek to promote investor and stakeholder interest in transformative investment and policy options. The impact of these choices would be the realization of a *green economy* in the forest and related sectors, with lower carbon trajectories as one of the consequences. The overall effect of this work area would be to mainstream forest carbon finance and the environmental opportunities it presents into national development strategies that are based on multiple benefits, not just carbon. The central hypothesis is therefore that REDD+, and financing in its favour (direct and leveraged), provides a unique opportunity to promote the greening of economies, thereby contributing to the sustainable management of forests, including reducing all kinds of pressures on natural forests, and sustainable development.

Delivery approach

Supporting countries' capacity to move toward the transformations in relevant sectors and their contribution to greener economies, the UN-REDD Programme will compile, analyze and provide guidance on best practices, with focus on four stages:

- Supporting awareness of investments in multiple benefits of forests for *step changes* in land and resource use
- Identifying and exploring investment and policy options for such *step change* transformations
- Leveraging additional investments and investors for sustainable changes to forest uses
- Learning from deployment of such investments to support adaptive management

More specifically, the activities include:

- Analyses and syntheses of environmental, social and economic drivers of high-carbon forest uses assessment and compilation of best practices on alternative institutional and economic options
- Identification of investment options for incorporating various ecosystem services with carbon using scenario analysis and other multi-criteria approaches
- Identification and promotion of investment options for efficiency gains or *step-changes* in primary, secondary or tertiary production processes that help extend the impact of REDD+ in economically viable and ecologically sensitive areas
- Organization of multi-stakeholder dialogues, capacity building workshops and regional dialogues to review, adapt and help coordinate the implementation of the transformation
- Promotion of knowledge management and learning around these issues, including by convening regional dialogues, and other means of communication to share lessons learned from sector transformation processes in support of policy development

¹¹ See Gregersen, H., El Lakany, H., Karsenty, A., White, A. (2010) Does the opportunity cost approach reflect the real cost of REDD+? Rights and Resources Initiative, Washington DC

UNEP will be leading this work area, drawing on work of ‘The Economics of Ecosystems and Biodiversity’ (TEEB) initiative, at the UNEP Risoe Centre, the UNEP Finance Initiative, with the Green Economy Initiative, from the other two UN-REDD Programme agencies (FAO and UNDP), and REDD+ partner organizations, especially the World Bank and multilateral development banks and their Forest Investment Program.

6. Delivering the Programme

This section describes the following aspects of programme delivery:

- Guiding principles underlying the Programme and its delivery
- Modalities of support
- Implementation arrangements by agencies
- Working with partners
- Knowledge management and dissemination

6.1. Guiding principles

The UN-REDD Programme’s delivery model will remain consistent with the “Delivering as One” UN approach that maximizes efficiencies and effectiveness in programme implementation, building on the catalytic and convening powers of the three UN-REDD Programme agencies. At the country level, national programmes will function through the UN Resident Coordinator, in-line with established UN country programming practices. Further, FAO, UNDP and UNEP are committed to:

- Building on their comparative strengths
- Facilitating partnerships, drawing on expertise from a range of national and international organizations acting as executing agencies to ensure well-coordinated and timely action
- Actively contributing to coordination in-country, while avoiding duplication of efforts with other REDD+ initiatives¹²

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

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

The UN-REDD Programme’s strategy for delivering readiness is based on four operational principles. National REDD+ strategies must be:

- Demand and context-driven, iterative processes that are supported by a strong monitoring system
- Country-owned and driven by national stakeholders and partners
- Developed within the context of national policies and economic development
- Supportive of the implementation of the decisions of the UNFCCC

The UN-REDD Programme is developing a strategy for implementing social and environmental standards, together with an accompanying due-diligence style risk assessment tool. Both build on the framework

¹² UN-REDD Programme Framework Document, 20 June 2008

provided by the safeguards section of the draft COP-15 and COP-16 text on REDD+ and reflect UN policies set out in relevant rights conventions and treaties. To facilitate coordination, the risk assessment tool draws upon criteria from existing voluntary and minimum standard initiatives, such as the CCBA/Care REDD+ Social and Environmental Standards.

The minimum social and environmental standards and risk assessment tool are expected to be used iteratively in the design and implementation of the UN-REDD National Programmes. The intention is to make them flexible enough to be adopted by other stakeholders as well as guide programme design, build stakeholder confidence and improve overall transparency and sustainability. When risk areas are identified, programme activities will be revised or appropriate risk mitigation measures taken.

6.2. Modalities of support

In its support to the national REDD+ readiness processes – primarily related to the six aforementioned thematic work areas– the UN-REDD Programme will have two principal modalities: (1) direct support to the design and implementation of national programmes; and (2) complementary global and regional-level activities. Global and regional-level activities are complementary to, and ultimately contribute to, national-level activities. In addition, the scope of activities to be supported by the UN-REDD Programme will continue to be identified and led by governments and supported by the UN-REDD Programme agencies at all levels.

Each of the above forms of support will be delivered through a distinct programme area, as described below.

6.2.1. National Programmes

Support to be provided at the national level during the 2011-2015 period may be divided into three categories.

- i. *Targeted support*: To satisfy ongoing, longer-term demand for the UN-REDD Programme's cooperation, *targeted support* in six defined work areas will be introduced during the 2011-2015 period. Targeted support at the national level will consist of in-depth, country-specific support delivered through national programmes in any combination of the six work areas. Targeted support will be provided to 20-40 select countries, depending on national circumstances, demand and funding within critical REDD+ work areas, and on the capacities within the UN-REDD Programme agencies and strategic partners. Country-level requests for targeted support in any one of these areas will be delivered through the national programmes. Providing this longer-term support means that the UN-REDD Programme will seek to be a resource to countries well into the period of implementation of national REDD+ strategies and other key sectors. It is through supporting national capacity at various stages that transformation of the forest sector can be achieved. Targeted support actions will be aligned with the outcomes of the UNFCCC process. Country-level targeted support will vary in terms of type, level and duration depending on the national circumstances and existing systems.
- ii. *Readiness support*: Readiness support is herein defined as support to the development of new, initial national readiness programmes, which has been the primary modality of pilot support provided under the current 'Quick Start' phase of the UN-REDD Programme. During the 2011-2015 period, the UN-REDD Programme will provide readiness support to up to 20 additional countries, depending on the number of requests and the availability of funding, through national programmes analogous to the pilot Quick Start programmes. Part of the funding for readiness support could be leveraged through one or more of the UN-REDD Programme agencies acting as a delivery partner for the FCPF in those countries where the World Bank is unable to fully support the preparation of a Readiness

Preparation Plan (RPP). In implementing readiness support, coordination and collaboration with REDD+ initiatives will be continued for efficiency and coordination reasons, and as requested by the respective governing bodies the FCPF, FIP and the UN-REDD Programme. Enhanced cooperation and coordinated delivery can also lead to adoption of transparent operating principles and common standards and avoid a fragmented implementation structure. These common standards would include social and environmental standards, stakeholder engagement principles, procurement and financial management standards, disclosure procedures and grievance mechanisms. Approaches to technical support such as to MRV would also be streamlined.

- iii. *Quick Start support:* 'Quick Start support' is herein defined as support programmes developed in cooperation with the nine pilot countries and any other additional National Programmes approved by the Policy Board before 2011. Quick Start support has been helping pilot countries to launch a variety of REDD+ readiness activities including development of national REDD+ strategies. These programmes are designed to last, on average, about 18-24 months. During the 2011-2015 period, the UN-REDD Programme will continue to provide technical, policy, economic, and capacity-building support to the nine initial pilot countries. This support will end depending on the timeframe agreed in national plans and depending on when a country's plan was approved. Support to the nine initial pilot countries has already yielded valuable lessons on country needs (see above, section 3).

6.2.2. Global Programme

There is a great deal that countries can learn from each other as they develop and implement their REDD+ strategies, and the UN-REDD Programme is committed to playing a convening and catalyzing role in facilitating the sharing of these experiences and lessons learned. The Programme is also uniquely positioned to play a convening role in bolstering REDD+ efforts around the world because of its global reach and ability to act as a non-partisan broker for governments, civil society and the private sector. Using a variety of communication tools, the UN-REDD Programme will provide a platform for countries to interact with each other as well as international support mechanisms designed to support national-level REDD+ efforts.

The Global Programme will tie in closely with the National Programmes. A key function of the Global Programme will be to develop and test methodologies and approaches, capture and disseminate lessons learned within thematic work areas from the National Programmes. In doing so, the Global Programme will service the technical needs of countries and provide the international community with confidence and understanding of the technical aspects of REDD+ at both the national and international levels.

The Global Programme will also be engaged in delivering targeted support in cases where multiple countries are involved. It will deliver in all six work areas, focusing on developing and testing methodologies and approaches, providing guidance and technical reviews, and capturing and disseminating lessons at regional and international levels.

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

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

6.3. Implementation arrangements by agencies

In supporting the implementation of national programmes, the UN-REDD Programme agencies are determined to streamline their approaches and have agreed to the following principles specifically concerning implementation arrangements:

- *Prima facie*: national programmes shall be nationally implemented and build on previous UN experience in implementing joint programmes
- As per the Accra Agenda for Action, partner country systems will be used as the first option
- The UNDG's Harmonized Approach to Cash Transfers (HACT)¹³ will be used to determine how funds are to be disbursed
- All funds transferred to national implementing partners will be transferred in a consistent manner, regardless of which UN-REDD Programme agency is making the transfer
- Final modalities for managing funds will be determined based upon the circumstances of each country.

The UN-REDD Programme in consultation with countries will adopt the most effective modality for funding national programmes using United Nations Development Group (UNDG) guidelines¹⁴. Where funds are pooled, the lead agency will act as the managing agent, accountable for supporting the national implementing partner, in line with a common work plan agreed to by all parties.

For thematic work taking place under the Global Programme, one of the three UN-REDD Programme agencies will act as the coordinating entity according to their comparative advantage drawing expertise from the other two agencies and other relevant international sources (See table 1).

6.4. Working with partners¹⁵

The UN-REDD Programme was created as a partnership among three UN agencies. The intention was, and still is, that the UN-REDD Programme would leverage additional technical capacity and policy influence through strategic partnerships because the actual requirements and complexity for REDD+ makes a strong case for the establishment of partnerships. The Programme is therefore committed to promoting strong partnerships at the necessary scales, from global to local levels, and to taking on broad lessons learned from complementary initiatives while avoiding duplication of efforts.

6.4.1. Relationships with key partners

As part of the process of establishing strategic relationships, the UN-REDD Programme will explore collaboration with other multilateral initiatives including the GEF, which has a significant portfolio of sustainable forest management (SFM) projects, and the regional CBFF. At the national level, Brazil's Amazon Fund can offer valuable lessons on payments for environmental services. In addition, there are many bilateral projects being implemented through governments or NGOs. UNFF is a key player on forest policy

¹³ See www.undg.org/index.cfm?P=255

¹⁴ See www.undg.org for details

¹⁵ Partnerships at the level of individual work areas are described under Section 5 above.

and financing for forests. ITTO and UN-REDD Programme are continuing to work together in some country projects. Coordination and collaboration among these institutions and initiatives are essential 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 pilot countries, preparation of technical papers as well as working jointly on capacity development projects.

6.4.2. UN-REDD, FCPF and FIP

The UN-REDD Programme, FCPF and FIP will develop a collaborative approach to identify opportunities for supporting country-level REDD+ needs. To guarantee coordinated implementation procedures at a country level, the three initiatives will explore mechanisms for collaborating to avoid a fragmented implementation structure. Support to country REDD+ needs will be managed and led by the REDD+ country and would involve supporting the transparent use of operating principles and common standards. Other forms of collaboration will include the use of common templates, joint meetings of the governing bodies, cooperation on global support functions specifically related to MRV, IP/CSO engagement and governance, as well as frequent planning meetings with other REDD+ initiatives.

As the two leading multi-lateral initiatives providing REDD+ readiness support to countries, the FCPF FMT and the UN-REDD PT will collaborate in the provision of secretariat services for the REDD+ Partnership established in Oslo in May 2010. The two entities will assist the REDD+ Partnership by designing and maintaining a voluntary REDD+ coordination database, organizing partnership meetings, providing related analyses upon request from the Partners, reports and papers and providing logistical support.

6.5. Knowledge management and dissemination

The UN-REDD Programme website will continue to raise awareness of REDD+ issues and developments, and provide a platform to share news and information about the Programme's activities with a broad range of target audiences, including the general public. The UN-REDD Programme will also continue to develop its growing community of practice through its online workspace platform, which facilitates meaningful interaction and learning among REDD+ countries, global and local civil society, Indigenous Peoples organizations, governments and UN agencies.

The UN-REDD Programme will also communicate and facilitate knowledge sharing by hosting relevant workshops, using targeted list-serves, maintaining a database of REDD+ stakeholders that can be used for outreach, and developing communications materials to highlight REDD+ trends, important findings and national-level achievements, with a view to promote South-South exchange. As requested by countries, the Programme will also support countries' own knowledge sharing strategies, by helping to develop tools as appropriate and disseminate the products and knowledge generated.

The Programme will use a range of international events and media outlets and tools to convey its messages, focusing in particular on new web-based media. To make effective use of these new web-based media outlets, investments in skills and infrastructure will be required.

To ensure the coherent and efficient delivery of the UN-REDD Programme, the three UN agencies will continue to coordinate their activities through joint programming by FAO, UNDP and UNEP, supported by the UN-REDD Programme Secretariat. The UN-REDD Programme recognizes the value and necessity of

undertaking some of these activities in coordination with FCPF and FIP. A communications strategy is under preparation.

7. Managing the Programme

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

7.1. Policy Board

The UN-REDD Programme is governed by a Policy Board which is responsible for oversight, strategic direction and financial allocations. It is composed of representatives from member countries (three from each regional constituency –Africa, Asia-Pacific and Latin America and the Caribbean), donors to the multi-donor trust fund (the three largest donors), civil society organizations, Indigenous Peoples and FAO, UNDP and UNEP. Decisions are taken by consensus, facilitated by two co-chairs (one UN agency and one member country). In addition, the board includes a civil society organization and an Indigenous Peoples representative from each of the three regions as observers. Countries from each regional constituency that are not currently members may participate as observers. The secretariats of the UNFCCC and GEF, as well as the World Bank (representing FCPF) are permanent observers. The MDTF Office is an ex-officio member of the Policy Board. The co-chairs have frequently invited additional observers to participate and enrich the discussions in specific meetings.

The Policy Board decides on fund allocation for national and global programmes from the UN-REDD Programme Fund, administered by the UNDP Multi-Donor Trust Fund Office, and provides guidance to the UN-REDD Programme, reviews progress, and helps articulate the demand and response needed. The Board may take advice from the Independent Advisory Group on Rights, Forests and Climate Change.

7.2. Agencies

In June 2008, the three UN-REDD Programme agencies and the MDTF Office signed a Memorandum of Understanding (MoU) to establish the UN-REDD Programme Fund and the administrative arrangements. Part of this MoU is the UN-REDD Programme Framework Document, which is the founding document of the Programme, agreed on by the three UN-REDD Programme agencies. This Strategy builds on the foundation set out in the Framework Document. It calls for a significant scaling up of readiness activities and support to countries, depending on country circumstances. Since the agencies are responsible for delivering the Programme's output, scaling up must be complimented by the strengthening and redirection of agency human resources, infrastructure and institutional arrangements towards the Programme. The resources for scaling up would also involve significant support from the agencies themselves as they view the UN-REDD Programme as one of their flagship programmes and central to their mandates on climate change and sustainable development. Agencies have chosen different ways to organize and locate their teams, ensuring the maximum support to national readiness efforts, backed up by international “normative” support functions.

The agencies contribute their diverse and complementary fields of expertise and mandates: FAO on technical issues related to forestry, natural resources and supporting specifically the development of REDD+ monitoring, including MRV systems; UNDP with its near universal country presence, its focus on governance, socio-economic implications of REDD+ and the engagement of Indigenous Peoples and civil society; and UNEP in convening expertise and decision-makers in the REDD+ agenda, increasing knowledge and capacity on multiple benefits of REDD+ and facilitating the conditions to move towards a low carbon economy by

transforming the forest sector through analysis, scenario development and assessment of options for investments.

As endorsed by the Policy Board, the agencies have constituted a group called the Coordination Group (CG). This group provides strategic oversight to the Programme and the Secretariat to improve the UN-REDD Programme's capacity and responsiveness to new demands as they emerge. The executive and senior management of all three UN-REDD Programme agencies stand fully behind the UN-REDD Programme as a model of interagency collaboration within the UN.

7.3. Secretariat

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 Secretariat activities are more specifically described in its Terms of Reference¹⁶.

8. Funding the Programme

8.1. Current Status of Funding

The current total portfolio of the Programme as of November 2010 in USD is given in Table 2:

Table 2: Current Funding portfolio of the UN-REDD Programme¹⁷

Funding partner	\$ Million	Time period
Norway	52.2 (committed)	2008-2009
	32.1 (committed)	2010
Denmark	2.0 (committed)	2010
	6.0 (pledged)	2011
Spain	20.2 (pledged)	2010-2012
TOTAL	112.5	

8.2. Resource Mobilization

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

8.2.1. Principles

- a) Resource mobilization will be flexible and allow for earmarking

¹⁶ www.unredd.net/index.php?option=com_docman&task=doc_download&gid=923&Itemid=53

¹⁷ Pledges are in different currencies and conversions to US\$ will vary depending on exchange rates

- b) Funds will be applied efficiently and effectively
- c) Programme commits to the rapid scaling-up of readiness delivery
- d) MDTF to be used as the primary funding mechanism of the UN-REDD Programme
- e) Fund allocation approach will be flexible and adaptive, allowing for scaling-up as the Multi-Donor Trust Fund is capitalized
- f) Programme will not accept funding or assistance for activities outside the scope defined in the UN-REDD Programme strategic plan, framework document and approved work plans.

8.2.2. Funding level

During the planning period 2011-2015, the UN-REDD Programme is expected to scale up its activities, with an expected total level of disbursements over the five-year period of approximately US\$350-400 million. It will cover support to an additional 20 countries for initial REDD+ readiness (in addition to the Programme's nine initial pilot countries), as well as targeted support to 20-40 select countries¹⁸, with the level and type of support to any given country depending on demand, national circumstances and availability of funding.

8.2.3. Early lessons for fundraising efforts

There are several early lessons in the attempts to raise funds for the UN-REDD Programme. These include:

- Many donors found it difficult to understand the different roles and function of the FCPF and UN-REDD Programme and while these roles are now much better clarified and cooperation significantly increased, some still perceive overlaps
- Having representatives of governments serving on the UN-REDD Programme Policy Board together with representatives of civil society and Indigenous People is not acceptable to some donor countries
- The absence of reaching a legally binding agreement at Copenhagen (COP 15) created an institutional vacuum in terms of how climate funds would be managed, leading donors to delay decisions on new funding for REDD+
- Need to manage expectations
- Need for a more flexible approach in fund management to enable targeting funds for thematic activities
- Need to engage with developing countries and other partners in joint resource mobilization efforts
- UN-REDD Programme staff based in the agencies and at regional and country levels are important fundraising champions, and require greater recognition and assistance in how to play this role more effectively and in a more coordinated manner

8.2.4. Strategies for achieving resource mobilization objectives

The following specific strategies have been identified for achieving resource mobilization objectives:

- **Scale up:** To help meet the expectations of REDD+ countries and contribute to rapidly mobilize financial and technical resources in order to scale up the implementation of REDD+ actions inter alia, the UN-REDD Programme will rationalize and streamline procedures for accessing funding and increase the agency capacities to support more countries.

¹⁸ See section 6.2.1 for more details on targeted support

- **Align with donor priorities:** It is important that the UN-REDD Programme aligns with donor funding priorities in REDD+ and related thematic areas. For existing donors, the Secretariat will monitor changes in their priorities. For new donors, the Secretariat will research and document priorities.
- **Proactive and flexible approach for resource mobilization:** The UN-REDD Programme aspires to be a key player in the REDD+ space and to be the partner of choice in providing technical support. The Programme will build on its early successes in providing Quick Start support in its nine initial pilot countries. The Programme will also seek more funding flexibility. While the MDTF will remain the main funding window for the Programme, Tier 2 will enable the agencies to grow the Programme by seeking new and additional funding for projects they implement alone or jointly with one or more of the other agencies. Finally, the Programme will map, analyze and identify fundraising opportunities emerging from current pledges under the REDD+ Partnership, and use this analysis as an input to the resource mobilization action plan.
- **Sharpen the Programme's capacity to document activities, track progress and communicate:** Donors to the UN-REDD Programme want to know that their investments are generating concrete results and contributing towards mitigating climate change. To that end, it is of fundamental importance to increase the Programme's capacity to track and communicate the results of its activities through effective outreach.
- **Develop partnerships with other multi-lateral initiatives:** The Programme will explore opportunities for additional funding opportunities to deliver REDD+ readiness at the country level that are possible through partnership with FCPF, FIP and CBFF. Similarly, opportunities for co-funding to National Programmes from sources such as the GEF will be explored.
- **Use agency staff at all levels in resource mobilization process:** Together with the headquarter-based staff, regionally and nationally-based agency staff are in a good position to identify and pursue fundraising opportunities together with the UN-REDD Programme member countries.

8.3. Fund management

The UN-REDD Programme has been funded mainly through the UN-REDD Programme Fund, which is administered by the UNDP 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 will use an arrangement that divides UN-REDD Programme activities into two distinct funding tiers.

Tier 1 activities are funded through the current UN-REDD Programme fund. This fund is administered by the MDTF Office and governed by the Policy Board. All tier 1 activities are implemented through joint programmes¹⁹ (national and global programmes).

¹⁹ A joint programme is when two or three of the agencies combine their efforts and resources to implement a project through a common work plan and budget resulting in gains in effectiveness and efficiency. The work plan and budget forms part of a joint programme document, which also provides details about roles and responsibilities of agency partners in coordinating and managing the joint activities.

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 CG involving all agencies. The CG approves the UN-REDD Programme affiliation before any formal proposal is submitted to a donor(s). All tier 2 activities will be implemented preferably through joint programmes and can include both national and global activities. Progress reports on Tier 2 activities will be submitted to the Policy Board.

The significance of this new tier 2 arrangement is that it creates flexibility for donors who may want to fund technical activities through one or more of the UN-REDD Programme agencies, while expanding the funding base for the Programme given that an increasing amount of REDD+ funding is becoming bilateral. It also recognizes that there are a number of associated agency activities that can and do contribute to the UN-REDD Programme.

8.4. Co-financing

The UN-REDD Programme is expecting to leverage a significant level of co-financing by the three UN-REDD Programme 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.

9. Monitoring and Evaluation

The UN-REDD Programme will use existing monitoring and evaluation tools from the UN-REDD Programme agencies in the context of results-based management (RBM)²⁰. The purpose of the monitoring and evaluation will be to ensure that the UN-REDD Programme's expected results are achieved and that timely feedback is provided to assist in decision making.

To be sustainable, monitoring and evaluation systems and tools that the UN-REDD Programme adopts will be characterized by low maintenance and low cost systems, flexibility to respond to different information needs and accessibility to information. It will be a combination of formal systems such as databases and performance contracts, and more informal feedback from countries and the Policy Board. To facilitate monitoring and evaluation, the Secretariat has the responsibility to ensure that the UN-REDD Programme is implemented effectively.

At the Programme level, monitoring and evaluation will be achieved through a variety of ways. Monitoring will focus on whether the Programme is achieving its stated actions and progress towards achieving stated results and will be done internally. As part of the monitoring functions, periodic reviews and rapid assessments of performance of activities under the UN-REDD Programme will be undertaken.

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 be externally evaluated every two to three years.

²⁰ Results Based Management is defined as a "broad management strategy aimed at achieving improved performance and demonstrable results." (UNDG, 2007)