

UN-REDD
PROGRAMME



Support to National REDD+ Action: Global Programme Framework 2011-2017 (SNA) Final Report

**Annex to the Ninth Annual
Progress Report of the UN-REDD
Programme Fund,
Annual Report 2017**

UN-REDD Programme

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1. SNA Programme Status

Programme Title: “Support to National REDD+ Action: Global Programme Framework 2011-2017”

Date of UN-REDD Programme Policy Board approval:	9 August 2011
Date of first transfer of funds:	1 November 2011
End date according to Programme Document:	31 December 2017 ¹

Implementing partners:
Food and Agriculture Organization of the United Nations (FAO)
United Nations Development Programme (UNDP)
United Nations Environment Programme (UNEP)

Participating UN Organization	Approved budget allocation 1 November 2011 – 31 December 2017 (US\$)	Cumulative expenditures 1 November 2011 - 31 December 2017 (US\$)
FAO	44'872'267	44'886'462
UNDP	45'897'353	44'373'228 ²
UNEP	37'928'153	37'563'532
Indirect support costs (7%)	9'008'844	8'877'626
Total	137'706'617	135'700'847

¹ In June 2017, the SNA was extended to 31 December 2017 to allow for the full implementation and completion of pending activities and disbursements to ensure adequate operational closure.

² UNDP has certified expenses for US\$44'373'228. In the consolidated table with the distribution of expenses per output (Table 2) the amount reported by UNDP is US\$45'279'450. UNDP has explained that this is due to adjustments/transactions done at the end of 2017 to the project allocation that is implemented by UNOPS. As the UNDP PDR submission deadline preceded the UNOPS internal deadlines, the transactions were not reflected in the UNDP books in 2017. Though UNOPS reported these transactions in 2017, they were reported to UNDP only during the first quarter of 2018 and will only be reflected on the MPTF gateway during the next UNEX upload scheduled in July 2018.

2. Introduction

The Final Report for the UN-REDD Programme’s Support to National REDD+ Action (SNA) highlights overall progress throughout the implementation of the Programme. This progress is reported at outcome level against the Programme’s results framework, and includes a financial summary of UN-REDD support provided under this programmatic area.

Since 2011, the SNA has undergone eight revisions, including the no-cost extension to 31 December 2017, to ensure that the overall UN-REDD Programme: (1) continues to meet the needs of the growing number of UN-REDD partner countries over its period of implementation, from 42 in 2011 to 64 in 2017; (2) responds and meets countries’ evolving capacity needs and advisory demands as they progress towards phase two of REDD+ implementation; (3) takes into account the continuous feedback from its stakeholders, findings from the External Programme Evaluation and builds on lessons learned over time; (4) is updated and in alignment with the latest UNFCCC developments and global REDD+ landscape; and (5) ensures overall continuity and relevance of the UN-REDD Programme and support its for countries.

The SNA has been operational since November 2011 with a total approved budget of US\$ 137.707 million. The SNA carry-over commitments to 2017 were of US\$ 6.06 million for Targeted Support, Technical Assistance, support to participatory stakeholder platforms and the Country Needs Assessment initiative. In addition, the no-cost extension to December 2017 included US\$ 1.63 million for the CBR+ programme to continue implementation until the end of 2017, as originally planned.

During its tenure, the SNA provided support to 64 partner countries towards REDD+ readiness, to support them in meeting the UNFCCC requirements for REDD+ and, where possible to support them to transition from the design to the implementation of ambitious policies and measures for REDD+. It has also provided essential funding to oversee the technical, fiduciary and programmatic aspects of the implementation of 26 UN-REDD national programmes.

The SNA has been multifaceted, comprising extensive technical assistance and policy advice from the UN-REDD multidisciplinary team (situated in regional centres and global units), targeted support projects to assist partner countries to address specific issues including to build capacities, several South-South cooperation initiatives to stimulate advancement on readiness, normative work to support partner countries to solidify their systems for REDD+, a community REDD+ initiative (the CBR+ programme) to ensure multi-stakeholder commitment to REDD+, knowledge management to collect and analyze lessons from pioneer countries and then disseminate them widely for the benefit of all countries, public outreach activities to raise awareness and mobilize support for REDD+ and, finally, the governance of the UN-REDD Programme to enable the Programme to coordinate, complement and function effectively.

3. Achievements against the targets of the SNA Monitoring Framework 2011-2015

All of the seven outcomes set out in the Global Programme Framework have been achieved, as summarized in the table below.

Table 1. Achievements until 31 December 2017 against the outcome targets of the SNA Monitoring Framework 2011-2015.

UNFCCC Warsaw Framework for REDD+, pillars: National Forest Monitoring Systems (NFMSs), Forest Reference Emission Levels/Forest Reference Levels (FREL/FRLs)		
Outcome 1: REDD+ countries have systems and capacities to develop and implement MRV and monitoring		
☑Target Reached		
Indicators	Baseline	Target (by December 2015)

Outcome indicator	Baseline	Target
Number of UN-REDD countries with institutional arrangements in initial stages of development to perform monitoring and measurement, reporting and verification functions for REDD+, including institutions with capacities and information to meet reporting requirements of UNFCCC in relation to REDD+.	12-13 countries are starting to establish comprehensive monitoring approaches, with capacities and information base at different levels in almost all REDD+ countries.	30 countries receiving support from the UN-REDD Programme have achieved initial stages in development of institutional arrangements for ensuring monitoring and MRV functions for REDD+ are carried out, including capacities and information base.

Outcome 1. Cumulative achievements against target
Overall, the target was already reached by 2015. The following are achievements (cumulative) as of 31 December 2017:

Through UN-REDD Programme support, **40 countries** have reached different stages of their institutional arrangements, MRV functions and capacity development, leading to significant progress under the Warsaw Framework Pillars on NFMS and FREL/FRL and making a few countries entering implementation. The current status is as follows:

- 40 countries have advanced on NFMS (breakdown available) leading to reliable forest resource information for application in creating sound national forest policies, planning and sustainable development;
- 25 countries progressed on Satellite Land Monitoring Systems (SLMS) resulting in generation of land cover / land use information, and more than half of those countries have operational NFMS portals or web platforms, making information institutionalized, systemized and available.
- 17 countries progressed on their National Forest Inventories (NFI).

The high-quality, reliable data on forests, including forest-carbon estimates, stemming from these MRV components have been used to avoid, reduce and capture forest carbon emissions, assist countries to set their emission targets, and have resulted in 18 country submissions that have met UNFCCC reporting requirements on FREL/FRL as of Dec 2016. Another 9 countries have advanced towards submissions, including methodological work and consultations with a broad range of stakeholders.

UNFCCC Warsaw Framework for REDD+, pillar: National REDD+ Strategies and Action Plans (NS/APs) and cross-cutting issues on governance, tenure and gender

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

☑ Target Reached

Indicator	Baseline	Target
Percentage of strategies, roadmaps or phase 2 documents supported by the UN-REDD Programme that have been developed inclusively and have proposed robust legal, institutional and fiduciary arrangements.	The UN-REDD Programme has been actively involved in the development of only two phase 2 proposals (Viet Nam and DRC), while assessments on the robustness of governance sections of existing national REDD+ strategies have not been conducted systematically.	50% of strategies, roadmaps or phase 2 documents supported by the UN-REDD Programme have been developed inclusively and are deemed robust on governance.

Outcome 2: Cumulative achievements against target

All (100%) of national REDD+ strategies and/or plans (Cambodia, the Congo, Costa Rica, DRC, Ecuador, Indonesia, Viet Nam, Zambia, Argentina, Bangladesh, Colombia, Cote d'Ivoire, Ethiopia, Madagascar, Malawi, Mongolia, Myanmar, Nigeria, Paraguay, Sri Lanka and Uganda) supported by the UN-REDD Programme have been developed in a participatory and inclusive way, including measures for transparent, robust and gender-equitable institutional, legal and fiduciary arrangements for REDD+ actions.

UNFCCC Warsaw Framework for REDD+: Stakeholder engagement as a cross-cutting issue

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

☑ Target Reached

Indicator	Baseline	Target
Number of UN-REDD Programme countries that have activities and mechanisms to support the full and effective participation of indigenous peoples, local communities CSO and other stakeholder organizations in REDD+ decision making, strategy development and implementation.	17 UN-REDD Programme countries where national-level representation of indigenous peoples and CSO stakeholder organizations is mentioned in their NPDs and implementation has begun.	30% increase in the number of countries that have activities and mechanisms to support the full and effective participation of indigenous peoples, local communities CSO and other stakeholder organizations in REDD+ decision making, strategy development and implementation.

Outcome 4. Cumulative achievements against target

All countries actively supported by UN-REDD (mostly through national programmes) now have participatory mechanisms to sustain national REDD+ processes, including multi-stakeholder platforms for policy dialogue, participatory policy design and policy-making, and a wide range of public information-cum-debate platforms on REDD+. These actively promote the participation of women, indigenous peoples, local communities, civil society organisations and other civic stakeholders. In 2016, the Programme supported over 25 partner countries with the running of specific participatory platforms to ensure the perspectives and proposals of indigenous peoples and forest communities inform national policies and institutions for REDD+. Through its implementation in a very few years, the Community Based REDD+ (CBR+) initiative has awarded over 100 grants to community and grassroots organizations, across six pilot countries (Cambodia, the Democratic Republic of the Congo, Nigeria, Panama, Paraguay and Sri Lanka), that resulted in increased capacities and access of indigenous peoples, forest communities, and CSOs to informing national policy on forests and climate, including legal and technical capacities for improved land use management and alternative livelihoods, as well as lessons learned from community stakeholders feeding into the process of developing national REDD+ strategies.

UNFCCC Warsaw Framework for REDD+, pillars; Safeguards and Safeguards Information System (SIS) and multiple benefits under National Strategies and Action Plans

Outcome 5. Safeguards are addressed and respected and multiple benefits of REDD+ are realized.

☑ Target Reached

Outcome Indicator	Baseline	Target
Number of countries having identified core elements of a national approach to safeguards minimizing social and environmental risks and enhancing benefits, which enables them to manage information on how safeguards are addressed and respected.	Beyond initial design considerations, there is limited evidence that countries have comprehensive roadmaps or approaches in place to address and respect safeguards, or take additional social and environmental benefits into account in their planning for REDD+.	At least 8 UN-REDD Programme partner countries have identified core elements of a national approach to safeguards and/or incorporated multiple benefits into their REDD+ planning.

Outcome 5. Cumulative achievements against target

The UN-REDD Programme has worked with more than 30 partner countries to support the development of their national approach to safeguards and the incorporation of multiple benefits to support REDD+ planning. In 2017, the Programme supported 15 countries³ with their [country approaches](#) to meeting the UNFCCC safeguards requirements, exceeding the target. Of these countries, half made progress with their [summaries of information](#), including [Colombia](#) and [Ecuador](#), which submitted their first summaries of information to the UNFCCC. Chile, Costa Rica, Mexico and Viet Nam have drafted first summary texts for 2018 submission. Côte d'Ivoire and Zambia have started planning processes for drafting their first summaries.

Nine countries (Argentina, Colombia, Costa Rica, Honduras, Mexico, Nigeria, Sri Lanka, Viet Nam and Zambia) made progress in designing their national [safeguards information system](#) (SIS) and are moving towards operationalization.

Two thirds of the countries (Argentina, Chile, Colombia, Côte d'Ivoire, Honduras, Mongolia, Myanmar, Panama, Viet Nam and Zambia) have conducted analytical steps in their country approaches to safeguards contributing to one or more UNFCCC requirements. These include assessments of environmental and social benefits and risks of proposed REDD+ Policies and measures, national interpretations of the Cancun safeguards and/or assessments of existing policies, laws and regulations.

To complement the safeguards work, many UN-REDD partner countries have also worked to identify, map and integrate into their planning the multiple benefits of REDD+, such as biodiversity conservation and delivery of ecosystem services (<http://bit.ly/mbs-redd>). The best evidence that multiple benefits have been incorporated into REDD+ planning comes from draft or published policy documents including national and subnational strategies/action plans and investment plans. Multiple benefits have been included in this planning by at least Costa Rica, Democratic Republic of Congo, Ecuador, Panama, Paraguay, Republic of Congo, Nigeria (Cross River State) and Viet Nam at subnational level. There is an ongoing review in 2018 to identify lessons learned in integrating multiple benefits into REDD+ planning, and further examples will emerge from this exercise.

UNFCCC Warsaw Framework for REDD+ pillar: National Strategies and Action Plans

Outcome 6: Green economy transformation and REDD+ strategies and investments are mutually reinforcing.

☑ Target Reached

³ Argentina, Chile, Colombia, Costa Rica, Côte d'Ivoire, Ecuador, Honduras, Mongolia, Mexico, Myanmar, Nigeria, Panama, Sri Lanka, Viet Nam and Zambia.

Outcome Indicator	Baseline	Target
Number of UN-REDD Programme countries with national or sub-national development strategies that recognize REDD+ based investments as a means for transformation, and number of investment agreements based on forest multiple benefit investment options.	Development strategies have not reached the point of recognizing REDD+ based investments as a means for transformation, nor have multiple-benefit investment agreements.	3 UN-REDD Programme country strategies recognize REDD+ based investments, with at least 3 investment agreements recognizably based on multiple benefit investment options.

Outcome 6. Cumulative achievements against target

Support to UN-REDD partner countries in this area has grown significantly over the course of the Programme. Overall, 19 countries have been supported on a wide range of technical assistance, ranging from understanding the costs and benefits to reduce deforestation and forest degradation through economic valuation (e.g. Ethiopia, Kenya, Nepal), to business case analysis on cocoa (e.g. Cote d'Ivoire), palm oil (Indonesia and Costa Rica) and coffee (e.g. Peru), to financing options to implement REDD+ (e.g. Paraguay, Costa Rica, and Ecuador).

Overall, given that many countries are still in the REDD+ readiness stage, and relatively few countries have successfully reduced/removed emissions against a baseline, the amount of REDD+ results-based funding that has been disbursed is limited. Accordingly, it will take time for countries to recognize REDD+ based investments as a means to transform development. That said, a growing number of countries – with support from UN-REDD – are putting regulations and economic incentives in place to reduce deforestation.

To give some specific examples, the President of Indonesia signed Government Regulation (46/2017) on an Environmental Economic Instrument designed with technical assistance from the UN-REDD Programme.

Furthermore, in Zambia - as part of the targeted support (carried over from 2016) - the sectoral analysis on REDD+ supportive investments by the mining sector in North Western Province was endorsed by the government and stakeholders during the final multi-partner mission of the REDD+ Investment Plan.

The Ministry of Environment in Ecuador engaged with the private finance sector in Guayaquil and Quito to enhance banks' environmental and social risk management systems in the financing of commodity production and trade, based on support from the UN-REDD Programme and in collaboration with UNEP FI. Additionally, the Ministry of Environment in collaboration with the financial regulator prepared a draft directive to encourage the integration of environmental and social risk management in financial operations in the land use sector.

UNFCCC Warsaw Framework for REDD+; Knowledge management and communications as a cross-cutting issue

Outcome 7: UN-REDD Programme knowledge is developed, managed, analyzed and shared to support REDD+ efforts at all levels (lead/coordinated by the Secretariat).

Target Reached

Indicator	Baseline	Target
Rating of recognition and use by stakeholders at all levels of UN-REDD Programme and its Knowledge products as a key source of knowledge on REDD+.	UN-REDD Programme products and events are developing recognition as a source of knowledge and information on REDD+ but recognition and use is not widespread.	The UN-REDD Programme achieves at least 80% positive rating by key stakeholders at all levels as a source and hub of knowledge on REDD+. Use of UN-REDD knowledge products increased by at least 20% compared to the 2012 baseline.

Outcome 7. Cumulative achievements against target

The UN-REDD Programme has engaged more than 50 partner countries, with post-event evaluations demonstrating that knowledge sharing is considered important in completing the Warsaw Framework pillars. Through the REDD+ Academy, over 4,000 people have improved their technical capacity and understanding of REDD+. Satisfaction on knowledge products and events delivered continues to exceed the target, at 89%. The use of UN-REDD knowledge products continues to climb, in most areas exceeding the 20% target. Since the launch of the workspace in 2015, visits have increased 536%, and visitors increased by over 600%, while 437 new users registered and library resources were downloaded over 40,000 times. The UN-REDD blog has also facilitated knowledge sharing and engagement on REDD+. There has also been an increased focus on south-south knowledge exchanges, which through sharing lessons learned contribute to increased delivery rates and further progress on REDD+ implementation. These included: Côte d’Ivoire - Costa Rica and Ethiopia – China / South Korea.

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

Target Reached

Outcome Indicator	Baseline	Target
Procedures and practices provided or coordinated by the Secretariat, for helping agencies and the Policy Board fulfill their mandates in the UN-REDD Programme, are in full, effective implementation	Policy Board and Secretariat established and functioning, based on existing Rules of Procedure and Terms of Reference. Country needs not systematically collected or known to the UN-REDD Programme. The Programmed beyond 2015 not reviewed.	By end of 2015, procedures and practices have been enhanced to ensure effectiveness, transparency and accountability of the support to the Policy Board to the satisfaction of its members; country needs are better known to the Programme for more tailored support; the Programme has a clear post 2015 vision.

Outcome 8. Cumulative achievements against target

The Secretariat has provided the support mechanism for the UN-REDD Programme since its inception in 2009, it has been the coordination unit through which internal processes, guidelines, best practice and procedures were instituted and implemented to support programme implementation at both country and global levels. The resultant effects over the years were the more streamlined and tailored support delivered to countries towards achievement of REDD+ readiness and results based actions. Furthermore, specific needs of countries have been identified through the Country Needs Assessment in 7 countries and 2 regions. In its efforts towards the achievement of greater accountability, transparency and effectiveness, the recommendations from the Programme’s audit and evaluation were incorporated in the Programme’s vision for 2016 – 2020 and overall programme operations. The Secretariat through its coordinating role has facilitated and put in motion the structures and processes for the operationalization the new strategic phase of the Programme. This outcome has therefore been achieved as per the indicator and target.

4. Evaluation, Best Practices and Lessons Learned

The UN-REDD Programme has reoriented its objectives at all levels – country, regional and global – to the guidance provided progressively by the UNFCCC through COP decisions (notably at Cancun and culminating in Warsaw in 2013 and Paris in 2015). Along with the more global political direction, changes to the design of the Programme were made in response to recommendations arising from the [2014 External Evaluation of the UN-REDD Programme](#), the [Inter-agency Audit in 2014-2015](#), impact assessments, and countries’ mid-

term/final evaluations, as well as in response to ongoing feedback from government counterparts, CSOs, indigenous peoples, the private sector, donors, collaborating initiatives and other stakeholders. Using an adaptive management approach, the Programme has built on the recommendations and feedback and on the lessons learned and results achieved, which can be summarized as follows:

Through UN-REDD Programme support, countries have not only advanced in developing the pillars of the UNFCCC Warsaw Framework for REDD+ (i.e. their NS/APs, NFMSSs, FRELS/FRLs and Safeguards & SISs), they have also achieved key results in the development and establishment of the operational elements of REDD+ readiness and the wider process of sustainable development, improved governance and increased stakeholder engagement. UN-REDD Programme support has led to increased ownership of REDD+ processes by countries and enhanced the capacity of countries to participate actively in UNFCCC COP processes, enabling them to use their REDD+ readiness experiences to advocate for and influence the emerging global REDD+ architecture.

The 2014 external evaluation, which included the SNA component as well as National Programmes, summarized the overall Programme performance as follows:

“The UN-REDD Programme has helped draw global and national attention to the importance of forests. It has given previously marginalized populations a strong voice in relevant decision-making arenas; it is leading countries to engage in policy reforms, increase transparency and reduce the risk of corruption; it has triggered the search for viable solutions to the problems associated with deforestation; it is supporting the valuation of forests and the services they provide; and it has allowed a broad range of stakeholders to gain experience with an innovative construct that now makes it possible to better articulate the conditions for sustainability and how such an agenda should be pursued”.⁴

Recommendations related to immediate or ongoing issues of the SNA were implemented in the remaining period of the Programme, while other recommendations related to the long-term were incorporated into the design of the Programme’s 2016 – 2020 Strategic Framework, as well as the associated governance arrangements and operational documents. The detailed follow-up actions undertaken on the evaluation are provided in the document “Follow-up to the UN-REDD Programme External Evaluation⁵”. On the issue of a final evaluation, as many of the global functions and activities of the SNA programme have continued into the next phase of the Programme (2018-2020) in the form of Technical Assistance, a mid-term evaluation in 2019 or final evaluation in 2020 will be explored and discussed with the Executive Board.

Over the course of the six years of the SNA, the Programme continued to meet the varying demands of over 60 partner countries within the complex and evolving REDD+ landscape. The Programme has taken a continuous adaptive management approach to ensure support is in line with its added value and in complement to other efforts in the partner countries. Through a strong inter-agency mechanism, the Programme has been able to also act quickly to align with evolving UNFCCC requirements. UN-REDD offers a unique, tailored and unbiased support platform to member countries to help them advance toward and meet the requirements of the Warsaw Framework for REDD+.

Additionally, the Programme has reached its aim to be a platform to build capacities, provide information, enable accelerated progress through the sharing of experiences and provides its partner countries the opportunity to participate in a larger support network. The UN-REDD agencies’ technical expertise, combined with their understanding of their partner countries adds further value to their provision of technical assistance. With the three UN agencies acting in partnership through the Programme, countries

⁴ UN-REDD Programme Evaluation – Final Report June 2014. Available here: <https://www.unredd.net/documents/global-programme-191/un-redd-programme-evaluation-3266.html>

⁵ Follow-up to the UN-REDD Programme External Evaluation. Available here: <https://www.unredd.net/documents/global-programme-191/un-redd-programme-evaluation-3266.html>

have benefited from quick and harmonized action. Strong coordination between the agencies has also enabled the coordination to reach beyond UN-REDD to promote coordination of activities with more partners and stakeholders, thereby reducing overlap and complementing the work in the country through their respective areas of expertise.

From the external evaluation and other reviews of progress, some of the most significant lessons learned from the SNA can be summarized as follows:

- When countries (governments) are in the driving seat in the development of REDD+, and external assistance is tailored to their needs, REDD+ processes become a catalyst for policy reforms and innovations towards sustainability.
- Capturing carbon value alone is not sufficient to alter land uses, budget decisions and natural resource management practices. Linking REDD+ processes to national sustainable development agendas can truly contribute to supporting the shift towards building a low-carbon society.
- REDD+ payments will not always be sufficient to meet opportunity costs. REDD+ needs to be considered as part of broader national transformation processes, as an incremental contribution to national efforts.
- REDD+ requires extensive cross-sectoral efforts to address the large and complex drivers of deforestation and degradation in the context of economic development and the impacts of climate change. Addressing the drivers takes time – more than anticipated by negotiators – and progress to date has been slow.
- Early participation and equitable inclusion of all stakeholders (including both women and men) is essential in decision making on REDD+ and can contribute to reinforcing credible and legitimate policy-making and implementation.
- Clarification of land tenure is important for enabling implementation of REDD+.
- Development of safeguards and safeguard information systems (SIS) should be associated with the development of the National REDD+ Strategy or Action Plan. Developing safeguards too early in the readiness phase has led to expansive SIS with unmanageable numbers of indicators.
- Ensuring alignment between REDD+ initiatives is important in order to map out the support needed and to determine appropriate REDD+ policies and measures.
- Strategic coordination and partnerships with other multilateral REDD+ actors (such as the Forest Carbon Partnership Facility, Forest Investment Program, Biocarbon Fund, Global Environment Facility, and Green Climate Fund), non-governmental organizations, civil society organizations and other multilateral organizations is important to achieve coherence and plug into collaborations to enhance the Programme's interventions and area of influence.
- Targeted Support to partner countries, which was a key component of the SNA, was important to streamline the operating procedures to avoid overlaps and duplication and to ensure linkages to the National Programmes, national REDD+ efforts and the SNA outcomes.
- The normative work carried out under the SNA provided crucial support to partner countries through the development of common approaches, guidelines, tools, data and best practices. Some of the key lessons learned and best practice publications can be found in the box below.
- Knowledge management was identified as a key element of the Programme. As such, the Programme developed a comprehensive, robust and fully functioning knowledge management and communications system (consisting of the UN-REDD Workspace, South-South exchanges, REDD+ Academy, REDD Resource newsletter, social media platforms, among others), with dedicated global and regional teams and interagency collaboration, aimed at capturing, storing and disseminating the vast amount of knowledge generated and achievements by the Programme all levels. Its role is to support the specialized content producers (partner countries and thematic areas) by systematizing the collection of know-how and converting and elevating their local knowledge into lessons learned and best practices that can be easily accessible and recognizable with thematic and global relevance.

- South-South knowledge exchanges proved especially impactful as countries are at different stages of their REDD+ development, and South-South cooperation provided an effective means to capitalize quickly and efficiently on the experiences of those countries with advanced REDD+ agendas. The documentation and capturing of lessons learned and good practices, including through the [REDD+ Academy](#) initiative, and the facilitated sharing of knowledge, tools and approaches is fundamental for partner countries to accelerate their progress.
- Through the development of tools, guidelines and enhanced knowledge, an important and potentially influential REDD+ "community of practice" is emerging.

Working with different partner countries and between the agencies over successive years has given some significant results and are also accompanied by the emergence of some significant lessons. Notably that REDD+ readiness is much more difficult to achieve than partners and stakeholders had originally thought and because of this, patience is key to ensure success. This patience, coupled by a good degree of donor and agency flexibility is what has made the UN-REDD Programme a success to date. We have learned that the commitments made in the REDD+ process need to be long term and go beyond the appointment period of administrations. And even though close follow up and support to countries may be activities that have poor visibility, they are absolutely key to ensuring ambitious results. Finally, the fact that the UN-REDD Programme has had significantly higher delivery than other similar programs reflects our joint commitment to closely support countries in all phases of REDD+ readiness.

UN-REDD Lessons learned and best practice publications

- ✓ [UN-REDD Methodological Brief on Gender](#)
- ✓ [UN-REDD REDD+ Academy Learning Journals](#)
- ✓ [REDD+ Safeguards Information Systems: practical design considerations](#)
- ✓ [Conceptual framework for country approaches to safeguards](#)
- ✓ [Technical considerations for Forest Reference Emission Level and/or Forest Reference Level construction for REDD+ under the UNFCCC](#)
- ✓ [National Forest Monitoring Systems: Monitoring and Measurement, Reporting and Verification in the context of REDD+ Activities](#)
- ✓ [The role of forests in a green economy transformation in Africa](#)
- ✓ [Assessing Forest Governance: A Practical Guide to Data Collection, Analysis and Use](#)
- ✓ [UN-REDD Supporting work on Tenure and REDD+](#)
- ✓ [UN-REDD support to country examples on Legal Preparedness for REDD+](#)

5. Financial Delivery

Table 2 provides financial information at the output and outcome levels and the breakdown by the participating UN organizations for the period 1 November 2011 – 31 December 2017 of the SNA in US\$.

Table 2. Financial Information at Outcome and Output level by UN Agency

SNA Outcomes	Part. UN Org.	Cumulative Approved Budget/Net Funded Amount 1 Nov 2011 - 31 December 2016 A	Prior Years' Expenditures 1 Nov 2011 - 31 December 2016 B	Expenditures as of 31 December 2017 C	Cumulative certified expenditures (1 November 2011 - 31 Dec 2017) (B+C) D	Expenditures /Approved Budget (%) D/A E	Expenditure per category of support 1 November 2011 - 31 December 2017 The sum of these amount/s per output should equal the amounts indicated in the column titled (D) to the left.				
							Intern. support functions (ISF)	Country Specific Support			Secretariat
								Backstopping	Targeted Support excluding back-stopping	Country Specific support	
Outcome 1: REDD+ countries have systems and capacities to develop and implement MRV and monitoring											
Output 1.1:	FAO	6'052'566	6'069'684	0	6'069'684	100%	2'950'304	3'119'379	-	3'119'379	
Output 1.2:	FAO	22'914'372	22'897'905	1'062'311	23'960'216	105%	2'094'392	15'967'917	5'897'907	21'865'823	
	UNDP	747'782	886'122		886'122	119%	655'617	230'506		230'506	
	UNEP	135'000	134'999		134'999	100%	31'748	103'252		103'252	
Output 1.3:	FAO	2'298'107	1'933'203	75'401	2'008'604	87%	79'027	973'001	956'578	1'929'578	
Sub-total Outcome 1		32'147'827	31'921'913	1'137'712	33'059'625	103%	5'811'088	20'394'054	6'854'484	27'248'539	-
Outcome 2: Credible, inclusive national governance systems are developed for REDD+ implementation											

Output 2.1:	FAO	956'161	956'805	5'928	962'733	101%	348'286	574'446	40'001	614'447	
	UNDP	3'727'922	3'724'142		3'724'142	100%	1'846'650	752'813	1124679	1'877'492	
Output 2.2:	UNDP	6'823'244	7'175'811		7'175'811	105%	2'838'423	4'067'381	270007	4'337'388	
Output 2.2 bis:	UNDP	3'186'384	3'268'863	32'518	3'301'381	104%	566'023	1'280'258	1455100.13	2'735'358	
Output 2.3:	FAO	1'525'606	1'200'555	43'688	1'244'243	82%	331'307	415'993	496'943	912'936	
	UNEP	275'000	275'000		275'000	100%	65'242	209'758	-	209'758	
Output 2.4:	UNDP	2'539'715	2'620'408	344'437	2'964'845	117%	348'125	637'844	1978876.91	2'616'720	
Output 2.5:	FAO	1'300'346	1'076'821	209'395	1'286'216	99%	263'457	925'299	97'460	1'022'759	
Output 2.6:	UNDP	2'644'483	2'539'563	79'592	2'619'155	99%	973'883	739'257	906015	1'645'272	
Output 2.7:	FAO	1'863'757	1'444'951	129'593	1'574'544	84%	521'186	606'162	447'195	1'053'357	
Output 2.8:	UNDP	863'493	593'143	160'000	753'143	87%	429'987	251'841	71315	323'156	
Sub-total Outcome 2		25'706'111	24'876'062	1'005'151	25'881'213	101%	8'532'569	10'461'051	6'887'592	17'348'644	-
Outcome 3: National systems for transparent, equitable, credible and accountable management of REDD+ funding are strengthened (expenditures up to 31 December 2012 only, outcome activities discontinued)											
Output 3.2:	FAO	80'168	80'168		80'168	100%	80'168				
Output 3.4:	UNDP	434'221	102'581		102'581	24%	71'774		30806	30'806	
Sub-total Outcome 3		514'389	182'749	0	182'749	36%	151'942	-	30'806	30'806	-

Outcome 4: Indigenous Peoples, local communities, civil society organizations and other stakeholders participate effectively in national and international REDD+ decision making, strategy development and implementation.											
Output 4.1:	UNDP	1'851'796	1'342'735	461'570	1'804'305	97%	1'207'142	547'162	50000	597'162	
Output 4.2:	UNDP	1'090'878	1'378'578		1'378'578	126%	1'367'905	284'024		284'024	
Output 4.3:	UNDP	3'526'930	3'454'729		3'454'729	98%	859'409	1'719'841	875478	2'595'319	
Output 4.4:	UNDP	1'583'420	1'232'353	197'996	1'430'349	90%	610'234	361'769	184996	546'765	
Output 4.5:	UNEP	3'960'493	3'571'633	381'929	3'953'562	100%	1'942'743	2'010'819		2'010'819	
Output 4.6:	UNDP	3'738'318	2'213'137	1'525'180	3'738'317	100%	3'681'230	57'088		57'088	
Sub-total Outcome 4		15'751'835	13'193'165	2'566'675	15'759'840	100%	9'668'663	4'980'703	1'110'474	6'091'177	-
Outcome 5: Safeguards are addressed and respected and multiple benefits of REDD+ are realized											
Output 5.1:	UNDP	753'390	397'314	172'330	569'644	76%	205'333	305'813	58497.89	364'311	
	UNEP	3'934'869	3'688'521	257'454	3'945'975	100%	1'461'604	2'484'371		2'484'371	
Output 5.2:	FAO	1'506'962	1'506'963		1'506'963	100%	634'366	601'025	271'571	872'596	
	UNDP	2'004'067	1'979'317		1'979'317	99%	1'416'431	502'285	60601.25	562'886	
	UNEP	3'753'441	3'626'848	137'402	3'764'250	100%	1'286'047	2'373'203	105'000	2'478'203	
Output 5.3:	UNDP	1'818'356	1'634'125	106'250	1'740'375	96%	212'783	718'028	809564.18	1'527'592	
	UNEP	4'860'322	4'487'622	359'305	4'846'927	100%	1'489'613	2'354'057	1'003'257	3'357'314	
	FAO	448'157	296'908	120'743	417'651	93%	11'399	129'930	276'322	406'252	

Sub-total Outcome 5		19'079'564	17'617'618	1'153'484	18'771'102	98%	6'717'576	9'468'712	2'584'814	12'053'525	-
Outcome 6: Green economy transformation and REDD+ strategies and investments are mutually reinforcing											
Output 6.1:	UNEP	3'149'294	3'153'992		3'153'992	100%	1'131'684	1'379'300	643'008	2'022'308	
Output 6.2:	UNEP	3'915'713	3'911'570		3'911'570	100%	1'153'856	1'707'482	1'050'232	2'757'714	
	UNDP	1'675'000	1'658'389	15'829	1'674'218	100%	1'674'218		0	-	
Output 6.3:	UNDP	590'980	271'084		271'084	46%	255'085	16'000		16'000	
	UNEP	3'707'223	3'706'994		3'706'994	100%	813'531	2'406'946	486'517	2'893'463	
Sub-total Outcome 6		13'038'210	12'702'029	15'829	12'717'858	98%	5'028'374	5'509'728	2'179'757	7'689'485	-
Outcome 7: UN-REDD Programme knowledge is developed, managed, analyzed and shared to support REDD+ efforts at all levels (lead/coordinated by the Secretariat)											
Output 7.1:	FAO & Sec	230'593	230'593		230'593	100%	212'283	7'198		7'198	11'112
	UNDP & Sec	423'490	175'102	43'657	218'759	52%	218'759			-	
	UNEP & Sec	1'248'536	1'254'038		1'254'038	100%	869'207	189'676		189'676	195155
Output 7.2:	FAO & Sec	1'240'723	1'114'140		1'114'140	90%	768'973	329'555		329'555	15'612
	UNDP & Sec	1'743'916	1'672'199		1'672'199	96%	1'398'806	273'393		273'393	
	UNEP (Sec)	1'466'264	1'093'373		1'093'373	75%	50'000	7'189		7'189	1036184
Output 7.3:	UNEP	1'573'310	1'579'488		1'579'488	100%	682'602	896'886		896'886	
Sub-total Outcome 7		7'926'832	7'118'933	43'657	7'162'590	90%	4'200'630	1'703'897	-	1'703'897	1'258'063

Outcome 8: Timely and effective UN-REDD Programme Secretariat services provided to the UN-REDD partner countries, Policy Board and the UN agencies											
Output 8.1:	All	3'500'585	3'282'257	56'473	3'338'730	95%					3'338'730
Output 8.2:	All	2'201'449	1'993'288		1'993'288	91%					1'993'288
Output 8.3:	All	2'000'599	1'806'096	-205	1'805'891	90%					1'805'891
Output 8.4:	All	3'117'902	2'857'502		2'857'502	92%					2'857'502
Output 8.5:	All	1'557'483	1'449'443	-	1'449'443	93%					1'449'443
Output 8.6:	All	957'190	831'056		831'056	87%					831'056
Output 8.7:	All	1'197'797	1'123'034	74'764	1'197'798	100%					1'197'798
Sub-total outcome 8		14'533'005	13'342'676	131'032	13'473'708	93%	-	-	-	-	13'473'708
Total per Participating UN Organization (all outcomes):	FAO	44'872'267	43'164'844	1'721'619	44'886'463	100%	8'295'148	23'649'904	8'483'977	32'133'883	4'457'431
	UNDP	45'897'356	42'083'617	3'195'833	45'279'450 ⁶	99%	20'837'816	12'745'302	7'875'936	20'621'239	3'820'395
	UNEP	37'928'153	36'427'442	1'136'090	37'563'532	99%	10'977'877	16'122'939	3'288'014	19'410'953	7'174'703
Support Cost		9'008'844	8'517'313	423'748	8'941'061		2'807'759	3'676'270	1'375'355	5'051'625	1'081'677
Grand Total		137'706'620	130'193'216	6'477'289	136'670'505		42'918'600	56'194'416	21'023'282	77'217'700	16'534'206

⁶ UNDP has certified expenses for US\$44'373'228. In the above consolidated table with the distribution of expenses per output (Table 2) the amount reported by UNDP is US\$45'279'450. UNDP has explained that this is due to adjustments/transactions done at the end of 2017 to the project allocation that is implemented by UNOPS. As the UNDP PDR submission deadline preceded the UNOPS internal deadlines, the transactions were not reflected in the UNDP books in 2017. Though UNOPS reported these transactions in 2017, they were reported to UNDP only during the first quarter of 2018 and will only be reflected on the MPTF gateway during the next UNEX upload scheduled in July 2018.