



Central African Forest Initiative (CAFI) Multi-Partner Trust Fund

Project Document

Project Title: CAFI Secretariat	Recipient UN Organization(s): United Nations Development Programme MPTFO – UNDP will be the administrative host of the Fund Secretariat.
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UN member of CAFI Executive Board Njoya Tikum, Director of the UNDP West & Central Africa Sub-Regional Office and Resident Representative of UNDP Senegal Signature: Date: 30-May-2023	DocuSigned by: 34686DA1BF045A...
Recipient UN Organization and signatory: Multi Partner Trust Fund Office (MPTFO), UNDP Ilaria Carnevali, OIC Executive Coordinator Signature: 25-May-2023 Date:	

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I. **Background**

A/ Context for the CAFI Multi-Partner Trust Fund

Climate change and biodiversity loss are the defining challenges of our generation. No other phenomenon has the potential to change the face of our planet forever. Rainforests are at the heart of both, they stock and absorb carbon and they are home to more than 50% of terrestrial biodiversity while only covering 6% of the Earth's surface. No other ecosystem or economic sector has the same capacity to revert the unfolding climate and biodiversity crisis. In other words, by taking better care of forests we can make a major contribution to fighting climate change and saving biodiversity. Importantly, forests are also key for the survival of people living in and around them.

Central Africa is home to the world's second largest rainforest. It is one of the few remaining regions of the world that absorb more carbon than they emit. More specifically, Central Africa sucks out about 1.5 billion tons of CO₂ of the atmosphere or 4% of the world's emissions every year and is home to more than 10,000 plant and animal species. It is the source of food, energy, shelter, and spirituality for more than 40 million people living in and around it.

While annual deforestation rates have been low, the Central African rainforests are at a critical turning point. With population growth and globalization, the pressure on forests is increasing. Central African governments find themselves caught in the intertwined challenges of climate change, poverty reduction, food security and the conversion of tropical forests to new forms of industrial agriculture, mining concessions and infrastructure projects. Their capacity to respond is diminished by vulnerable economies and dwindling government revenues, contradicting international incentives, weak administrations, and vested interests. For these reasons change typically will be slow. Sustained and concerted efforts will be required to achieve changes to policy.

Faced with these challenges and aware of the importance of Central African forests both for national development and the global environment, countries have been scaling up efforts at all levels. Internationally, negotiations under the UNFCCC are searching for better mechanisms to preserve the forests and compensate countries for doing so. Multi- and bilateral programs are providing support to Central African countries to address forest loss. Regional initiatives, such as the Joint Declaration on REDD+ in the Congo Basin, the Central African Forest Commission (COMIFAC) or Congo Basin Forest Partnership, have contributed to better regional dialog, as well as increasing awareness and action. At the national level, governments have been stepping up efforts either in the context of REDD+ or independently, by monitoring forest loss and developing strategies to address it without compromising development objectives.

In 2011, during the UN Framework Convention on Climate Change (UNFCCC) Conference of Parties (COP) meeting in Durban, seven Central African nations² and eight donors³ signed the Joint Declaration of Intent on REDD+ in the Congo Basin, to boost policy and governance reforms to address deforestation in the region as well as to raise international finance to implement such reforms and to fund investments for sustainable development in the forest arena.

In the spirit of the Joint Declaration of Intent, and to respond to the complex and evolving challenges

² Burundi, Cameroon, Central African Republic, Chad, Democratic Republic of Congo, Republic of Congo, and Rwanda

³ Donor Partner Countries: Australia, Canada, France, Germany, Norway, United Kingdom, United States of America, and the European Commission



of deforestation, a group of donor countries and Central African countries have created the **Central African Forest Initiative (CAFI)** to coordinate their efforts and to deliver aid more efficiently through supporting the implementation of integrated, ambitious, high quality national low emission and/or REDD+ investment frameworks. The framework for this Initiative is defined by a Joint Declaration endorsed by the Central African and Donors countries.

Within this context and in order to scale up funding support to meet the significant challenges, a **CAFI Multi-Partner Trust Fund (CAFI MPTF) was established to reduce aid fragmentation and increase predictability through multi-year country-based financing strategies**. While this funding mechanism is the largest investment vehicle for the Initiative, complementary parallel investments by private and public donors is possible.

B/ Purpose and Functions of the CAFI Multi-Partner Trust Fund (MPTF)

Central Africa critically needs support to implement essential reforms and complex investments to effectively address deforestation drivers. None of the existing multilateral REDD+ initiatives allow for supporting strategic and holistic REDD+ and/or Low Emission Development (LED) investment frameworks in Central African high-forest cover countries. Key development partners in the field of REDD+ mapped existing funding mechanisms and found that they either lacked focus on the region or, if they did target the Congo Basin, they did not take a holistic, country-level approach with support to national investment frameworks.

The Central African Forest Initiative (CAFI) is a platform of coordination for like-minded partners that provides for substantially scaled-up international support to national REDD+/LED investment frameworks and includes a distinct CAFI MPTF to ensure the coherence and efficiency of the Initiative. Donors who are part of the Initiative can commit resources to the Fund or use, in a coordinated manner, bilateral or other channels to provide financial support.

This broad-based joint partner initiative is required because:

1. Successful investments require considerable political commitment and reform willingness in partner countries
2. Necessary structural reforms may require substantial and well-coordinated financial resources
3. Far larger leverage of donor resources can be achieved when negotiating political roadmaps and specific milestones with a dedicated group of partner countries
4. Risks can be shared among several donors and
5. Donors' comparative advantages can be leveraged
6. Shared understanding of low emission development for the region and increased coherence between donor and partner country objectives on REDD+/LED are necessary to reach the objectives of the initiative.

A regional approach, as opposed to bilateral or global initiatives, is adopted for CAFI because the Central African rainforest is spread across several countries who share certain common characteristics and increased performance can be expected by fostering learning across countries, in a South-South cooperation spirit.

The CAFI MPTF is hosted by the Multi Partner Trust Fund Office of UNDP (MPTF-O). It offers a coordination mechanism to donors who are part of CAFI by harmonized approval, disbursement, and monitoring and reporting processes.



As such, **the Fund provides the following services:**

1. Broadened funding base by pooling funding from different donors
2. Alignment with national objectives through harmonized support to national investment frameworks
3. Strategic and coordinated allocations
4. Reduced transaction cost and streamlined implementation via a pass-through mechanism to accredited entities

The CAFI MPTF will focus its efforts on changing development trajectories by supporting integrated reforms to orient Central African economies towards a low emission green economic development path. Mitigating fragmented action, improving coordination between donors and programmes, as well as mobilizing new funding, will also be at the forefront.

In addition, CAFI seeks to complement existing regional initiatives (such as COMIFAC, ECCAS and CBFP) as well as regional components of global programs such the Green Climate Fund, the GEF, Forest Investment Program, PROGREEN, UN-REDD or the EU-REDD Facility.

II. Rationale for Fund Secretariat support

The leadership and management of the CAFI MPTF is carried out at four levels⁴:

The CAFI Executive Board

The CAFI Executive Board is the decision-making authority responsible for policy dialogue and fund management by:

1. Providing the partnership platform and coordination functions for the CAFI Initiative;
2. Approving any modification of the strategic direction of the CAFI Initiative and its overall results framework;
3. Providing general oversight of the CAFI MPTF;
4. Approving the Fund's risk management strategy;
5. Approving quality criteria for the eligibility assessment of National Investment Frameworks;
6. Concluding Letters of Intent⁵ with Partner countries as a mutual commitment with associated performance targets;
7. Approving country funding allocations to National Investment Frameworks with a multi-year disbursement plan⁶ by the CAFI MPTF taking into consideration parallel funding⁷;
8. Requesting fund transfers by the Administrative Agent
9. Reviewing Fund status and overseeing the overall progress against expected results as reported by National Funds/CAFI Programmes consolidated by the Secretariat (through a Risk

⁴ As per CAFI Trust Fund's TOR.

⁵ The Letters of Intent set out the respective responsibilities of the parties within the CAFI partnership, in which beneficiary countries commit to milestones to reduce emissions or increase removals of greenhouse gases (GHG) from deforestation and forest degradation while CAFI donors commit to securing funding for the achievement of milestones. The LOIs are not legally binding agreements and are specific to each partner country

⁶ Disbursement plans will be based on cash balance, signed commitments and schedule of payments by contributors as regularly communicated to the CAFI Executive Board by the Administrative Agent.

⁷ Parallel funding to National Investment Frameworks will be presented by Contributors highlighting their expected contributions to common outcomes. Parallel funding should come from new allocations and not from alignment of current pledges or programs. Program documents should follow the same independent review as described further in Chapter **Error! Reference source not found.** of the TORs of the Trust Fund.



- Dashboard and M&E Framework);
10. Reviewing performance targets with Partner Countries based on each Letter of Intent and adjusting disbursement plan when necessary;
 11. Approving any necessary programmatic or budgetary CAFI Programme revisions (when funds are not disbursed through National Fund);
 12. Commissioning mid-term and final independent evaluations on the overall performance of the Fund;
 13. Approving direct costs for Secretariat functions; and
 14. Approving Fund extensions and revisions of the Fund TOR, as required;
 15. Approving and revising the Manual of Operations;
 16. Delegating roles and functions to committees, working groups and the Secretariat;
 17. Accrediting implementing organizations.

The Contributors signatories of the Joint Declaration are eligible to be members of the CAFI Executive Board. In addition, UNDP on behalf of Participating UN Organizations is a member. A rotational system will be put in place if there is more than one Participating UN Organization willing to participate as a member. The MPTF Office is an ex-officio member.

Only board members that have directly contributed to the CAFI MPTF and the UN board member will be granted voting right for decisions concerning the Trust Fund and on its financial allocations. In case a contributor who is a CAFI Executive Board member has earmarked its contribution to one or several specific partner countries of CAFI, this contributor would sit without voting rights when financial allocation decisions relating to other partner countries are made by the CAFI Executive Board.

The CAFI Executive Board meets periodically and makes decisions by consensus. It is chaired by one contributor on an annual rotational basis, extended automatically for one year on a no-objection basis. The Chair will represent the EB.

Country working groups

Country working groups are established to support CAFI's engagement in the six CAFI partner countries. The groups are composed of interested CAFI EB members (donors only) and are mandated to prepare proposals for EB decision at regular board meetings or by email through the procedure of non-objection. The mandate of the groups is approved by the EB in a decision. The Secretariat provides support to the country groups and mobilize UN country leadership (UNRC) for their participation in strategic dialogue with donors. The secretariat updates regularly the EB on the work of the country groups during the monthly EB calls and at EB meetings. The country group members (donors) may invite observers and implementing organizations.

Implementing Organizations working group

Implementing organizations working groups are convened regularly to prepare for Executive Board meetings and facilitate coordination. They are also used to help assess the positions of UN agencies not represented in the EB.

The CAFI Secretariat facilitates these groups and other ad hoc coordination mechanisms to help achieve the objectives of the Initiative and Trust Fund as set out in the Terms of Reference of the Trust Fund. This way, the Secretariat provides a central service of coordination between the UN and the member states (donors and partner countries).

Country level arrangements

In cases where an MPTF-administered National Fund for REDD+ or climate change exists, funds may be channelled directly to the MPTF account of said fund. The National Fund Steering Committee⁸ is in charge of providing strategic direction and oversight, coordinating the implementation of the portfolio of CAFI Programs as set out in the NIF. To fulfil this function, it assumes the following responsibilities:

1. Approving Program/Project Preparatory Grants based on pre-selected concept notes;
2. Requesting the Administrative Agent to transfer preparatory funding to implementing organisations;
3. Approving Programme/Project documents;
4. Requesting the Administrative Agent to transfer funding to Implementing Organizations based on available cash balance in the National Fund account;
5. Approving programmatic or budgetary revisions to Programs/Projects, as appropriate, within the limit of the National Investment Framework allocation;
6. Approving consolidated annual progress reports of the National Fund to the CAFI Executive Board.

For funds not disbursed through an MPTF-administered National Fund, where the CAFI Executive Board has approved a funding allocation to the NIF and subsequently a CAFI programme (with single or multiple implementers), the Country's government establishes or uses an existing coordination mechanism. This mechanism is the central point of entry for the dialogue between CAFI and the country. The government defines its responsibilities, but it should among others:

1. Provide strategic direction and oversight;
2. Negotiate the programming framework with the CAFI EB;
3. Negotiate the selection of the implementing agencies with the CAFI EB;
4. Review implementation progress;
5. Address challenges and risks;
6. Review implementer(s)' annual progress reports to the CAFI Executive Board;
7. Jointly conduct the review of the letters of intent with CAFI EB.

It is recommended that countries use existing structures and create a common platform to facilitate the coordination of the overall National Investment Framework. Multi-sectorial and multi-stakeholder representation is encouraged.

CAFI Secretariat

The Secretariat is hosted by the UN MPTF-Office. The Secretariat supports the CAFI Executive Board and facilitates the overall operations of the Fund.

The Secretariat is the central point of contact for CAFI and coordinates with countries with regards to the different submission and reporting processes. It provides the EB with advice and support in strategic planning, and consolidates narrative progress reporting, using tools such as the M&E

⁸ Leadership by a cross-sectorial ministry in the National Funds is encouraged, as is a representation of multiple key stakeholders such as civil society, indigenous peoples and the private sector.



scorecard and the risk management dashboard. It also facilitates the review process for National Investment Frameworks and CAFI Programs⁹ and facilitates collaboration and communication between Implementing Organizations, when necessary.

Implementing Organizations

The Fund will be implemented through four types of fund implementation modalities, namely

1. Participating UN Organizations
2. The World Bank
3. International Cooperation Agencies¹⁰ (ICAs)
4. International non-governmental¹¹ organizations invited by the CAFI Executive Board to sign an administrative support services agreement with the MPTF Office¹². Their selection and follow-up will be based on the HACT Assessment (Harmonized Approach to Cash Transfer) and only organization qualifying as low risk will be allowed access to the fund by the CAFI Executive Board¹³.

The choice of implementing organizations is based, among others, on existing international capacities required for supporting the implementation of the National Investment Frameworks of the CAFI countries¹³.

III. Expected Results

The overall expected result of the Project is to efficiently and effectively perform the functions of the CAFI Secretariat (as stipulated in the Fund's Terms of Reference) in order to enable and contribute to the achievement of CAFI's Results Framework and facilitate the implementation of its Theory of Change.

The overall project result is divided into specific outputs, which refer to the Secretariat's functions as outlined in the Terms of Reference. These will be implemented by promoting a strong culture of accountability and transparency and results-based management, reporting and evaluation, as well as solid knowledge management and communication strategies.

1. Output 1: Programming cycle supported

- 1.1. Support the development, revision and submission of National Investment Frameworks (NIFs) including the facilitation of dialogue between the country, the CAFI Executive Board (EB) members and observers.

- 1.2. Organize independent reviews of NIFs.

⁹ Not applicable to the DRC National Fund where the programs are approved by the National Steering Committee and the independent review commissioned by the National Fund Executive Secretariat

¹⁰ ICAs are bilateral cooperation agencies of donor countries. ICAs may be invited by the CAFI Executive Board to sign an administrative support services agreement with the MPTF-O.

¹¹ Including research institutions

¹² As per current UNDG rules, low risk indicates a well-developed financial management system and functioning control framework with a low likelihood of potential negative impact on the organization's ability to execute the program in accordance with the workplan.

¹³ For more detailed information, please see CAFI's TORs.



- 1.3. Support strategic dialogue between the country and the CAFI EB, including for example:
 - 1.1.1. to support the development of the Letter of Intent (LoI);
 - 1.1.2. to support other means of collaboration among the countries that are signatories to the Joint Declaration, as well as organizations relevant in the Central African region.
- 1.4. Support the development and submission of program documents and program portfolio documents for countries for funding channeled directly from CAFI to the implementing organizations including
 - 1.4.1. the facilitation of dialogue between the countries and the CAFI EB and
 - 1.4.2. the completeness check of submitted documents.
- 1.5. Support the assessment and approval of the program documents funded through an MPTF-administered national fund by participating in the decision-making bodies as appropriate and decided by the CAFI Executive Board
- 1.6. Organize independent evaluation of investment programs for funding channeled directly from CAFI to the implementing organizations
- 1.7. Organize the evaluation of the access of international non-governmental organizations to the fund together with the MPTF-O
- 1.8. Prepare the Investment Strategy of the CAFI Fund and update the EB regularly including co-financing by GCF, blended model or other co-financing and result based payment etc.
- 1.9. Develop a Fundraising strategy and support implementation
- 1.10. Prepare the Annual cash management¹⁴ plan
- 1.11. Approve Fund Transfer Requests (FTR) and sign approved program document on behalf of CAFI EB after its approval by the EB

2. Output 2: Portfolio monitored and evaluated

- 2.1. Support the EB in monitoring and evaluation of the achievement of the milestones in the LOI
- 2.2. Participate in the monitoring of the portfolio for programs funded through an MPTF-administered national fund
- 2.3. Organize and implement the assurance plans under the Harmonized Approach to Cash Transfer (HACT) framework for cash transfers to other implementing organizations

¹⁴ Based on the Trust Fund balance, commitments signed and the pipeline



- 2.4. Prepare progress reporting (annual, provisional and final) by consolidating Implementing Organization reports through the M&E scorecards and other tasks specified in the M&E framework.
- 2.5. Review financial reporting (annual and final) by Implementing Organization reports through the M&E scorecards.
- 2.6. Monitoring program delivery rate and report back to the CAFI Executive Board on program performance.
- 2.7. Review and approve project budgetary revision requested by agencies below 25%.
- 2.8. Submit to the EB budgetary revision above 25% over the allocated total budget or if there are substantial changes in the program document as described in the MOP.
- 2.9. Approve installments¹⁵ of payment based on agency performance, program document and annual workplans approved by the EB (see section on **Error! Reference source not found.** in the Manual of Operations)
- 2.10. Coordinate programmatic closure of Fund and potential request for program extension with the MPTF-O, the EB and implementing organizations.
- 2.11. Monitoring and risk management through the risk management dashboard.
- 2.12. Gender monitoring
- 2.13. Coordinate with the implementing organizations on reporting related to sexual exploitation, abuse and harassment by consolidating information in the reports provided by the implementing organizations and by preparing quarterly updates to the CAFI Executive Board based on feedback received from the implementing organizations¹⁶.
- 2.14. Coordinate with the implementing organizations on misuse of fund allegation reporting as per the Legal framework of the Trust Fund¹⁷
- 2.15. and consolidate information at the fund level from the reports provided by the implementing organizations and by preparing quarterly updates to the CAFI Executive Board based on feedback received from the implementing organizations.
- 2.16. Consolidate Cancun Safeguards reporting at the fund level as per the TORs of the Trust Fund
- 2.17. Oversee the complaints management mechanism of the fund

¹⁵ Installments are annual payments released from the Trust Fund to the implementing organizations based on program documents and annual workplans approved by the CAFI Executive Board.

¹⁶ See details under section **Error! Reference source not found.** in MOP for points 2.13 – 2.16

¹⁷ Legal arrangements described in the MOU, SAA and AA and the NUNO financing agreement.



- 2.18. Consolidate information on complaints management mechanisms and whistleblower protection mechanisms of the implementing organizations
- 2.19. Organize mid-term and end-term independent evaluations of the Fund's performance.
- 2.20. Oversee the development of the IT infrastructure and the provision of the IT support services for the payment for environmental services programme information management system and the related monitoring and evaluation tasks.
- 3. Output 3: EB supported and EB meetings organized including the annual meetings to be held in Partner Countries specifically:**
 - 3.1. Prepare documents
 - 3.2. Organize logistics
 - 3.3. Prepare EB meeting reports
 - 3.4. Document EB decisions
 - 3.5. Other support to EB as requested by the EB Chair (strategic advice, preparing notes, briefings for communication, fund-raising, board decision or other purposes).
- 4. Output 4: Other support tasks completed**
 - 4.1. Support MPTF-Office in the preparation and update of agreements between implementing agencies and CAFI.
 - 4.2. When called upon by the EB, represent CAFI (attend meetings, side-events, regional fora)
 - 4.3. Support fund-raising efforts of the CAFI MPTF with the MPTF-Office and the CAFI Executive Board
- 5. Output 5: Knowledge and information shared**
 - 5.1. Liaise with:
 - 5.1.1. EB members
 - 5.1.2. Countries affiliated to the Joint Declaration
 - 5.1.3. Potential partners
 - 5.1.4. Civil society and non-governmental stakeholders in Congo Basin countries
 - 5.1.5. Implementing organizations
 - 5.1.6. Other relevant stakeholders and interested parties
 - 5.2. Maintain website and other communication tools.



5.3. Support knowledge management and South-South cooperation as set out in the Joint Declaration.

6. Output 6: Service providers and vendors contracted.

7. Output 7: Adaptive management: continuously update any tools and processes based on internal and external evaluations and requests from the EB.

IV. Governance and management of the CAFI Secretariat

The Fund Secretariat function is managed by and will report to the CAFI Executive Board and is administratively hosted by MPTF-O, UNDP. The Head of the CAFI Secretariat will administratively report to the Deputy Executive Coordinator, MPTF-O. At the beginning of each calendar year, the CAFI Executive Board will assess the performance of the CAFI Secretariat. This assessment will be transferred to the MPTF by the UN member of the Board, and based on this assessment, the MPTF-O will undertake its performance assessment of the Head of the Fund Secretariat.

The CAFI Secretariat is the central point of contact for CAFI and coordinates with countries with regards to the different submission and reporting processes. It provides the CAFI Executive Board with advice and support in strategic planning, and monitors and evaluates the portfolio as described above, using tools such as the M&E scorecard and the risk management dashboard. It also facilitates the review process for National Investment Frameworks and CAFI Programs, as well as collaboration and communication between Implementing Organizations, when necessary. The MPTF-O, as the administrative host of the Secretariat, provides services charged as a direct cost, which are elaborated in this document.

The Fund Secretariat provides both technical and operational expertise. A primary role is to manage the approval of initiative/project/programme proposals in accordance with the Fund Terms of Reference. The Secretariat ensures that successful proposals have been developed in accordance with agreed-upon programme submission guidelines/Expressions of Interest and criteria specified in the CAFI Manual of Operations.

Accountabilities and division of responsibilities

A clear division of responsibilities and internal control framework has been put in place in MPTFO to ensure appropriate checks and balances and to avoid real or perceived conflicts of interest, with separate MPTF Office staff performing the Administrative Agent function and supporting secretariat hosting functions. Additional commentary is provided in the following section.

Furthermore, the core Administrative Agent/Trusteeship functions of MPTFO are firewalled from all UN Participating Organizations, including UNDP.

Finance: All contractual arrangements will be administered under UNDP's Financial Regulations and Rules and in accordance with the Internal Control Framework (ICF) of the MPTF Office. Under delegation from the Executive Coordinator – MPTFO/UNDP, the Head of the CAFI Secretariat will be assigned the Project Manager function and accountability which enables the Secretariat to manage the budget under the ProDoc. The MPTF Office will retain accountability for the Approving Officer and Buyer functions to maintain appropriate oversight and segregation of duties for the project. All payments will be made under standard UNDP policies and procedures through the MPTF Office, where applicable.



Human Resources: All standard UNDP HR functions, such as performance management, learning and development and contract management will be overseen and/or performed by the MPTF Office. Contract management will be conducted in line with the UN Staff Regulations and Rules, UNDP's HR policies and procedures.

Procurement: The Fund Secretariat will develop all technical requirements for Terms of Reference and lead in the selection process. The MPTF Office will facilitate all procurement processes under the procurement policies and procedures of UNDP, through its dedicated operations unit, including issuing and monitoring all contracts and purchase orders. As noted above, the Buyer and Approving Officer roles under the Internal Control Framework will be executed by MPTFO staff separate from staff performing the Administrative Agent function.

Administration: Administration covers physical space, asset management, travel and other tasks administrative in nature. The Secretariat will be housed in the UNDP Geneva Office. The MPTF Office will assume accountability under its business unit for asset management, payment of rent, and approval and monitoring of travel.

Cost recovery for hosting services

As determined by its establishment protocols and delegations, the MPTFO operates on a full cost recovery basis to avoid cross-subsidization from any other institutional budget funding. The office is fully self-financed and is firewalled from all other units of UNDP. The MPTF Office provides support to fund secretariats on a direct cost basis to the MPTF to ensure there is also no cross-subsidization between fund design and administration services on one hand and hosting services to fund secretariats on the other.

The MPTF Office will provide operations services to the CAFI Fund Secretariat in line with the Internal Control Framework established for the function. Costs will be recovered based on the universal price list in effect each year and charged to the project based on actual services provided. Estimated costs have been included in the budget to this effect.



The Head of the Fund Secretariat will administratively report to the Deputy Executive Coordinator, MPTF-O. Three experts (two P5, one P4) heading the three main functional areas (programming, policy dialogue and country engagement, and management oversight) will report directly to the Head of the Fund Secretariat.

- The **Head of the Fund Secretariat** (P6) is in charge of advising and supporting the CAFI Executive Board, managing the Fund's Secretariat as well as identifying and developing strategic partnerships and support senior UN engagement (special advisor of the UNSG et RC) A **Coordination Officer** (P2) will support the Head of Secretariat with the Executive Board and the different working groups.
- **Two senior staff, Senior Technical Advisors, "Programming" and "Policy Dialogue and country engagement"** (P5) will oversee programming and partnership with Central African countries (respectively) and will be in charge of technically leading on risk management aspects, coordinating the roll-out of a new risk management system across the Secretariat's organizational structure.
- The Senior Technical Advisor (P5) "Policy dialogue and country engagement" will oversee all staff deployed in partner countries, including the partnership advisor for DRC, Cameroon, Gabon and Republic of Congo (P4), along with additional 2 national staff in Kinshasa (one for Reporting, and one for Project Support/Administration).
- Six Technical advisors (P4) will be supporting the program development and the M&E under the supervision of the Senior Technical Advisor (P5) "Programming" (four positions will cover specific countries; and one will in addition to focus on Cameroon, will also lead on private sector, carbon finance and innovation). In addition, one **Technical Specialist** (P4) leads the design, implementation and monitoring of the Theory of Change, indicators, risk management framework, communications work, and the Fund's reporting process. Additional staff reporting under the supervision of the Programming P4 staff are envisioned, namely for DRC (one international staff P3 for M&E, one national staff for the PES Programme, one regular IPSA position for Programmes), for Libreville (one national staff for Programmes), and for Geneva (one regular IPSA position for Carbon).
- The **Management Specialist** (P4) is in charge of supporting the Head of the Fund Secretariat on oversight and management of Fund's portfolio and daily administrative matters. This position will also oversee the portfolio management specialist in Kinshasa (P3), the Fund and Operations Associate (G7), the Administrative Associate (G6), one regular IPSA position for Safeguards. The Management Specialist will also act as primary supervisor for the Fellowship and Internship Programmes.
- The **Administrative Associate** (G6) will support the Secretariat with increased office, financial and travel management, sourcing consultants, as well as providing administrative and logistical support to the team including all the new staff.. In addition, a position of a Fund and Operations Associate (G7) is established to strengthen operational and administrative work that is being done.
- Ad hoc support is provided to the secretariat through:
 - **Programme Analysts** (P2 Junior Programme Officers).
 - **UN Volunteer** supports the operationalization of the funds programming process, including design, implementation and tracking of country led programmes.
 - **2-year NRL position funded by the French Government (planned from Fall 2022).**
 - **UNDP Fellowships.**
 - **Internship Programmes.**



In addition to FTA staff, a number of IPSA contracts appear in the organizational chart (reporting, communications, safeguard, carbon). This new UNDP contractual modality is necessary to have a certain level of flexibility to adjust to changing needs as well as it will allow Secretariat while work continues in parallel to assess longer term staffing needs and through correct contractual modality. In addition to regular IPSA contractual modality, a number of consultancies will be in place, all captured under consultancy budget line.

Matrix Supervision within the Secretariat Staff

The configuration of the CAFI Secretariat staffing is designed to match to the work dynamics of the Trust Fund, its core processes, workflows and *modus-operandi*, where all units are required to interact in cross-cutting approaches, but where specific posts demand a stronger level of internal cohesion, which is guaranteed by a matrix supervision approach.

The matrix supervision allocates a primary and a secondary supervisor to the designated personnel. The matrix supervisors must assure:

- That the service level agreement for the staff's assignments is discussed with the staff.
- That the staff performance planning and assessment is discussed by both supervisors with the supervisee.
- That the supervisors reach common ground in resolution of issues with the supervisee.

The following positions are configured under matrix supervision within the CAFI Secretariat:

- P4 Partnership and Programming Specialist for Gabon: Primary supervisor is the P5 Chief of Programming. Secondary Supervisor is the P5 Chief Policy and Country Engagement.
- P3 Portfolio Specialist: Primary supervisor is the P4 Management Specialist. Secondary supervisor is the P4 Technical Specialist (Programming) for DRC.
- Fellowship Programme: Primary supervisor is the P4 Management Specialist. Secondary supervision is allocated to the technical specialists in charge of specific countries/thematics.
- IPSA Communications Specialist: Primary is the P4 Technical Specialist for M&E, Communication and Knowledge Management. Secondary supervisor is the P5 Chief of Policy and Country Engagement.
- P4 Technical Specialist for Programming in Kinshasa: Primary supervisor is the P5 Chief of Programming. Secondary supervisor is the P5 Chief of Policy and Country Engagement.
- National Staff Project Support and Administration for DRC. Primary supervisor is the P4 Partnership Specialist in DRC. Secondary supervisor is the P4 Management Specialist.

CAFI Fellowships

A new CAFI funded UNDP fellowship modality will offer 2 one-year fellowships within the CAFI Secretariat to young professionals from ministries, government agencies or other institutions in Central African partner countries. The aim is to invest in talent and offer them an opportunity to gain exposure to sustainable development issues and knowledge about CAFI's work to reduce deforestation and forest degradation in the Congo Basin. It could be considered that the participating governments commit to reinstate staff in meaningful roles in sectors related to CAFI's mandate. This will strengthen alliances and foster stronger national ownership of CAFI funded programmes and processes, which would positively influence CAFI's ability to reach its objectives.

Objective.

Introducing the Fellowship modality based on UNDP's Fellowship policy will contribute to increasing national expertise and capacity in CAFI's six partner countries in the areas of sustainable development and climate change mitigation. Investing in young talents in the region would increase



familiarity with donors and partners and expose them to a professional environment according to international standards and expectations. The overall objective is to promote a new generation of professionals committed to forest protection and poverty alleviation, equipped with the necessary skillsets to tackle these challenges when possibly returning to work for their national governments.

Supervision

The fellows will report primarily to the CAFI's Management Specialist who will be responsible for briefing the Fellows upon arrival, monitoring and evaluating their work, as well as providing guidance and feedback to support a progressive learning curve.

Location and remuneration

The fellows will be located at the CAFI Secretariat's office with UNDP in Geneva, Switzerland. CAFI will provide the Fellows with a monthly stipend as per the Fellowship policy and medical insurance with CIGNA sufficient to cover costs of accommodation and primary living expenses in Geneva. Current stipend rates are available here:
<https://www.un.org/development/desa/fellowship/stipend-rates/>



Deployment of staff and IPSAs will happen over a period 18 months with as follows:

2023 Q1-2	2023 Q3-4	2024 Q1-2
7 staff + 1 IPSA + 2 JPOs + 2 fellows	3 staff + 1 IPSA	2 staff + 2 IPSA + 2 fellows

A/ Contributions and in-kind support

Year three budget (2023) and total budget for 2021-2025

In line with the CAFI Executive Board decision [EB 2023.06](#), the Secretariat's budget remain with the same total amount approved, where the updated Organigram described in this PRODOC will utilize the registered carry-over from since 2021. The total budget below reflects the past approvals from the EB, namely the [EB.2022.17](#), [EB.2020.13](#) and [EB.2021.06](#).

UNDG Categories	Yearly Budget (proforma 2021)	Yearly Budget (proforma 2022)	Yearly Budget (proforma 2023)	Yearly Budget (proforma 2024)	Yearly Budget (proforma 2025)	Five-year Cost (2021-2025)
1. Staff and other personnel costs	3,033,929.00	5,127,957.17	5,628,106.74	5,765,088.37	5,765,088.18	25,320,169.46
2. Supplies, Commodities, Materials	32,700.00	10,500.00	29,880.00	10,810.00	10,810.00	94,700.00
3. Equipment, Vehicles and Furniture including Depreciation	9,600.00	141,900.00	187,322.04	85,376.12	85,376.11	509,574.27
4. Contractual Services	535,000.00	2,361,500.00	1,490,150.00	862,175.10	862,174.90	6,111,000.00
5. Travel	123,000.00	140,000.00	206,155.88	106,922.15	106,921.96	682,999.99
6. Transfers and Grants to Counterparts	-		-			
7. General Operating and Other Direct Costs	257,000.00	502,737.62	821,848.93	633,182.10	633,181.82	2,847,950.47
Total Programme Costs	3,991,229.00	8,284,594.79	8,363,463.60	7,463,553.84	7,463,552.97	35,566,394.20
Indirect Support Costs*	279,386.03	579,921.64	585,442.45	522,448.77	522,448.71	2,489,647.60
TOTAL AMOUNT	4,270,615.03	8,864,516.43	8,948,906.05	7,986,002.61	7,986,001.68	38,056,041.80

*Indirect costs of the Participating Organizations, by UNSDG standards, is set at 7% of Total Programme Costs