



**UN COLLABORATIVE PROGRAMME ON REDUCING EMISSIONS FROM DEFORESTATION AND FOREST
DEGRADATION IN DEVELOPING COUNTRIES
NATIONAL PROGRAMME DOCUMENT**

Cover page

Country: **Uganda**

Programme Title: **Uganda UN-REDD National Programme**

National Programme Goal: **Enable Uganda to be ready for REDD+ implementation, including development of necessary institutions, policies, instruments and capacities, in a collaborative and leveraging way with other REDD+ readiness partners.**

<p>Programme Duration: 24 months</p> <p>Anticipated start/end dates: August 1, 2015 – July 31, 2017</p> <p>Fund Management Option(s): Pass-through</p> <p>Managing or Administrative Agent: UN-REDD MPTF Office</p>	<p>Total estimated budget*: US\$ 1,798,670</p> <p>Out of which:</p> <p>1. Funded Budget: US\$ 1,798,670</p> <p>2. Unfunded budget: 0</p> <p>* Total estimated budget includes both programme costs and indirect support costs.</p>
	<p>All sources mobilized for implementing R-PP:</p> <p>Government of Uganda: US\$ 472,000 (in kind)</p> <p>Austrian Government: US\$ 887,208</p> <p>FCPF: US\$ 3,634,000</p> <p>UN-REDD MPTF: US\$ 1,798,670</p> <p>UN-REDD backstopping: US\$ 310,000</p>

2. Executive Summary

Background

Uganda is a landlocked country with an estimated population of 32.9 million. Growing at 3.2 per cent per year (averaged over the past decade), Uganda currently has the third-highest population growth rate in the world. Uganda's population has more than tripled in the past 40 years, from 9.5 million in 1969, and it is predicted to double by 2050. Uganda's population is predominantly rural (approximately 85 per cent). The high rate of population growth puts pressure on the natural resources, which drives the expansion of agriculture into marginal lands and forested lands.

About 31 per cent of the population lives below the national poverty line, and food security is an issue for 62 per cent of the population. The economy is driven by natural resources, which, through the products and services they provide for consumption and trade, remain the primary source of livelihood for the vast majority of Ugandan households for the foreseeable future.

Uganda sustained significant economic growth over the last two decades. Annual GDP growth averaged over 8 per cent in 2001-2008. About 25 per cent of the GDP – more than US\$4 billion annually – is attributable to the natural resources. National estimates put the total monetary value of forest products and services, including carbon stocks, at US\$1,276.95 million.

The total area of Uganda's forests as of 2005 is 3,594,550 ha, or 15 per cent of the total country's land area. This includes a total of 1,300,994 ha of forests in Protected Areas (PAs), of which 627,897 ha (17%) are managed by the National Forestry Authority (NFA); 641,138 ha (18%) are managed by the Uganda Wildlife Authority (UWA); 30,748 ha (0.86%) are jointly managed by the NFA and UWA; and 1,211 ha (0.03%) are managed by the District Forest Service (DFS). The remaining approximately 2,293,500 ha (64%) are forests on private land.

Between 1990 and 2005, annual forest loss was estimated at 88,638 ha. There is a remarkable difference in the degree of deforestation inside protected areas as compared to forests on private land. Between 1990 and 2005 forest estate outside protected areas (PA) reduced from 3.46 million ha (70%) in 1990 to 2.3 million ha (64%) in 2005; Inside the Protected Areas forests reduced from 1.47 million ha to 1.3 million ha, a difference of about 0.2 million ha. Inside protected areas the deforestation rate is 0.7% while outside protected areas it is 2.27%. The overall (inside and outside PAs) deforestation rate per year is 1.8%.

REDD+ process and R-PP

In March 2010, Uganda embarked on its national REDD+ process through R-PP formulation. The R-PP was approved in June 2011 (then updated in May 2012) and a FCPF grant of US\$ 3.6 million was signed on 10th July 2013. In addition, Uganda has also successfully mobilized 650,000 Euro from the Austrian Government for work on national forest monitoring systems, safeguards and multiple benefits of REDD+. In parallel, UNEP has provided a targeted support on safeguards and multiple benefits. Uganda was also retained by the UN-REDD Policy Board as priority country from Africa, and requested to express interest in NP support, which Uganda responded favourably. The UN-REDD Policy Board also endorsed the National Programme support to Uganda, and requested Uganda to submit the National Programme Document by October 2014 for consideration at the 13th Policy Board in November 2014.

The approved R-PP comprises the following 4 key components;

---- Readiness Organization and Consultation including setting up national REDD+ management arrangements and advancing consultation, participation and outreach;

---- REDD+ Strategy Preparation, including assessment of land use, land use change drivers, forest law, policy and governance, REDD+ strategy options, implementation framework and social and environmental impacts;

---- Reference Emissions Level/Reference Levels;

---- Monitoring Systems for Forests and Safeguards, including NFMS and information system for multiple benefits other impacts, governance and safeguards;

While initial progresses have been observed, including advancement of stakeholder engagement and consultations in R-PP preparation process (country-wide consultations and finalization of Consultation and Participation Plan with the support of IUCN) and approval of annual work plan for FY2013/2014, Uganda remains at an early stage of R-PP implementation, and acceleration is expected.

Rationale, challenges and complementarity

In 9th – 13th of June 2014, the UN-REDD Programme and FCPF conducted a joint mission to Uganda to review REDD+ progress and scope the potential domains of UN-REDD support (via a National Programme). Through the exercise, the UN-REDD team took note of existing efforts including the successful mobilization of \$5 million for REDD+. The mission raised two major findings:

---- The country confronts a notable constrain in capacities to implement the existing REDD+ readiness finance, let alone a future UN-REDD national programme; and

---- Despite the current REDD+ readiness finance of circa US\$ 5 million already mobilized by Uganda, a number of key work streams remain under funded or in need of specific support, which UN-REDD can provide.

Taking into account the existing efforts and support already put in place, the UN-REDD identified to focus on the following work streams to strike complementarity.

---- Support to national strategy formulation through policy measures and multi-sectorial dialogue

---- NFMS with MRV functions, with design of a SIS

---- Preparing REDD+ implementation through sub-national support through landscape approaches

---- Capacity-building support to manage REDD+ readiness

Bearing in mind that the existing financial support already covers most of the core REDD+ readiness elements, the UN-REDD and the Government of Uganda agreed that a medium-size National Programme would best suit the context of Uganda to mitigate low absorption risk and avoid the overburdening of the national REDD+ Secretariat. During a follow-up UNDP mission (4-8 August 2014), and echoing the FCPF progress report of June 2014, limited human resources and technical capacities were identified as major challenges that need to be reinforced, and a joint targeted support by UNDP and FAO was formulated to respond to the aforementioned needs and bridge the way to effective implementation of the National Programme.

Expected results and support to national REDD+ strategy

The Ministry of Water and Environment as the host of the REDD+ Secretariat will lead the implementation of this national programme's activities, with support from the UN agencies through the programme management unit and relevant expertise and services at country, regional and international levels. Beyond the MoWE, the programme will benefit a broad range of stakeholders, particularly civil society organizations, Government through other Ministries and public administration at the subnational level, the private sector etc. The programme will comply with REDD+ principles as committed nationally in the R-PP, and as designed and endorsed by the UN-REDD programme. Particularly and as underscored by stakeholders' consultations, the programme will contribute to large-scale awareness raising and capacity building. It will engage all stakeholders including Civil Society Organizations (CSOs), Indigenous People Organizations (IPOs), local communities, government actors and the private sector, and will ensure transparency and accountability at each stage of the readiness process.

The programme will eventually lead to the design of a robust and participative REDD+ national strategy, bridging the gap between national ambitions in terms of forest protection and reforestation as committed at the national as well as international level. More specifically, the programme will:

- Complete existing funding to deliver on technical instruments (FREL, NFMS, SIS) to allow Uganda to implement REDD+ as part of the UNFCCC Warsaw Framework.
- Increase national capacities through recruitment, capacity building and daily backstopping from the PMU and international experts' team.
- Increase the overall pace of readiness, including by leveraging other programmes' implementation (FCPF, Austrian cooperation...).
- Increase sustainability of the programme by fostering the positioning of REDD+ as part of the national development planning and budgeting institutions and processes

Contribution to national priorities and international commitments

The 2002 National Forestry Policy and the 2011 draft National Forest Plan provide fundamental and holistic visions for the forest sector in Uganda. The proposed activities will contribute to the overall policy goal of the NF Policy, i.e. an integrated forest sector that achieves sustainable increases in the economic, social and environmental benefits from forests and trees for all the people of Uganda, especially the poor and vulnerable. The REDD+ activities will add value to ongoing forestry programs in the following areas: baseline information and inventory, sustainable management of forest resources, enhancing incomes from forestry resources management, and promotion of stakeholder participation in forestry resources development and management.

REDD+ interventions will also inform the National Climate Change Policy, the NDP1, and UNDAF Outcome 2 "Vulnerable segments of the population increasingly benefit from sustainable livelihoods and in particular improved agricultural systems and employment opportunities to cope with the population dynamics, increasing economic disparities, economic impact of HIV and AIDS, environment shocks and recovery challenges by 2014".

Most importantly, UN-REDD support will particularly support anchoring the future REDD+ strategy into the global national development framework and process. Indeed, Uganda has been an active promoter of REDD+, but the operational translation of this support into readiness and implementation still needs to be accelerated. The country has set a vision of reducing deforestation to 1990 baseline by 2040, and has been actively engaged in international partnerships on REDD+ including its membership to both FCPF of the World Bank and the UN-REDD Programme. This REDD+ vision and its national implications at the national and international level will be strengthened throughout the UN-REDD national programme, which will support the design of a technically robust and politically credible pathway towards success.

3. Results Framework

The UN-REDD National Programme will support Uganda's REDD+ readiness process with three major outcomes:

- 1 – A transformational national REDD+ strategy is designed through substantial multi-sectorial technical and policy dialogue, including robust policy options and measures, mainstreamed and anchored in national development vision, planning and framework.***
- 2 – A National Forest Monitoring System (NFMS) is designed and set up, with appropriate Measuring, Reporting and Verification (MRV) functions.***
- 3 – Subnational implementation of the REDD+ national strategy is prepared and facilitated through an “integrated landscape management” approach, building on a comprehensive set of analytical work, engagement and capacity building of stakeholders, and early actions.***

Capacity building is a transversal stream of work that aims at enhancing national capacities to manage a high-quality and timely-delivered REDD+ process, mobilizing and engaging the required institutions and stakeholders, exploiting synergies between work streams as well as with initiatives beyond the REDD+ arena, sustaining the policy work, and building the national case for REDD+ in order to foster international dialogue and resource mobilization for REDD+ implementation. It will comprise the deployment of international and national expertise to plan, coordinate, sequence, facilitate, monitor and connect the different work streams and actors in REDD+.

Outcome 1 (led by UNDP):

Designing a national REDD+ strategy implies an integrated process combining analytical work and consultations, in an iterative way that enables building common understanding on the situation and challenges, a vision and related level of ambition, policy and programmatic options, and the related framework and tools to implement them.

The design of a transformative REDD+ strategy is a key area of support from the UN-REDD programme. The FCPF is the only other partner to support the Government of Uganda in this matter. FCPF specifically supports:

- Reviewing legal, policy and political economy implications of preliminary options as formulated in the R-PP
- Running a costs and benefits analysis of preliminary options
- Assessing the environmental and social impacts and potential benefits of each options, and improve options accordingly
- Designing the implementation framework for the national REDD+ strategy, with focus on benefit sharing agreements, guidelines and standards for demonstration activities, and review of existing demonstration activities (US\$355K)
- Supporting the finalization of the strategy

On top of FCPF support, a bridge-in UN-REDD Targeted Support will be implemented in late 2014 and early 2015 and include (i) the formulation of a comprehensive review of drivers of deforestation and forest degradation, (ii) a review of the analytical gaps between expected in-depth analysis and key REDD+ drivers and related options, (iii) the formulation of a detailed and comprehensive roadmap towards national REDD+ strategy and (iv) a thorough analysis of specific challenges and options related to privately-owned forested land.

Considering the needs identified in the R-PP and upgraded in light of UNDP/UN-REDD experience, and considering the expected contributions summarized above from the FCPF and Targeted Support, UN-REDD National Programme will deliver the following additional outputs to bridge the gaps and complete the national REDD+ strategy picture and formulation process:

- 1.1 – The strategy design process is run in a timely manner, respectful to REDD+ readiness principles, with robust technical backstopping and in smooth coordination with all other components of REDD+ readiness (for instance with the SESA and broader safeguards work supported by the FCPF).

This output implies to hire a Chief Technical Advisor to assist the national REDD+ Focal Point with coordinating the activities of the Secretariat and providing technical backstopping, with special emphasis on the strategy design process.

A national technical officer in charge of coordination and strategy design will also be hired, along with an administrative and finance assistant for the REDD+ Secretariat (in charge of implementing UNDP budget but also facilitating other agencies' budget execution, and coordinating and consolidating monitoring and reporting).

Echoing the attention raised and recommendations expressed from stakeholders, some principles will apply to each step of the strategy design process, for instance by ensuring participation and transparency of discussions and decisions made, by including the need to promote local knowledge and rights in relevant terms of reference to be developed, or by exploring effective ways to engage with the private sector during the analysis and formulation of REDD+ options.

- 1.2 – The analytical inputs to the national strategy are robust and comprehensive.

The Targeted Support will provide a comprehensive review of potential analytical gaps. Further analytical work is also planned under FCPF funding. However, three additional studies are already anticipated as follow: (i) consolidation of analytical work and bibliography on reforestation potential, SWOT and strategy, (ii) structural and macro-economic challenges and options for protecting and expanding forests in Uganda, and (iii) community-based approaches to REDD+ implementation. Each study will combine hiring relevant expertise, reviewing bibliography, running consultations, and formulating and validating report. They will also take into consideration the need to respect and promote local knowledge, local culture and intellectual rights associated through the analytical work and design of options.

A review and thorough analysis of options is planned under FCPF. It's expected that this study covers some pre-identified gaps, like the review of urbanization and oil-related drivers. In case new needs are identified and can't be covered under the FCPF funding, UNDP or other UN-REDD agencies will consider additional Targeted Support.

- 1.3 – The policy dimension of the strategy is strengthened through policy-level and cross-sectorial dialogue and assessment of options.

By the end of 2015, the comprehensive analytical work, including the SESA supported by the FCPF, will nurture an updated assessment of options including policy dimensions. A comprehensive vision and options paper will be consolidated to serve as the basis for parallel technical and policy-level reviews, cross-sectorial dialogue, improvement and appropriation.

A series of working and consultation workshops and events will be organized with various target audiences comprising (i) Government technical experts and directors; (ii) Government political leaders, Ministers and policy advisors; (iii) Parliamentarians and (iv) other opinion leaders. An institutional and context analysis (ICA) could be carried out with support from UNDP Governance Center in Oslo by the end of 2015 if deemed useful at that time, through Targeted Support.

This chain of events will progressively build understanding, interest, contribution, and eventually endorsement, appropriation and advocacy, with each audience's responses nurturing and supporting the others.

The list of activities provided in table 1 reflects the fact that information and consultations through core REDD+ institutions will also be carried out simultaneously, under FCPF funding, and smoothly fit into the overall process.

- 1.4 – The national REDD+ strategy is fully embedded in, and directly contributes to the national development planning and budgeting processes.

In order to mainstream REDD+ into national development processes, beyond inviting other sectors and partners to participate in the REDD+ readiness and national strategy design, Uganda will also work on providing concrete solutions to other development planning and budgeting processes so to constructively convey REDD+ perspectives.

The first major value that REDD+ process can add to these processes is qualitative, through time, participation, review, information and advice. The REDD+ Secretariat will identify the relevant work streams and key leader institutions, for instance when it comes to designing and monitoring the 2015-2019 National Development Plan, the annual budgeting process, key reforms agenda and large international agreements in relevant sectors, closely-related instruments and processes like FLEGT, multiple channels of climate finance etc. Then the national REDD+ Focal Point and chief technical advisor will offer to take part and provide inputs to the works.

The participation in such broader processes will start as early as 2015, in a timely manner for instance related to the NDP. The REDD+ contribution will gain substance progressively as studies and dialogue progress on the front of the national REDD+ strategy.

Beyond participation, REDD+ Secretariat will support national planning services with formulating a credible cross-sectorial scenario to pave a practical way towards 2040 national ambitions. The UN-REDD Targeted Support will organize a cross-CSO workshop to organize and consolidate the CSO scenario for reaching 2040's targets. This first exercise will serve as a basis for engaging the dialogue, through a series of workshops, with other stakeholders and the government so to confront perspectives and build a credible and consensual narrative and underlying trade-offs to achieve the 2040 vision, including forest preservation and massive reforestation target.

At last, it was also highlighted that the REDD+ process could also ideally contribute to the NDP process and institutions by supporting the design of a modeling instrument that captures variables and driving forces across the economic, social, environmental and governance spheres and facilitates the understanding and visualization of multiple impacts and benefits of various policy and investments options. This valuable instrument would support middle to long terms policy decisions and ensure that the environment and forest dimensions are realistically represented and valued. Based on the rate of implementation and updated opportunity assessment by mid-2015, the design of such a modeling instrument could be supported by additional targeted support.

- 1.5 – The national REDD+ strategy enjoys strong international recognition and mobilizes support for the investment phase.

A policy dialogue will be engaged between the GoU and international partners to share information, build common understanding, strengthen trust, and agree on a set of shared political and financial commitments so to enable Uganda to engaging into the investment phase under the UNFCCC mechanism at scale.

In 2016, once the GoU has enough substance in terms of strategic policy options, shared understanding and harmonized discourse, the dialogue will be progressively engaged with international partners. A series of meetings will be organized to inform, discuss, and negotiate the terms of a partnership to secure the political and financial conditions to implement the national REDD+ strategy from 2017 on. These meetings include technical and political meetings, at country level with Ambassadors and heads of cooperation or at the international level through Ugandans' Embassies abroad, including at international community centers like Geneva or New York. We can also dissociate two different stages, with a first round of information sharing and consultations, and a second round of practical negotiations. By then, the UN-REDD Programme could assist technically the REDD+ Secretariat to produce a promotional movie on national REDD+ process and strategy, to be funded by other partners.

The process would culminate with a roundtable of donor countries, with financial partners committing to support investments and result-based payments for REDD+ against national policy reforms and commitments.

Outcome 2 (led by FAO):

The work that will be supported by FAO will be geared towards strengthening the National Forest Monitoring Systems (NFMS), ensuring that its missing components are well covered to allow Uganda to monitor, report and verify REDD+ activities. In effect, Uganda is already receiving different support streams to enhance its NFMS, including support from the FCPF (readiness grant), the Austrian Cooperation as well as Targeted Support from FAO under the UN-REDD Programme. The National Programme will therefore fill in the gaps identified during the various UN-REDD scoping missions leading to the preparation of this document.

The FCPF's readiness grant already provides a good amount of support to Uganda for the development of its national forest reference emission level (FREL), including funds for undertaking a historical assessment of land cover change through remote-sensing, field work to assess carbon stocks, data analysis and trainings. Trainings foreseen under the FCPF component includes trainings to government and CSOs/IPOs representatives, on NFMS as well as Reference Levels. On the other hand, the Austria Cooperation grant will provide support on different elements of the NFMS, which remained to be determined based on gaps not covered by the FCPF and NP work plans.

The NP financed by the UN-REDD Programme will primarily focused on completing or strengthening key elements of its NFMS while building capacities of key government partners along the way. The areas of technical interventions are divided into 5 outputs as described below. To ensure that technical capacities are reinforced and ensure proper coordination among these various NFMS-related outputs, the NP will secure the recruitment of international MRV expertise to support the daily work of the National REDD+ Coordination and the National Forest Authority (NFA).

- Output 2.1 - Field data and relevant supplementary information for the development of emission factors are collected and analysed

This output will be geared towards collecting and analyzing relevant supplementary ground data, notably for the development of REDD+ activity Emission Factors (EFs) and safeguards information, as well as relevant information for Uganda's national forest monitoring system. As described above, the FCPF grant will also provide support to Uganda for the development of national forest reference emission levels and therefore the activities reflected within this output are meant to supplement information not already obtained via the FCPF activities.

This activity will allow for greater analysis of field data, both from the previous forest inventories and from that collected under the FREL component of the FCPF grant. Essential to this output is reinforcing existing capacity of the NFA staff to be able to carry out forest inventories with limited supervision in order to provide data needed for the generation of FRELS.

Specific foreseen activities related to this output include reinforcing, through refresher trainings, the technical capacities of the NFA to collect data from permanent field plots. There are individuals currently in place at NFA that already are proficient at forest inventory data collection. The point of the activity, therefore, will be to refresh/update their knowledge and skill set and to grow the numbers of technicians capable of conducting forest inventory work.

A second component of this output concerns the management and analysis of the data generated during the field work in order to further strengthen emission factor estimates produced under the FCPF grant. Capacity building activities will focus on training staff in data entry and harmonization with existing databases (from presumably the 2008 biomass inventory) as well as training staff in analyzing and publishing the analyzed data.

To support the implementation of this output, international expertise will be mobilized to backstop this activity and advise national REDD+ coordination and NFA experts.

- Output 2. 2 - NFA capacities to systematically monitor forest and land cover/use change (REDD+ activity data) are strengthened

In order to achieve the core MRV function of the NFMS, there is a need for NFA to strengthen the Mapping and Inventory Centre (MIC) for operational forest and land use monitoring, by upgrading the equipment, training the staff and building up the MRV expertise through coordination and technical guidance.

The activity will focus on reinforcing the technical capacities of the MIC to create national forest cover, forest cover change, land use and land use change products. Uganda has a relatively long history of using remote sensing in the field of forestry, with regular assessments carried out since the early 1990's. The MIC has some obsolete equipment (workstation, server and plotter) that need be partially upgraded and/or replaced.

The staffs in place are already skilled and competent in GIS and Remote Sensing but need capacity building in particular regarding the use of Free and Open Source Software's that could help the MIC be independent of commercial licenses.

Capacity building activities will focus on automatic change detection, accuracy assessments and national remotely sensed forest cover and land use maps validation with the final aim of designing a comprehensive remote sensing based methodology for Forest and Forest change detection, tailored to the national context.

Eventually, the MIC should be in a position to be able to process data from the National Biomass Study plot surveys, along with proxy data obtained from publicly available remote sensing imagery (very high, medium and low resolution imagery) and in the cloud resources. Additionally, applications of remote sensing could be tested regarding the monitoring of REDD+ activities (essentially deforestation and degradation), fire detection etc.

To support the implementation and coordination of NFMS and MRV related activities, international expertise will be mobilized to support the various work streams and advice the national REDD+ coordination and NFA experts. More precisely, an International MRV coordinated will be recruited by FAO on a part-time basis to advice Government on MRV issues, coordinate the different support streams on NFMS, MRV and FRLs (including donor/partner coordination) monitor progress and budget, ensure effective delivery of activities and liaise regularly with FAO backstopping experts. In addition, international consultants will be brought in to provide ad-hoc support on key technical areas of the NP, most notably on remote-sensing (RS), field inventory data analysis, database management and GHG-I. It is notably foreseen that an international RS consultant could be recruited for about 16 months to strengthen the monitoring unit and ensure the sustainability of capacity building efforts.

- Output 2.3 - NFA has the capacities and tools to store, update and disseminate REDD+ information

In order to achieve the essential Transparency requirement of REDD+ under the UNFCCC, the national program will focus on assisting NFA to develop a national database and information system on Forests that can be used for data storage, update and dissemination. Dissemination of information is crucial to ensure the legitimacy of the national monitoring system and to allow access to information to support the various policies related to forest and other natural resource management.

Capacities will be strengthened to analyse, update and manage the forestry resource information for planning and sustainable management of the forestry resources under REDD+ MRV. The choice of the format of the database will be guided through FAO expertise, building up on previous experience acquired in other countries.

The program will also help NFA setup a forest and land use monitoring web-portal to be linked with the database. The end function of the portal will be to display NFI information and LC/LU maps in an interactive way and enable public users and/or national stakeholders to access, download, comment and validate data. This will ensure that

stakeholders, notably CSOs and IPOs, are well and regularly informed on progress made on the National Forest Monitoring Systems. Most notably, it will ensure transparent and updated communication of forest resource information.

Also, this output will support the production a number of reports, publications, communication and out-reach material on NFMS and MRV for dissemination. Preparation and information sharing in forms of printed and digital material will be delivered for decision makers, CSO and IPO representatives, private sector actors, institutes, schools, and for other key stakeholders.

- Output 2.4 - Government of Uganda has the capacities to report on its GHG emissions from the forestry sector and a draft GHG-I report

This activity will involve two basic trainings, in a learning-by-doing approach, on GHG inventories for the AFOLU-LULUCF sector. Training and support will ensure that the Government of Uganda develops the required skills to develop its GHG-I based on relevant IPCC guidance, collecting, aggregating and analysing data stemming from different sources. Different tools will be shown and looked out to ensure consistency with past inventory reports and coherence with other tools/methods used for the other sectors of the national GHG-I reporting system.

In addition, the NP will secure support to produce a draft GHG-I for the AFOLU/LULUCF sector that meets relevant IPCC guidance/guidelines and UNFCCC requirements. FAO will support the Government of Uganda in selecting the relevant reporting years, key categories, methodological approach, data collection plan, QA/QC approach, as well as the reporting software and format. Finally, a draft report will be prepared, ready for inclusion in the relevant UNFCCC reporting channel (National Communication or Biennial Update Report), accompanied by an improvement plan.

Outcome 3 (led by UNEP):

Preparing and facilitating the subnational implementation of the REDD+ national strategy is one of the key outcomes to be delivered by the UN REDD Programme. This component was identified as critical during the scoping mission and recognizes that although REDD+ investments will be largely incentivized through the achievement of national-level reductions in deforestation and forest degradation, the implementation of REDD+ programmes will largely occur at subnational and local levels. Building on the considerable work streams currently underway by the Government of Uganda mainly through support from FCPF and the Austrian Cooperation, the UN REDD Programme efforts at subnational level to facilitate the implementation of the REDD+ national strategy will be constructed around three main outputs.

- 3.1. - Understanding of land use systems, rightful access to and the spatial-temporal resource use patterns are enhanced drawing on lessons learned from selected representative landscapes.

Uganda national landscape is a mosaic of complex land use systems that need careful attention for the country to take up the challenges and opportunities that come with REDD+ investments. Working across multiple landscapes during the timeframe of the national programme and the resource available will simply be unrealistic and developing, reviewing and validating criteria to be used in selecting representative landscapes building on the knowledge of relevant stakeholders including CSO/IPO that will allow the relevant lessons to be captured and fed into the national process is crucial. This will lead to the definition of the different land use categories and the identification of the key stakeholders involved in the management. Understanding the driving forces behind the behaviour of the key landscape stakeholders in this complex social, political, economic and institutional context will help build the REDD+ national strategy on sound ecological principles and adaptive to changing needs and

circumstances. Predicting future trends from current baselines will be captured through an historical perspective into the current land use practices, drawing on the existing documentation and local indigenous knowledge.

One of the most interesting key work streams in this section will focus on the economic costs and benefits analysis of alternative land use options at selected representative landscapes. Uganda is clearly grappling with a high deforestation rate and the government's plan to reverse the rate of deforestation and forest degradation and restore the natural vegetation cover to at least 24% of its land surface is highly ambitious. For a country with competing uses of forested lands, the analysis of what constitutes the "best" use of these forested lands from a local, national and global perspective should be of major interest for the country's REDD+ readiness efforts. But while the methodology for estimating the total economic values of forest land is now well established and a number of studies including those undertaken in the framework of the UN REDD Programme elsewhere exist, the availability of relevant data is a critical constraint in this type of investigation and will invite for the direct involvement of relevant CSOs and IPOs in data collection, hence building their capacities indirectly. This work stream will focus on gathering or generating the data needed from specific representative landscapes, allowing a wide range of economic values from alternative land uses to be quantified. But the economic value does not tell us how particular stakeholders will see various use options. Part of the answer to this will lie in looking at "who gets what" in financial terms from the total net returns to each land use. Comparing this with the potential economic returns will indicate the cost of changing the incentive to convert forest land.

Contextualising existing and prospective legal and regulatory framework to landscape management and REDD+ with special emphasis on community and private forestry will be another challenge. This work stream will specifically scrutinize individual and collective rights and obligations regarding any REDD+ investment and associated returns. Existing community access to and benefit sharing mechanisms will be scrutinized with the view of recommending possible adaptive changes that will incentivized effective and meaningful participation in the implementation of the REDD+ national strategy. A potentially blurred area that invites for closer scrutiny will be the complex interrelationships that usually exist between individual or community customary rights and the existing state laws and regulations. Identifying possible areas where these two sets of regulatory mechanisms converge or depart in relation to subnational REDD+ activities will be of immediate interests in informing national level policy discourse. This work stream will be complemented by a detailed review of existing subnational state or community structures including CSO/IPOs that will support or not the effective implementation of the REDD+ national strategy.

- 3.2. - Engaging subnational stakeholders effectively in the implementation of the national REDD+ strategy

This stream of work will focus on scrutinizing the current and potential stakeholders likely to be involved in REDD+ activities at subnational level. It will draw on the broader list of national primary and secondary REDD+ stakeholders and will focus on samples carefully chosen at representative landscapes. An interesting component of this effort will entail analysing the attitudes of stakeholders at subnational level towards the potential changes and clarifying the consequences. It will also aim to enhance cooperation and assuring the successful outcomes of the REDD+ process.

Ascertaining the current understanding of the REDD+ process on the onset of the subnational stakeholder analysis including the aspirations, power, potential support and influence of CSO/IPOs will be critical and will allow understanding the motivation or reticence of key stakeholders. Drawing on the outcomes of the stakeholder analysis, it will be possible to establish the preliminary basis for the full and transparent consultations to ensure that the expectations are well captured and managed, the fears identified and potentially alleviated as the process unfolds and the ultimate goal of the process achieved. The development of a communication and awareness raising strategy will obviously improve the understanding of the REDD+ process allowing the identification of targeted capacity building needs both for the direct stakeholders and those

subnational state or community based structures including CSO/IPOs likely to be directly or indirectly involved in REDD+ activities in the short, medium to long term.

- 3.3. - Developing a strategy for the implementation of the REDD+ national strategy

The analytical works outlined in section 3.1 and 3.2 will lead to the formulation of a stream of specific recommendations related to the typology of land uses, the drivers of the different land use options, the adequacy or not of the current legal and regulatory framework in relation to subnational REDD+ activities, the main stakeholders and motivation, the current understanding of the REDD+ process, the capacity building needs of stakeholders including those of relevant CSO/IPOs, etc. These recommendations will be discussed and validated at national level to ensure conformity with the elements of the REDD+ national strategy. The subnational strategy for the implementation of the REDD+ national strategy will then be drafted, reviewed, finalized and endorsed by all concerned, allowing the process to move forwards.

Importantly, beyond specific UN agency leadership over each outcome, a collegial spirit of collaboration will drive the implementation of activities. Some agencies can contribute with some outputs to overall outcome led by another agency. Also, technical inputs and review are expected from all agencies on all outcomes and major outputs to ensure consistency across REDD+ final policies and instruments.

Table 1. National Programme Results Framework

National Programme outcomes, outputs and activities	Indicators (for outcomes and outputs)	Baseline (for outcomes and outputs)	Target (for outcomes and outputs)	Means of Verification	Participating UN organization
Outcome 1: A transformational national REDD+ strategy is designed through substantial multi-sectorial technical and policy dialogue, including robust policy options and measures, mainstreamed and anchored in national development vision, planning and framework.					
Output 1.1: The strategy design process is run in a timely manner, respectful to REDD+ readiness principles, with robust technical backstopping and in smooth coordination with all other components of REDD+ readiness	I.1.1.1: Capacity of REDD+ Secretariat to effectively coordinate work and financial streams, and deliver on time	First year of FCPF implementation progress report rates the process "not yet demonstrating progress".	T.1.1.1: The 3 UNDP-supported staff is in place by mid-2015 T.1.1.2: Targets from output 1.2 to 1.5 are met	T.1.1.1: Recruitment contracts T.1.1.2: According to each target	UNDP
Indicative activities: <ul style="list-style-type: none"> - Hire a Chief Technical Advisor, a national technical officer for management and strategy design process and an administrative and finance assistant - Provide adequate workstation and means - Facilitate meetings and dialogue within REDD+ institutions 					
Output 1.2: The analytical inputs to the national strategy are robust and comprehensive	I.1.2.1: Time to deliver the 3 studies I.1.2.2: Satisfaction of stakeholders for the studies	Studies are not available.	T.1.2.1: The 3 studies are completed by the end of 2015 T.1.2.2: The studies are ranked "satisfactory" or beyond by 85% of stakeholders	T.1.2.1: Dates on validation workshop reports T.1.2.2: Summary of satisfaction poll as run during the validation workshop and annexed to the report	UNDP
Indicative activities: <ul style="list-style-type: none"> - Analyse the reforestation potential, SWOT and strategy - Analyse structural and macro-economic challenges and options for forests - Analyse community-based approaches to REDD+ implementation 					

Output 1.3: The policy dimension of the strategy is strengthened through policy-level and cross-sectorial dialogue and assessment of options	I.1.3.1: Number of participants to the policy-level dialogue I.1.3.2: Number of policy-level meetings I.1.3.3: Satisfaction of participants to the policy-level dialogue on the process I.1.3.4: Satisfaction of stakeholders on the national REDD+ strategy	There is no draft consolidated material on REDD+ vision and options, and national strategy. There is little policy-level implication on REDD+ readiness process, notably from a pluri-sectorial perspective	T.1.3.1: 100 nationals have participated to the policy-level dialogue T.1.3.2: 25 policy-level meetings and events have been held T.1.3.3: The policy-level dialogue process is ranked "satisfactory" by 80% of participants T.1.3.4: The REDD+ strategy is ranked "satisfactory" by 85% of stakeholders	T.1.3.1: Lists of participants to policy-level events T.1.3.2: Policy-level events reports T.1.3.3: Summary of polls run at each policy-level event and annexed to reports T.1.3.4: Summary of the poll run during the validation workshop and annexed to the report	UNDP
Indicative activities: - Facilitate the work of the task force to review options, formulate the vision and options paper, to consolidate feedbacks, to formulate the draft and the final REDD+ national strategy - Organise a series of meetings on the vision and options papers with Government, including at political level, Parliament and opinion leaders - Organise a series of meetings on the draft national REDD+ strategy with Government, including at political level, Parliament and opinion leaders					
Output 1.4: The national REDD+ strategy is fully embedded in, and directly contributes to the national development planning and budgeting processes	I.1.4.1: Level of understanding and appropriation of REDD+ strategy by planning experts	Forests and REDD+ are poorly and mainly cosmetically reflected in national planning and budgeting processes	T.1.4.1: The integrated scenario towards 2040 is formulated by the end of 2015 T.1.4.2: Planning experts participate to 4 joint events with REDD+ T.1.4.3: The contribution from REDD-supported scenario is ranked "useful" by 80% of planning experts	T.1.4.1: Date of publication workshop report T.1.4.2: Lists of participants annexed to reports T.1.4.3: Summary of polls run during the final workshop of the output, and annexed to the report	UNDP
Indicative activities: - Identify and support broader holistic planning and budgeting exercises - Formulate integrated scenario to achieve 2040 vision					

Output 1.5: The national REDD+ strategy enjoys strong international recognition and mobilizes support for the investment phase	<p>I.1.5.1: Number of international policy dialogue events</p> <p>I.1.5.2: Satisfaction of stakeholders on policy commitments from GoU</p> <p>I.1.5.3: Satisfaction of stakeholders on financial commitments to the implementation of the strategy</p>	There is no available and committed funding for REDD+ implementation in Uganda	<p>T.1.5.1: 3 international policy dialogue events and 15 bilateral meetings have been held</p> <p>T.1.5.2: Policy commitments from GoU are ranked "satisfactory" by 80% of stakeholders</p> <p>T.1.5.3: Financial commitments to the implementation of the strategy are ranked "satisfactory" by 80% of stakeholders</p>	<p>T.1.5.1: Events and bilateral meetings reports</p> <p>T.1.5.2: Summary of the poll run during the public debriefing from the roundtable</p>	UNDP
Indicative activities: <ul style="list-style-type: none"> - Invite international partners to participate in regular REDD+ events - Hire a high level diplomatic mediator - Organise a series of meetings on REDD+ options and strategy roadmap for donors in Uganda and aside international climate negotiations - Discuss and assess the areas of interests, constraints, expectations and opportunities related to major partners through bilateral discussions - Draft a negotiation paper with proposals to, and expectations from donors based on the draft national strategy - Organise meetings to consult and negotiate support from donors - Produce a promotional movie on national REDD+ process and strategy - Organise a roundtable of REDD+ partners and reception as a side event of UNFCCC COP22 					
Outcome 2 : Key elements of the NFMS are developed and related national capacities are strengthened					
Output 2.1: Field data and relevant supplementary information for the development of emission factors are collected and analysed	<p>I 2.1.1 Carbon estimates for key land classes developed, including national Emission Factors with uncertainty analysis</p> <p>I 2.1.2: Data entry, processing, analysis and reporting</p> <p>I 2.1.3 Number of university students and lectures trained</p>	<p>B. 2.1.1 No official carbon estimates available for key land classes</p> <p>B. 2.1.2 No official carbon estimates available for key land classes</p> <p>B. 2.1.3 Few trained University lecturers and students trained on forest carbon inventories and data analysis</p>	<p>T. 2.1.1 At least one carbon estimate and emission factor for each key classe (at least forest vs. non forest) including uncertainty analysis</p> <p>T 2.1.2 One functional database and 10 trained staff in data entry and processing</p> <p>T 2.1.3. At least 30 students and instructors</p>	<p>T. 2.1.1 carbon estimates and emission factors ar available in an electronic/pap er publication, as well as on the web portal (Output 3)</p> <p>T. 2.1.2 carbon estimates and emission factors ar available in an electronic/pap er publication, as well as on the web portal</p>	FAO

			trained	(Output 3) T 2.1.3 Training report, attendance list and training material	
Indicative activities: * Planning and implementation of field measurements in permanent sample plots for improved emission factor estimates * Data entry, processing, analysis and reporting * Training of university students and instructors in field inventory planning techniques, carbon measurement and NFI data analysis.					
Output 2.2: NFA capacities to systematically monitor forest and land cover/use change (REDD+ activity data) are strengthened	I 2.2.1: Strengthen the Mapping and Inventory Centre (MIC) of NFA for operational forest and land use monitoring I 2.2.2: Undertake trainings on remote-sensing techniques/analysis and open-source software within MIC I 2.2.3: International MRV expertise and coordination support is mobilized to support MRV activities	B 2.2. NFA has no 2016 land cover map or change assessment and limited capacity to undertake this without dedicated support	T 2.2.1: 6 operational workstations T 2.2.2: 6 fully proficient staff trained in satellite monitoring of land and land cover change T 2.2.3: One international expert recruited to improve coordination of MRV activities	T 2.2.1 Functioning monitoring unit with operating work stations T 2.2.2 Training reports with attendance list Test results T 2.2.3 Terms of Reference, contract and semi-annual reports	FAO
Indicative activities: *Strengthen the Mapping and Inventory Centre (MIC) of NFA for operational forest and land use monitoring *Undertake trainings on remote-sensing techniques/analysis and open-source software within MIC *International MRV expertise and coordination support is mobilized to support MRV activities					

Output 2.3: NFA has the capacities and tools to store, update and disseminate REDD+ information	I 2.3.1: Develop a forest and land use monitoring web-portal to display REDD+ information I 2.3.2: Strengthen database management capacities I 2.3.3: Preparation and information sharing in forms of printed material delivered for decision makers, institutes, schools, and for public in general.	B 2.3No operational MRV database	T 2.3.1: One web portal to manage and display information on land use and land use change is developed and operational T 2.3.2: Two technicians fully trained and capable of managing MRV database autonomously T 2.3.3: Number of printed/electronic informational material (leaflets, publications, technical reports, posters) on REDD+ MRV issues	T 2.3.1 Published web portal containing key information T 2.3.2Training reports with attendance list T 2.3.3 Reports, publications	FAO
Indicative activities: *Develop a forest and land use monitoring web-portal to display REDD+ information *Strengthen database management capacities *Preparation and information sharing in forms of printed material delivered for decision makers, institutes, schools, and for public in general.					
Output 2.4: Government of Uganda has the capacities to report on its GHG emissions from the forestry sector and a draft GHG-I report	I 2.4.1: Trainings on GHG-I software for the AFOLU/LULUCF sector I 2.4.2: Development of a GHG-I for the AFOLU/LULUCF sector that meets UNFCCC requirements	B.2.4 Government of Uganda has reported irregularly on its GHG emissions from the AFOLU/LULUCF sector	T 2.4.1: 4 trained staff in GHG-I software for the AFOLU/LULUCF sector T 2.4.2: One draft GHG-I report for the AFOLU/LULUCF sector	T 2.4.1 Training reports T 2.4.2 Draft report	FAO
Activities: 4.1 Trainings on GHG-I software for the AFOLU/LULUCF sector 4.2. Development of a GHG-I for the AFOLU/LULUCF sector that meets UNFCCC requirements					
Outcome 3: Subnational implementation of the REDD+ strategy is prepared and facilitated through an "integrated landscape management" approach, building on a comprehensive set of analytical work, engagement and capacity building of stakeholders, and early actions					

Output 3.1. Understanding of land use systems, rightful access to and spatio-temporal resource use pattern at subnational level enhanced through analytical work at selected representative landscapes	I3.1.1. Representative landscapes selected I3.1.2. Typology of different land uses agreed I3.1.3. Drivers of different land use options identified I3.1.4. Private and community rights to lands/forests clarified in relation to potential landscape level REDD+ investments I3.1.5. Baselines established of operational capability of existing structures in support of subnational REDD+ activities	B3.1.1 Landscape level land use options unavailable or incoherent when available B3.1.2. Drivers of different land use options unclear B3.1.3. Private and community rights inadequate to support Landscape level REDD+ investments B3.1.4. Operational capability of existing subnational structures inadequate for potential REDD+ investments	T3.1.1. A maximum of two representative landscapes selected within the first 6 months of the NP T3.1.2. Drivers of land use options identified and possibly quantified at a maximum of two sites towards mid Yr 2 T3.1.3. Guidelines for improving private and community rights in relation to REDD+ produced by mid Yr 2 T3.1.4. Capacity building plan for subnational structures involved in REDD+ in place by Yr 2 ending	M3.1.1. Workshop report on the definition of criteria for suitable landscape selection and the definition and validation of different land uses M3.1.2. Report on the costs and benefits analysis of alternative land use options M3.1.3. Report on the suitability assessment of existing laws and regulatory framework for private and community investment in REDD+ M3.1.4. Capacity building report for subnational structures in support of REDD+	UNEP
Indicative activities: <ul style="list-style-type: none"> - Develop, review and validate criteria for the selection of representative landscapes to serve as models for the subnational implementation of the REDD+ national strategy - Develop, review and validate criteria for the definition of the different types of land use in Uganda - Assess historical and current land use systems as well as the drivers of the different land use options in selected representative landscapes - Design and conduct an economic costs and benefits analysis of alternative land options at selected representative landscapes - Contextualise existing and prospective legal and regulatory framework to landscape management and REDD+ with special emphasis on community and private forestry - Ascertain existing or prospective structures and mechanisms in support of subnational activities and identify prospective links to the national REDD+ system including preliminary guidance on the transparent and equitable benefit sharing mechanisms 					

Output 3.2. Subnational stakeholders effectively engaged through consultations and capacity building for the sustainable implementation of the REDD+ national strategy	I3.2.1. Stakeholders analysis of subnational REDD+ conducted at representative landscapes	B3.2.1. Existing and potential subnational REDD+ stakeholders inadequately known	T3.2.1. Comprehensive list of existing and potential subnational REDD+ stakeholders including their motivations in place by end of Yr 1	M3.2.1. Stakeholders analysis report	UNEP
	I3.2.2. Situational analysis of current understanding and perceptions of REDD+ at subnational level	B3.2.2. REDD+ rhetoric currently conducted at national level	T3.2.2. At least 80% of subnational stakeholders are fully aware of REDD+ discourse by Yr 2 ending	M3.2.2. Rules and regulations of subnational consultation platform	
	I3.2.3. Consultation mechanisms of subnational stakeholders for REDD+ established and empowered	B3.2.3. Consultation mechanisms of REDD+ stakeholders inexistent	T3.2.3. A fully functional consultation mechanism of subnational REDD+ stakeholders is in place by mid Yr 2	M3.2.3. Report on capacity building of subnational structures in support of REDD+	
	I3.2.4. Roadmap to build and reinforce capacity of subnational structures in support of REDD+ established	B3.2.4. Capacity of current and prospective subnational structures in support of REDD+ extremely low	T3.2.4. Capacity building plan for subnational structures in place Yr 2 ending		
Indicative activities: <ul style="list-style-type: none"> - Identify current and prospective subnational stakeholders and ascertain strenghts, weaknesses, interests, expectations and fears - Gather current understanding of the REDD+ process and assess motivation for subnational REDD+ activities drawing on the drafted national strategy - Establish preliminary basis for the full and transparent consultation of subnational stakeholders including private and community lands/forest owners drawing from work at selected representative landscapes - Develop a communication and awareness raising strategy for REDD+ activities at national and subnational level - Draw capacity building plan for current and prospective structures likely to support or promote subnational REDD+ activities in Uganda 					
Output 3.3. Subnational REDD+ implementation strategy prepared and fed into the REDD+ national strategy development process	I3.3.1. Set of recommendations prepared for the subnational implementation of REDD+ national strategy	There is currently no strategy for the implementation of national REDD+ strategy	T3.3.1. Target recommendations for private and community potential subnational REDD+ stakeholders	M3.3.1. Meetings and workshops reports	UNEP
	I3.2.2. Subnational strategy for the implementation of REDD national strategy produced		T3.3.2. Timely production of the subnational strategy for the	M3.3.2. Subnational strategy for the implementation of the REDD+ national	

and validated	implementation of the REDD+ national strategy
Indicative activities: <ul style="list-style-type: none"> - Preparation of recommendations for subnational strategy for REDD+ through subnational and national stakeholder working group - Organise and facilitate the national level endorsement of the recommendations for subnational strategy for REDD+ - Draft subnational strategy for the implementation of REDD+ national strategy by the subnational and national stakeholder working group including the identification of potential subnational landscape investment options drawing from the REDD+ national strategy - Review, finalise and endorse the Uganda subnational strategy for the implementation of REDD+ national strategy 	

Table 1 bis: correspondence between R-PP components and National Programme outcomes

<i>R-PP components</i>	National Programme outcomes
Component 1: Organize and Consult	Cross-cutting issue considered across NP outcomes
Component 2: Prepare the REDD-plus Strategy	<p>Outcome 1: A transformational national REDD+ strategy is designed through substantial multi-sectorial technical and policy dialogue, including robust policy options and measures, mainstreamed and anchored in national development vision, planning and framework.</p> <p>Outcome 3: Subnational implementation of the REDD+ strategy is prepared and facilitated through an "integrated landscape management" approach, building on a comprehensive set of analytical work, engagement and capacity building of stakeholders, and early actions</p>
Component 3: Develop a National Forest Reference Emission Level and/or a Forest Reference Level	No activities related to FREL/FRL will be undertaken by the NP, as this component is already covered by the FCPF readiness grant
Component 4: Design Systems for National Forest Monitoring and Information on Safeguards	Outcome 2 : Key elements of the NFMS are developed and related national capacities are strengthened
Component 5: Schedule and Budget	See table 2
Component 6: Design a Program Monitoring and Evaluation Framework	See table 4

Table 2: Resource allocation and indicative time frame

	<i>Related R-PP components</i>	National Programme outcomes, outputs and activities		Participating UN organisation	Resource allocation and indicative timeframe	
				Year 1 (08-2015/07-2016)	Year 2 (08-2016/07-2017)	Total
Component 1: Organize and Consult	Cross-cutting issue considered across NP outcomes					
Component 2: Prepare the REDD-plus Strategy	Outcome 1: A transformational national REDD+ strategy is designed through substantial multi-sectorial technical and policy dialogue, including robust policy options and measures, mainstreamed and anchored in national development vision, planning and framework.	UNDP		\$212,000	\$389,000	\$601,000
	Output 1.1: The strategy design process is run in a timely manner, respectful to REDD+ readiness principles, with robust technical backstopping and in smooth coordination with all other components of REDD+ readiness	UNDP		\$115,000	\$256,000	\$371,000
	Hire a Chief Technical Advisor, a national technical officer for management and strategy design process and an administrative and finance assistant	UNDP		\$95,000	\$190,000	\$285,000
	Provide adequate workstation and means	UNDP		\$16,000	\$8,000	\$24,000
	Facilitate meetings and dialogue within REDD+ institutions	UNDP		\$4,000	\$8,000	\$12,000
	Run mid-term and final evaluation of the UN-REDD joint National Programme	UNDP			\$50,000	\$50,000
	Output 1.2: The analytical inputs to the national strategy are robust and comprehensive	UNDP		\$75,000		\$75,000
	Consolidate analysis on reforestation potential, SWOT and strategy	UNDP		\$10,000		\$10,000
	Analyse structural and macro-economic challenges and options for forests	UNDP		\$40,000		\$40,000
	Analyse community-based approaches to REDD+ implementation	UNDP		\$25,000		\$25,000
	Output 1.3: The policy dimension of the strategy is strengthened through policy-level and cross-sectorial dialogue and assessment of options	UNDP		\$2,000	\$53,000	\$55,000
	Facilitate the work of the task force to review options, formulate the vision and options paper, to consolidate feedbacks, to formulate the draft and the final REDD+ national strategy	UNDP		\$2,000	\$10,000	\$12,000
	Organise a series of meetings on the vision and options papers with Government, including at political level, Parliament and opinion leaders	UNDP			\$16,500	\$16,500
	Organise a series of meetings on the draft national REDD+ strategy with Government, including at political level, Parliament and opinion leaders	UNDP			\$26,500	\$26,500
	Output 1.4: The national REDD+ strategy is fully embedded in, and directly contributes to the national	UNDP		\$20,000	\$0	\$20,000

development planning and budgeting processes				
Identify and support broader holistic planning and budgeting exercises	UNDP	\$0	\$0	\$0
Formulate integrated scenario to achieve 2040 vision	UNDP	\$20,000		\$20,000
Output 1.5: The national REDD+ strategy enjoys strong international recognition and mobilizes support for the investment phase	UNDP	\$0	\$80,000	\$80,000
Invite international partners to participate in regular REDD+ events	UNDP	\$0	\$0	\$0
Hire a high level diplomatic mediator	UNDP		\$36,000	\$36,000
Organise a series of meetings on REDD+ options and strategy roadmap for donors in Uganda and aside international climate negotiations	UNDP		\$16,000	\$16,000
Discuss and assess the areas of interests, constraints, expectations and opportunities related to major partners through bilateral discussions	UNDP		\$0	\$0
Draft a negotiation paper with proposals to, and expectations from donors based on the draft national strategy	UNDP		\$4,000	\$4,000
Organise meetings to consult and negotiate support from donors	UNDP		\$4,000	\$4,000
Organise a roundtable of REDD+ partners and reception as a side event of UNFCCC COP22	UNDP		\$20,000	\$20,000
Outcome 3: Subnational implementation of the REDD+ national strategy is prepared and facilitated through an "integrated landscape management" approach, building on a comprehensive set of analytical work, engagement and capacity building of stakeholders, and early actions	UNEP	\$275,000	\$165,000	\$440,000
Output 3.1: Understanding of land use systems, rightful access to and spatio-temporal resource use patterns at subnational level enhanced through analytical work at selected representative landscapes	UNEP	\$165,000	\$40,000	\$205,000
Develop, review and validate criteria for the selection of representative landscapes to serve as models for the subnational implementation of the REDD+ national strategy	UNEP	\$10,000	\$0	\$10,000
Develop, review and validate criteria for the definition of the different types of land use in Uganda	UNEP	\$10,000	\$0	\$10,000
Assess historical and current land use systems as well as the drivers of the different land use options in selected representative landscapes	UNEP	\$25,000	\$0	\$25,000
Design and conduct an economic costs and benefits analysis of alternative land use options at selected representative landscapes	UNEP	\$70,000	\$30,000	\$100,000
Contextualise existing and prospective legal and regulatory framework to landscape management and REDD+ with special emphasis on community and private forestry	UNEP	\$30,000	\$0	\$30,000
Ascertain existing or prospective structures and mechanisms in support of subnational activities and identify prospective links to the national REDD+ system	UNEP	\$20,000	\$10,000	\$30,000

	including preliminary guidance on the transparent and equitable benefit sharing mechanisms				
	Output 3.2. Subnational stakeholders effectively engaged through consultations and capacity building for the sustainable implementation of the REDD+ national strategy	UNEP	\$110,000	\$25,000	\$135,000
	Identify current and prospective subnational stakeholders and ascertain strengths, weaknesses, interests, expectations and fears	UNEP	\$30,000	\$0	\$30,000
	Gather current understanding of the REDD+ process and assess motivation for subnational REDD+ activities drawing on the drafted national strategy	UNEP	\$40,000	\$0	\$40,000
	Establish preliminary basis for the full and transparent consultation of subnational stakeholders including private and community lands/forest owners drawing from work at selected representative landscapes	UNEP	\$40,000	\$0	\$40,000
	Develop a communication and awareness raising strategy for REDD+ activities at national and subnational level	UNEP	\$0	\$10,000	\$10,000
	Draw capacity building plan for current and prospective structures likely to support or promote subnational REDD+ activities in Uganda	UNEP	\$0	\$15,000	\$15,000
	Output 3.3: Subnational REDD+ implementation strategy prepared and fed into the REDD+ national strategy development process	UNEP	\$0	\$100,000	\$100,000
	Preparation of recommendations for subnational strategy for REDD+ through subnational and national stakeholder working group	UNEP	\$0	\$20,000	\$20,000
	Organise and facilitate the national level endorsement of the recommendations for the subnational strategy for REDD+	UNEP	\$0	\$35,000	\$35,000
	Draft subnational strategy for the implementation of REDD+ national strategy by the subnational and national stakeholder working group including the identification of potential subnational landscape investment options drawing from the REDD+ national strategy	UNEP	\$0	\$35,000	\$35,000
	Review, finalise and endorse the Uganda subnational strategy for the implementation of REDD+ national strategy	UNEP	\$0	\$10,000	\$10,000
Component 3: Develop a National Forest Reference Emission Level and/or a Forest Reference Level	No activities related to FREL/FRL will be undertaken by the NP, as this component is already covered by the FCPF readiness grant				
Component 4: Design	Outcome 2 : Key elements of the NFMS are developed and related national capacities are strengthened	FAO	\$317,500	\$322,500	\$640,000

Systems for National Forest Monitoring and Information on Safeguards	Output 1: Field data and relevant supplementary information for the development of emission factors are collected and analysed	FAO	\$77,500	\$62,500	\$140,000
	1.1 Planning and implementation of field measurements in permanent sample plots for improved emission factor estimates	FAO	\$40,000	\$40,000	\$80,000
	1.2 Data entry, processing, analysis and reporting	FAO	\$27,500	\$22,500	\$50,000
	1.3 Training of university students and instructors in field inventory planning techniques, carbon measurement and NFI data analysis.	FAO	\$10,000	\$0	\$10,000
	Output 2: NFA capacities to systematically monitor forest and land cover/use change (REDD+ activity data) are strengthened	FAO	\$185,000	\$165,000	\$350,000
	2.1 Strengthen the Mapping and Inventory Centre (MIC) of NFA for operational forest and land use monitoring	FAO	\$25,000	\$15,000	\$40,000
	2.2 Undertake trainings on remote-sensing techniques/analysis and open-source software within MIC	FAO	\$20,000	\$10,000	\$30,000
	2.3 International MRV expertise and coordination support is mobilized to support MRV activities	FAO	\$140,000	\$140,000	\$280,000
	Output 3: NFA has the capacities and tools to store, update and disseminate REDD+ information	FAO	\$30,000	\$60,000	\$90,000
	3.1 Develop a forest and land use monitoring web-portal to display REDD+ information	FAO	\$20,000	\$45,000	\$65,000
	3.2 Strengthen database management capacities	FAO	\$10,000	\$10,000	\$20,000
	3.3 Preparation and information sharing in forms of printed material delivered for decision makers, institutes, schools, and for public in general.	FAO	\$0	\$5,000	\$5,000
	Output 4: Government of Uganda has the capacities to report on its GHG emissions from the forestry sector and a draft GHG-I report	FAO	\$25,000	\$35,000	\$60,000
	4.1 Trainings on GHG-I software for the AFOLU/LULUCF sector	FAO	\$15,000	\$15,000	\$30,000
	4.2. Development of a GHG-I for the AFOLU/LULUCF sector that meets UNFCCC requirements	FAO	\$10,000	\$20,000	\$30,000
Component 5: Schedule and Budget					
Component 6: Design a Program Monitoring and Evaluation Framework					
Overall Total			\$804,500	\$876,500	\$1,681,000

Table 3: Pass-Through Allocations

Pass-Through Allocations		Year 1	Year 2	Total
FAO	Programme Cost	\$322,500	\$317,500	\$640,000
	Indirect Support Cost	\$22,575	\$22,225	\$44,800
UNDP	Programme Cost	\$212,000	\$389,000	\$601,000
	Indirect Support Cost	\$14,840	\$27,230	\$42,070
UNEP	Programme Cost	\$275,000	\$165,000	\$440,000
	Indirect Support Cost	\$19,250	\$11,550	\$30,800
Overall Total:	Programme Cost	\$809,500	\$871,500	\$1,681,000
	Indirect Support Cost	\$56,665	\$61,005	\$117,670
Total		\$866,165	\$932,505	\$1,798,670

4. Management and Coordination Arrangements

Overview of the overall UN-REDD Programme structure

Policy Board

The UN-REDD Policy Board provides overall leadership and sets the strategic direction of the UN-REDD Programme. It decides on Programme financial allocations, in line with the budget parameters set out in the UN-REDD Framework Document, and develops monitoring mechanisms, with a view to ensuring Fund-wide success. The UN-REDD Policy Board will ensure coordination with REDD actors at a global scale, such as the World Bank's FCPF participants' committee. The Terms of Reference and Rules of Procedure for the UN-REDD Policy Board will be made available on the UN-REDD Programme website www.un-redd.org. See also the UN-REDD Workspace for eligible users www.unredd.net

Secretariat

The UN-REDD Secretariat serves the Policy Board, using the capacities of the participating UN organizations, research institutions and recognized experts. It ensures policies and strategies decided by the Policy Board are implemented and adhered to. The Secretariat will manage the national Programme review process. It will also manage the UN-REDD's overall monitoring and evaluation function which includes inter alia monitoring allocations to and delivery by the country National Programmes, and tracking Programme-wide progress and ensuring that monitoring mechanisms are applied.

The Secretariat's main roles can be summarised as follows:

- Policy Board support
- Partner and external relations
- Quality assurance and oversight of national National Programmes
- Quality assurance and oversight of the International Support Functions described in the Global Programme-Support to National REDD+ Action (hereafter referred to as the "Global National Programme")
- Monitoring and knowledge management

Participating UN Organizations' Coordination Group

The Participating UN Organizations' Coordination Group consists of representatives of the three UN agencies: FAO, UNDP, and UNEP. The Coordination Group will have the main function in ensuring active, participatory and well-coordinated engagement by the agencies to implement the goals and objectives of the overall UN-REDD Programme, as well as to provide oversight of the Secretariat consistent with the strategic directions and decisions provided by the Policy Board.

Administrative Agent

The UNDP Multi-Partner Trust Fund Office (MPTF Office) is the Administrative Agent of the UN-REDD Fund. The MPTF Office administers funds based on decisions of the Policy Board and serves as the administrative interface with donors. UNDP's accountability as the Administrative Agent is set out in the policy "UNDP's Accountability when acting as Administrative Agent in MDTFs and/or UN National Programmes using the pass-through fund management modality".

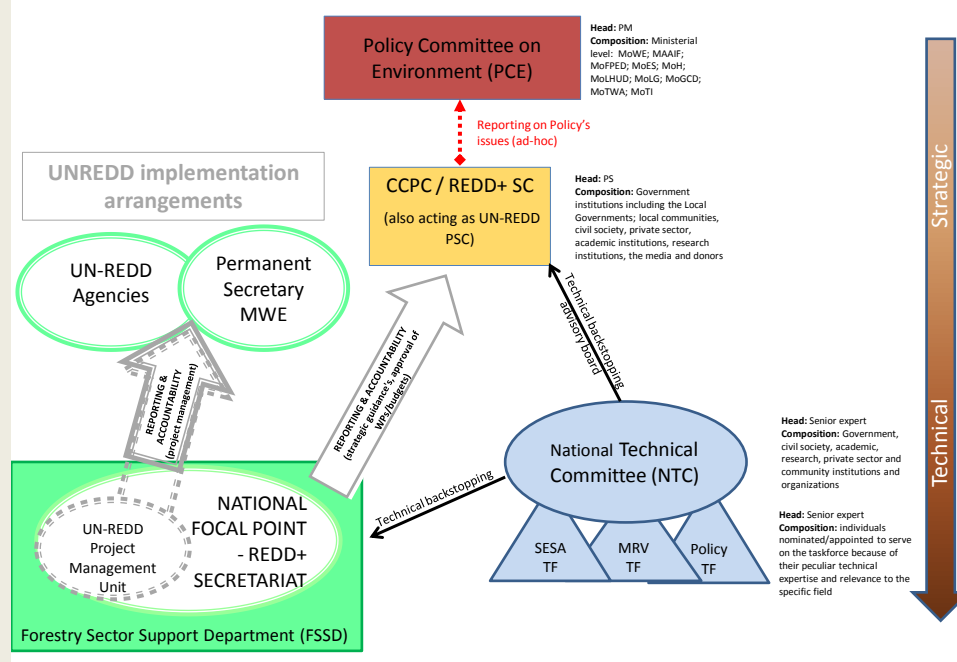
The MPTF Office as AA is responsible for:

- (a) Receive contributions from donors that wish to provide financial support to the Fund;
- (b) Administer such funds received, in accordance with this Memorandum of Understanding including the provisions relating to winding up the Fund Account and related matters;
- (c) Subject to availability of funds, disburse such funds to each of the Participating UN Organizations in accordance with instructions from the Policy Board, taking into account the budget set out in the approved programmatic document, as amended in writing from time to time by the Policy Board;
- (d) Consolidate statements and reports, based on submissions provided to the Administrative Agent by each Participating UN Organization, as set forth in the TOR, and provide these to each donor that has contributed to the Fund Account and to the Policy Board;
- (e) Provide final reporting, including notification that the Fund has been fully expended or has been wound up in accordance with the Fund TOR,;
- (f) Disburse funds to any Participating UN Organization for any additional costs of the task that the Steering Committee may decide to allocate (as referred to in Section I, Paragraph 3) in accordance with TOR.

Overview of expected REDD+ institutional at the national level

In Uganda, institutional arrangements for the oversight, management and policy guidance of REDD+, including the UN-REDD Programme, are established according to the following figure:

Proposed Institutional Arrangement for UNREDD



UN Resident Coordinator

The NP will be supported by UN Resident Coordinator in her/his strategic leadership of the UN Country Team and relationships with national authorities. The UN Resident Coordinator will provide ongoing oversight to the NP, ensuring the participating UN organizations are meeting their obligations. The Resident Coordinator is entrusted with supporting the overall programme design under the government's leadership, ongoing programmatic oversight of the NP activities and UN coordination with the National REDD Office where such exist. The Resident Coordinator also facilitates ongoing monitoring and evaluation of the NP activities in conformity with UN standards any guidance provided by the UN-REDD Secretariat or Policy Board. On receipt of consolidated country level reports, the Resident Coordinator will provide an overall assessment of the NP's progress and results. Resident Coordinator is encouraged to keep Country Team members fully-informed on UN-REDD activities. The UN-REDD Programme also looks to Resident Coordinator to reach out to NGOs, CSOs, national governments and non-resident UN agencies, where appropriate.

National Implementing Partner

The key agencies identified for implementing the UN-REDD National Programme are under the Ministry of Water and Environment (MoWE). The Forestry Sector Support Department (FSSD) of the MoWE is the lead Implementing Partner, as the agency responsible for forest sector development. Uganda has an already established REDD+ secretariat, led by the Uganda National Focal Point (and the Technical Alternate NFP) who is responsible for the implementation of the FCPF component of the R-PP, and will be also leading the implementation of the National Programme

Policy committee on the environment

The over-all Policy coordination and harmonization with regards to REDD-Plus shall be responsibility of the Policy Committee on Environment under the Office of the Prime Minister. The Policy Committee on Environment is a legal organ established in 1995 under the Environment Act of Uganda (Cap 153). The Policy Committee provides a forum for coordinating and harmonizing policy issues pertaining to REDD-Plus due to its legality as well as its composition and mandate. Policy committee on the environment membership consists of Prime Minister (Chair), ministers responsible for: i) Natural resources and Environment; ii) Agriculture, Animal Industry and Fisheries; iii)

Finance, Planning and Economic Development; iv) Education and Sports; v) Health; vi) Lands, Housing and Urban Development; vii) Local governments; viii) Gender and Community development; ix) Tourism, Wildlife and Antiquities; and, x) Trade and Industry.

According to the Environment Act, the functions of the Policy Committee on the Environment are to: i) provide policy guidelines and to formulate and coordinate environmental policies for the Environment Authority (NEMA); ii) liaise with the Cabinet on issues affecting the environment; iii) identify obstacles to the implementation of environment policies and programmes and ensure implementation of these policies and programmes; iv) perform any other functions that may be assigned to it by government.

For purposes of implementing the National REDD+ Program, the Policy Committee on Environment shall perform the following functions: (i) Harmonize Government policies pertaining to REDD+ with sectoral ministries; (ii) Liaise with the Cabinet on issues affecting the smooth implementation of REDD+ Strategy; (iii) Harmonize the implementation of REDD+ with broader Climate Change initiatives in Uganda, in accordance with the Climate Change Policy.

The REDD+ Steering Committee (also called Expanded - Climate Change Policy Committee (CCPC))

In the implementation of the REDD+ process, the Ministry of Water and Environment shall be supported by the Climate Change Policy Committee (CCPC) which will also serve as the UN-REDD Programme Steering Committee and an official platform for policy level stakeholder participation. The CCPC will, (through the National Technical Committee) ensure that the technical aspects of the R-PP and the National Programme Document are effectively addressed, including adherence to REDD+ principles, national policy and legal frameworks, World Bank safeguards, UN-REDD guidance, and GOU-WB Funding agreement. The REDD+ Steering Committee provides policy level guidance as part of the over-all function of steering the REDD+ process for Uganda.

The Climate Change Policy Committee (CCPC), when acting as the Steering Committee for UN-REDD programme

For the implementation of the National UN-REDD Programme, the Ministry of Water and Environment shall be supported by the Expanded - Climate Change Policy Committee (CCPC) which will serve also as the UN-REDD Programme Steering Committee (PSC) and an official platform for decision making/taking level stakeholder participation. The CCPC/UN-REDD programme steering Committee will, (through the National Technical Committee) ensure that the technical aspects of the project are effectively addressed.

The CCPC, when convening as the Programme Steering Committee for UN-REDD, will advise the MWE and its mandate will be to: provide policy guidance, coordination, harmonization and integration with broader Climate Change Policy initiatives and programmes in Uganda, as well as to provide direct guidance during the implementation e.g. approve annual workplans, budgets and reports; provide guidance to the REDD+ Secretariat on adaptive management to address key risks potentially affecting the programme; initiation of mid-term review and final evaluation as well as approval of review report; etc.

When convening under the UN-REDD PSC, the UN-REDD focal point will act as secretariat and the meetings will be co-chaired by the UN-Resident Coordinator (or his/her representative) and the Permanent Secretary of the MWE, who is also chair of the extended CCPC. It will co-opt an ad-hoc membership so as to be able to fulfil the requirements for full and effective participation of key stakeholder categories (Government institutions including the Local Governments; local communities, civil society, private sector, academic institutions, research institutions, the media, representative from the UN-REDD agencies and donors (development partners) at all levels of decision making.

The National Technical Committee (NTC)

The National Technical Committee (NTC) ensures that the technical aspects of the REDD+ activities and components are effectively addressed, including adherence to UN-REDD principles, national policy and legal

frameworks and procedures. The National Technical Committee reports to the UN-REDD Steering Committee on technical aspects of the project.

The National Technical Committee (NTC) will be composed of individuals nominated/appointed to serve on the committee because of their technical expertise or experience that is relevant to the UN-REDD/REDD+ Process. The REDD+ Secretariat presented to the Steering Committee, following technical fields as fields of expertise to consider when preparing the list on nominees for the NTC membership. Members of the NTC will be nominated from government, civil society, academic, research, private sector and community institutions and organizations.

The following table presents the Schematic technical Fields from which the Composition of National Technical Committee will be derived (full list of proposed institutions is attached)

	Technical Field
1.	Forest Surveys & mapping & database
2.	Forest biodiversity and ecology
3.	Land use planning
4.	Biodiversity
5.	Wildlife management
6.	Environmental management
7.	Wetlands management
8.	Climate Change Mitigation/adaptation and policy processes/REDD+
9.	Community/Rural development and participatory approaches
10.	Carbon Trade/Payment for Environmental Services
11.	SEA /Safeguard (Social- Economic)
12.	Institutional development
13.	Natural Resources economics/Trade and value chain
14.	CSO/NGO engagement
15.	Engagement of minority groups
16.	Legal and Policy
17.	Private Sector
18.	Others deemed necessary

The mandate of the National Technical Committee is to oversee the technical aspects during implementation of the UN-REDD National Programme for Uganda as well as ensuring compliance with the quality and standards of UN-REDD/REDD+ principles and processes. The NTC ensures technical quality and adequacy of the UN-REDD outputs and deliverables. Reporting to the UN-REDD Programme Steering Committee, sessions of the NTC will be chaired by most senior expert nominated on the Committee. The REDD+ Focal Point shall be the Secretary to the NTC.

Taskforces

Three Taskforces were planned for under FCPF funding, and will be serving also the implementation/technical backstopping of the UN-REDD. These are SESA, Policy and MRV taskforces. They will provide specialist inputs in respective technical work. Membership of the Taskforces will consist of individuals nominated/appointed to serve on the taskforce because of their technical expertise and relevance to the specific field. The following taskforces will be operationalized (Table 12).

The following table presents the schematic technical fields from which the Composition of Taskforces will be derived

	Taskforce
1.	SESA
2.	Social forestry/Social mapping
3.	Safeguards
4.	EIA/SEA
5.	Legal/Policy
6.	Natural resources economist
7.	Participatory approaches
8.	Gender
1.	Policy
2.	Forestry Policy + legislation
3.	Environment Policy + legislation
4.	Wildlife Policy + legislation
5.	Land use Policy + legislation
6.	Trade/economic policies + legislation
7.	Population + legislation
8.	Conventions (UNCCCC, CBD, CCD, etc.)
1.	MRV
2.	Forestry/natural resources inventory and mapping
3.	Natural resources database/GIS
4.	M&E
5.	National Statistics/Statistician

The mandate of taskforces is to provide specialist technical support and input into SESA, Policy and MRV. Reporting to the NTC, the Taskforces will work closely with the technical institutions or consultants on the respective tasks.

Programme Management Unit

The UN-REDD Uganda National Programme will be headed by the National Focal Point (NFP), also head of the REDD+ Secretariat, based within the MoWE at the FSSD. Under the overall direction of the NFP, a Programme Management Unit (PMU) will be established to ensure day-to-day management of the UN-REDD Programme. This arrangement will facilitate the capacity transfer between the PMU and the REDD+ Secretariat. Furthermore, the PMU will be responsible for the development and implementation of work plans and budgets (in close collaboration with UN-Agencies) and the organization of CCPC/PSC meetings. The PMU will also be responsible for maintaining transparent, up-to-date and accessible records of the Programme. The PMU will include REDD+ secretaries key staff, the Chief Technical Advisor (ToR available in Annex 6), Technical Advisors, Communications Officer, Administration and Finance Officers and a Secretary. The lead UN Agency in the Uganda UN-REDD National Programme will be UNDP. As the lead agency, UNDP will support the establishment and operation of the PMU.

Participation of Civil Society and Indigenous Peoples

Current UN-REDD Guidelines regarding participation of civil society and Indigenous Peoples will be applied during the implementation of the National Programme. These include the Operational Guidance on engagement of Indigenous Peoples and other forest dependent communities, and the UN-REDD Programme Guidelines on Free, Prior and Informed Consent (FPIC).

Coordination with other REDD+ initiatives

During the preparation of the REDD+ Readiness Roadmap, various government agencies and development partners were engaged, and many have indicated their interests in contributing to the implementation of the Roadmap. Such support will mainly come from the following initiatives:

- World Banks FCPF
- ADC – support through Joint Programme
- Gov. Of Uganda
- Civil society and Academia initiatives

Use of the UN-REDD Programme logo

When developing communications products to support UN-REDD NP activities, the current logo available on the workspace and via the UN-REDD Secretariat, should always be used.

When resizing the logo, the relative proportions/dimensions and colours of the logo should not be altered. To accommodate certain layouts (ie/ cover designs), it is permitted to separate the UN-REDD Programme logo from the three agency logos on a given page. The UN-REDD Programme logo should only appear on materials that have been produced with funding from the UN-REDD Programme. Prior to launching materials that bear the UN-REDD Programme logo, review should be solicited from UN-REDD Programme staff, ideally from each of the three Participating UN Organizations. UN-REDD Programme staff should, in turn, ensure that the appropriate people internally have a chance to approve the use of the logo on the material.

5. Fund Management Arrangements

Administrative agent

The UN-REDD National Programme will apply the standard pass-through modality with the MPTF Office as Administrative Agent. The Administrative Agent will ensure consistency of the approved Joint Programme with the applicable provisions of the Standard Administrative Arrangements (SAA) entered between donors and the Administrative Agent, and the MOU between the Participating UN Organizations and the Administrative Agent. In

line with the principles under the UN-REDD Programme, the three participating UN Organizations will make every effort to harmonized procedures for coordinated and consistent delivery of the National Programme. UNDP is the lead agency for the implementation of the programme.

Cash transfer

Based on the principles applied to all UN-REDD National Programmes, the three Participating UN Organizations are committed to channel funds through a common cash transfer modality, based on the Harmonized Approach to Cash Transfer (HACT) process, and coordinate the timing of cash transfers to the single national counterpart, if basic conditions can be met and if the Government of Uganda requests it.

Under the Harmonized Cash Transfer system (HACT) introduced by the UN EXCOM Agencies (UNDP, UNICEF, WFP and UNFPA) to reduce transaction costs on Implementing Partners, four modalities of payments are foreseen for nationally implemented projects/programmes. They include: 1) Prior to the start of activities against agreed work plan cash transferred (direct cash transfer) to the Treasury, Ministry of Finance and Planning, for forwarding to the Implementing Partner; 2) Reimbursements after completion of eligible activities by the Implementing Partner; 3) Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner; and 4) Direct payments to vendors or third parties for obligations incurred by UN agencies in support of activities agreed with Implementing Partners.

In 2011, a risk assessment was performed on the MoWE. The assessment results suggest that the Ministry is equipped with suitable qualified personnel who have sufficient experience to handle its operations effectively and efficiently. Additionally, staff members are well aware of the requirement of finance and administrative regulations and hence day-to-day operations are handled accordingly without major deviations. Therefore on the assessed end result of the financial management capacity, it has been given an overall risk rating as moderate. For more details, please refer to Annex 2.

Following the national validation meeting of the National Programme Document held on October 1-2, 2014, the Government of Uganda indicated its preference for the UN-REDD agencies to use direct implementation modalities.

Accordingly, all procurements and disbursements by the Participating UN Organizations will be approved by the NPD, thereby assuring coordination and ensuring national accountability. In outline, the Participating UN Organizations' rules and procedures are as follows:

---- FAO

For those Outputs indicated in the Results Framework, FAO receives funds and delivers services to different National Implementing Partners (NIP), in line with FAO standard procedures that are applied for Uganda. These procedures involve either: (i) international procurement, (ii) national procurement, or (iii) Letter of Agreement (LoA) with a national agency, with scheduled payments based on agreed work plans. Provided that basic conditions can be met and should the Government of Uganda requests it, FAO will consider using HACT for Non-Commercial activities (i.e. those that do not involve procurement or contracting). In such cases, FAO will apply the outcome of the HACT micro-assessment for the NIP. A Letter of Understanding (LoU) will be signed between FAO and the NIP based on the outcome of the micro-assessment.

---- UNDP

For those Outputs indicated in the Results Framework, UNDP receives funds and based on the approved annual work plan provides the required financial resources to the Implementing Partners, under the NIM modality, to carry out programme activities during the annual cycle. UNDP uses the Harmonized Approach to Cash Transfer (HACT), under which the Implementing Partner (IP) will be accountable for: managing UNDP resources to achieve the expected results specified in the programme document, in accordance with the principles of the Financial

Regulations and Rules of UNDP; maintaining up-to-date accounting system to ensure accuracy and reliability of financial reporting; and sending expenditure reports on a quarterly based (or more frequently as appropriate) to UNDP. For those activities and outputs for which the Government of Uganda requests UNDP to take responsibility, the Government of Uganda and UNDP will sign a Letter of Agreement for the Provision of Support Services under NIM. When the Government of Uganda requests the use of direct implementation modalities, UNDP's standard procedures and modalities will apply.

Direct and Support Costs

Any direct technical assistance provided by a Participating UN Organization must be approved by the PSC on an annual basis and by the National Focal Point (and/or the Technical Alternate) on a quarterly basis.

Directly implemented technical assistance shall be provided through the National Programme, while direct support costs the Participating UN Organizations should be charged to the Support to National REDD+ Action - Global Programme. Where UN agency direct support costs are charged to a NP budget, they should be agreed (in writing) in advance with the national counterpart. For more information, please refer to Principles to be applied for National Programmes and the UN-REDD Programme Handbook for National Programmes and other National-Level Activities.

Procurement

Annual and quarterly work plans will identify responsible partners for procurements. Unless otherwise request by the NIPs, the Participating UN Organizations in line with their procurement policy will provide procurement and recruitment services to the Implementing Partner including:

- a) Identification and recruitment of programme personnel
- b) Identification and facilitation of training activities
- c) Procurement of goods and services

6. Monitoring, Evaluation and Reporting

Reporting and monitoring provide opportunities at regular predetermined points to validate the logic of the R-PP implementation, and to make adjustments as needed. Information from systematic monitoring needs to be used to encourage improvements or reinforce plans, as well as provide critical input to evaluation. It is difficult to evaluate a process that is not well designed and that does not systematically monitor its progress.

The relevant impact, outcomes and outputs delivered will be reported on and monitored during the implementation the National UN-REDD Programme. As necessary parameters for monitoring and evaluation such as baselines, indicators, targets and means of verifications are already provided in Table 1: National Programme Results Framework, this section will only focus on how monitoring and evaluation activities will be carried out during the implementation of the National UN-REDD Programme in Uganda.

Monitoring and Evaluation Schedule and Resources

In order to ensure adaptive management of the process, the implementation of the National UN-REDD Programme will be monitored and evaluated periodically through internal reviews (i.e. semi-annual and annual progress reporting). There will be a mid-term evaluation (US\$ 10,000 allocated under Output 2.5) and a final evaluation¹ (US\$ 40,000 allocated under Output 2.5) carried out by an independent reviewer at the end of the implementation to assess achievements and lessons and to make recommendations for remedial action and

¹ The provision for the evaluation of the UN Joint Programme (UNJP) may be budgeted under the components of any of the participating agencies. A joint evaluation, wherein the evaluation units of all concerned agencies participate in the Evaluation Management Group, is the preferred option.

future consideration. In general, the monitoring activities will be carried out by the PMU in coordination with the REDD+ Secretariat, other partners and the Participating UN Organizations, while the indirect cost will ensure quality assurance and oversight by the Participating UN Organizations.

Annual/Regular Reviews

The Participating UN Organizations are required to provide narrative reports on results achieved, lessons learned and the contributions made to the National Programme. The information shall be consolidated by the CTA into a narrative report every six months, and submitted to the PSC, through the National Focal Point. The reports will then be forwarded by the UN Resident Coordinator to the UN-REDD Secretariat. The UN-REDD Secretariat shall provide the Policy Board updates on the implementation progress of the National Programme every six months, based on information received from the UN Resident Coordinator. The UN Resident Coordinator will assist in ensuring the participating UN Organizations at the country level provide the necessary information. The UN-REDD Coordination Group shall also follow-up with the relevant officers and representatives of the participating UN Organizations to ensure the delivery of the report.

The Administrative Agent will provide regular updates on the financial status of the MPTF to the Policy Board, for review and action as appropriate. The Administrative Agent and Participating UN Organizations will be audited in accordance with their own Financial Regulations and Rules.

In accordance with the UN-REDD Memorandum of Understanding (MoU), the participating UN Organizations in receipt of UN-REDD resources will be required to provide the Administrative Agent with the following statements and reports for each National Programme:

---- National Programme Annual Narrative and Financial Report for each 12 months period ending 31 December each year (1 January-31 December), as per the deadline agreed between the three Participating UN Organizations and the MPTF Office (See the National Programme annual reporting template);

---- National Programme Semi-Annual Narrative and Financial Reports for the six months period ending 30 June each year (1 January-30 June), as per the deadline agreed between the three Participating UN Organizations and the MPTF Office (See the National Programme semi-annual reporting template);

---- A Final National Programme Narrative and Financial Report, after the completion of all National Programme activities financed from the UN-REDD MDTF, as per the deadline agreed between the three Participating UN Organizations and the MPTF Office. These financial statements are provided to the MPTF Office from the Headquarters of the Participating UN Organizations (See the National Programme final reporting template);

---- A Final Certified National Programme Financial Statement, to be provided no later than 30 June of the year following the financial closing of Programme activities.

The Administrative Agent shall prepare consolidated narrative progress and financial reports consisting of the reports referred to above submitted by each Participating UN Organization, and shall provide those consolidated reports to the UN-REDD Policy Board through the Secretariat. Subsequently, in accordance with the MoU and the Standard Administrative Agreement, the Administrative Agent will submit consolidated narrative and financial reports to all UN-REDD Programme donors. Agreed standard undg financial and progress reporting formats will be utilised. The Administrative Agent will also submit to donors a certified annual financial statement (Source and Use of Funds).

Upon closure, all National Programmes are required to undertake a final evaluation. The evaluation is undertaken to assess the programme performance, and determine outcomes and impacts stemming from the programme, including their sustainability. The evaluation has two primary objectives: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote learning, feedback and knowledge sharing through results and lessons learned among the participating UN Organizations and other partners. Information given to the press, to the beneficiaries of the UN-REDD Programme, all related publicity material, official notices, reports and

publications, shall acknowledge the role of the UN-REDD donors, the UN Agencies, and any other relevant parties.

Whenever possible and to the extent that it does not jeopardize the privileges and immunities of UN Participating Organizations, and the safety and security of their staff, UN Participating Organizations will promote donor visibility on information, programme materials and at programme sites, in accordance with their respective regulations, rules, policies and procedures.

Evaluation

All programmes supported by the UN-REDD Programme MDTF will undertake a (mid-term and) final evaluations which will assess the relevance and effectiveness of the intervention, and measure the development impact of the results achieved, on the basis of the initial analysis and indicators described at the time of programme formulation. The mid-term evaluation will be an internal exercise to review the effectiveness of programme management and substantive progress, and to take stock of any lessons to ensure adaptive management of the Uganda UN-REDD National Programme. The UN-REDD Programme Secretariat is responsible for preparing Terms of Reference for the National Programme final evaluations, ensuring its compliance with the MoU and the policies and procedures of each of the implementing UN Agencies. The budget for final evaluations should be included in the National Programme budget. The overall UN-REDD Programme will be externally evaluated every two to three years.

Reporting

All reports are to be submitted to the UN-REDD Secretariat (un-redd@un-redd.org) by the communicated deadline. These reports serve all UN-REDD Programme reporting needs, including those of the UN-REDD Programme's Administrative Agent, the MPTF Office. The MPTF Office submits the consolidated reports, to the UN-REDD Policy Board and the donors of the UN-REDD MPTF account. Finally the reports are intended to facilitate and communicate a shared understanding between the Government of Uganda and the UN Agencies, involved in the implementation, on the level of progress, key challenges and plans going forward. The ownership of the reports is joint between GoU and Agencies, and their ultimate goal is to improve and support decision making.

In preparing the NP reports, the responsibilities are as follows:

---- Participating UN Organizations prepare and sign-off the reports, determining its own internal process as appropriate and nominate one or more reporting focal points per country. The focal points will report on activities managed at regional/headquarter level, request inputs from the National CTA, and sign-off the narrative reports before sending it to the UN-REDD Secretariat.

---- The National CTA should complete the narrative reports, including the financial information, of the National Programme and request comments and clearance of the report from the Government Counterpart (REDD+ National Focal Point); and return the report to the focal points.

---- The Government Counterpart shall provide additional and complimentary information, as well as sign the report.

---- The UN Resident Coordinator shall support coordination of the participating UN organizations at the country level to ensure that the necessary information is provided.

Templates for reporting are currently being reviewed and the approved version will be provided by the UNREDD Secretariat to the Lead Agency

Table 4: National Programme Monitoring Framework (NPMF)

Expected results	Indicators with baselines and targets	M&E events with data collection methods	Time or schedule and frequency	Responsibility	Means of verifications: data source and type	Resources	Risks
Outcome 1: A transformational national REDD+ strategy is designed through substantial multi-sectorial technical and policy dialogue, including robust policy options and measures, mainstreamed and anchored in national development vision, planning and framework.							
Output 1.1: The strategy design process is run in a timely manner, respectful to REDD+ readiness principles, with robust technical backstopping and in smooth coordination with all other components of REDD+ readiness	I.1.1.1: Capacity of REDD+ Secretariat to effectively coordinate work and financial streams, and deliver on time Baseline: First year of FCPF implementation progress report rates the process "not yet demonstrating progress"						
	T.1.1.1: The 3 UNDP-supported staff is in place in 2015	Periodic progress reports	December 2015, then every six months	UNDP	Recruitment contracts	n.a.	Lengthy procedures and difficulties to find qualified candidates
	T.1.1.2: Targets from output 1.2 to 1.5 are met	Periodic progress reports	Related to each target	UNDP	Related to each target	n.a.	Related to each target
	I.1.2.1: Time to deliver the 3 studies I.1.2.2: Satisfaction of stakeholders for the studies Baseline: Studies are not available						
Output 1.2: The analytical inputs to the national strategy are robust and comprehensive	T.1.2.1: The 3 studies are completed by mid-2016	2016 annual progress report	December 2016	UNDP	Dates on validation workshop reports	n.a.	Lengthy procedures, difficulties to find qualified consultants and

							to access data, lack of quality data
	T.1.2.2: The studies are ranked "satisfactory" or beyond by 85% of stakeholders	Satisfaction polls run during validation workshops of each study	December 2016	UNDP	Summary of satisfaction poll as run during the validation workshop and annexed to the report	as provisioned in the workshops' budget	Lack of participation, confusion between satisfaction to process or results
Output 1.3: The policy dimension of the strategy is strengthened through policy-level and cross-sectorial dialogue and assessment of options	I.1.3.1: Number of participants to the policy-level dialogue I.1.3.2: Number of policy-level meetings I.1.3.3: Satisfaction of participants to the policy-level dialogue on the process I.1.3.4: Satisfaction of stakeholders on the national REDD+ strategy Baseline: There is no draft consolidated material on REDD+ vision and options, and national strategy. There is little policy-level implication on REDD+ readiness process, notably from a pluri-sectorial perspective						
	T.1.3.1: 100 nationals have participated to the policy-level dialogue	Periodic progress reports	December 2016 and June 2017	UNDP	Lists of participants to policy-level events	n.a.	Difficulty to interest and mobilize political leaders, and to balance the size of audience and substantive discussions
	T.1.3.2: 25 policy-level meetings and events have been held	Periodic progress reports	December 2016 and June 2017	UNDP	Policy-level events reports	n.a.	Difficulty to mobilize political leaders on a regular basis, articulation with the schedule of delivering the substance

	T.1.3.3: The policy-level dialogue process is ranked "satisfactory" by 80% of participants	Satisfaction polls run at each policy-level event	December 2016 and June 2017	UNDP	Summary of polls run at each policy-level event and annexed to reports	as provisioned in the workshops' budget	Lack of participation, confusion between satisfaction to process or results, political agenda vs. technical opposition from some leaders
	T.1.3.4: The REDD+ strategy is ranked "satisfactory" by 85% of stakeholders	Satisfaction polls run during validation workshop	June 2017	UNDP	Summary of the poll run during the validation workshop and annexed to the report	as provisioned in the workshop's budget	Lack of participation, confusion between satisfaction to process or results, political agenda vs. technical opposition from some leaders
	Output 1.4: The national REDD+ strategy is fully embedded in, and directly contributes to the national development planning and budgeting processes						
	I.1.4.1: Level of understanding and appropriation of REDD+ strategy by planning experts Baseline: Forests and REDD+ are poorly and mainly cosmetically reflected in national planning and budgeting processes						
	T.1.4.1: The integrated scenario towards 2040 is formulated by June 2016	2016 annual progress report	December 2016	UNDP	Date of publication workshop report	n.a.	Difficulty to interest and mobilize key contributors, including from multiple sectors and private sector, so to ensure legitimacy and visibility

Output 1.5: The national REDD+ strategy enjoys strong international recognition and mobilizes support for the investment phase	T.1.4.2: Planning experts participate to 4 joint events with REDD+	Periodic progress reports	Every semester	UNDP	Lists of participants annexed to reports	n.a.	Difficulty to interest leaders and mobilize key experts from relevant services, and to disseminate feedbacks inside such services
	T.1.4.3: The contribution from REDD-supported scenario is ranked "useful" by 80% of planning experts	Satisfaction polls run during validation workshop	December 2016	UNDP	Summary of polls run during the final workshop of the output, and annexed to the report	as provisioned in the workshop's budget	Lack of participation, confusion between satisfaction to process or results, political agenda vs. technical opposition from some leaders
	I.1.5.1: Number of international policy dialogue events I.1.5.2: Satisfaction of stakeholders on policy commitments from GoU I.1.5.3: Satisfaction of stakeholders on financial commitments to the implementation of the strategy Baseline: There is no available and committed funding for REDD+ implementation in Uganda						
	T.1.5.1: 3 international policy dialogue events and 15 bilateral meetings have been held	Periodic progress reports	Every semester	UNDP	Events and bilateral meetings reports	n.a.	Lack of technical substance, lack of policy and political-level commitment, lack of capacities, lack of resources from donors

	T.1.5.2: Policy commitments from GoU are ranked "satisfactory" by 80% of stakeholders	Satisfaction polls run during roundtable debriefing	July 2017	UNDP	Summary of the poll run during the public debriefing from the roundtable	as provisioned in the debriefing's budget	Lack of political commitment, confusion between satisfaction to the process, the strategy or the policy dimension, political agenda of some stakeholders
	T.1.5.3: Financial commitments to the implementation of the strategy are ranked "satisfactory" by 80% of stakeholders	Satisfaction polls run during roundtable debriefing	July 2017	UNDP	Summary of the poll run during the public debriefing from the roundtable	as provisioned in the debriefing's budget	Lack of financial commitment, confusion between satisfaction to the process, the strategy or the policy dimension, political agenda of some stakeholders
Outcome 2: Key elements of the NFMS are developed and related national capacities are strengthened							
Output 2.1: Field data and relevant supplementary information for the development of emission factors are collected and analysed	I 2.1.1 Carbon estimates for key land classes developed, including national Emission Factors with uncertainty analysis I 2.1.2: Data entry, processing, analysis and reporting I 2.1.3 Number of university students and lectures trained Baseline: No official carbon estimates available for key land classes Limited number of university students and instructors knowledgeable of forest carbon inventory techniques in the context of REDD+ and limited training material available						

T. 2.1.1 At least one carbon estimate and emission factor for each key classe (at least forest vs. non forest) including uncertainty analysis	carbon estimates and emission factors are available in an electronic/paper publication, as well as on the web portal (Output 3)	June 2016	FAO	Training reports with attendance list	n.a.	Staff continuity may be challenging to obtain, suitable qualified & dedicated staff may not be available for training
T 2.1.2: One functional database and 10 trained staff in data entry and processing	Training report Database	December 2016	FAO	Database established. Training reports with attendance list.	n.a.	Staff continuity may be challenging to obtain, suitable qualified & dedicated staff may not be available for training
T 2.1.3. At least 30 students and instructors trainedT.	Training report and training material provided to attendees	December 2015	FAO	Training reports with attendance list, as well as training manual	As provided in the training budget	Risk of not identifying the right trainees. This can be mitigated by selecting institutions in close coordination with Government and by establishing nomination criteria

Output 2.2: NFA capacities to systematically monitor forest and land cover/use change (REDD+ activity data)

I 2.2.1: Strengthen the Mapping and Inventory Centre (MIC) of NFA for operational forest and land use monitoring
I 2.2.2: Undertake trainings on remote-sensing techniques/analysis and open-source software within MIC
I 2.2.3: International MRV expertise and coordination support is mobilized to support MRV activities
Baseline: NFA has no 2016 land cover map or change assessment and limited capacity to undertake this without dedicated support

are strengthened

T 2.2.1: 6	Workstation	January 2016	FAO	Functioning monitoring unit with operating work stations	n.a.	lengthy procurement process
T 2.2.2: 6 fully proficient staff trained in satellite monitoring of land and land cover change	Training report	January 2016	FAO	Training reports with attendance list Test results	n.a.	Staff continuity may be challenging to obtain, suitable qualified & dedicated staff may not be available for training
T 2.2.3: One international expert recruited to improve coordination of MRV activities	Performance Review	October 2015	FAO	Terms of Reference, contract and semi-annual reports	n.a.	expert may take more time than anticipated to recruit
Output 2.3: NFA has the capacities and tools to store, update and disseminate REDD+ information I 2.3.1: Develop a forest and land use monitoring web-portal to display REDD+ information I 2.3.2: Strengthen database management capacities I 2.3.3: Preparation and information sharing in forms of printed material delivered for decision makers, institutes, schools, and for public in general. Baseline: No operational MRV database						
T 2.3.1: One web portal to manage and display information on land use and land use change is developed and operational	Periodic progress reports	Every semester	FAO	Published web portal containing key information	n.a.	Maintainance & updating of portal over long term may prove challenging
T 2.3.2: Two technicians trained and capable of managing MRV	Training reports	March 2016	FAO	Training reports with attendance list	n.a.	Staff continuity may be challenging to obtain, suitable qualified &

	database autonomously						dedicated staff may not be available for training
	T 2.3.3: Number of printed/electronic informational material (leaflets, publications, technical reports, posters) on REDD+ MRV issues	Reports	July 2017	FAO	Reports, publications	n.a.	n.a.
Output 2.4: Government of Uganda has the capacities to report on its GHG emissions from the forestry sector and a draft GHG-I report	I 2.4.1: Trainings on GHG-I software for the AFOLU/LULUCF sector I 2.4.2: Development of a GHG-I for the AFOLU/LULUCF sector that meets UNFCCC requirements Baseline: Government of Uganda has reported irregularly on its GHG emissions from the AFOLU/LULUCF sector						
	T 2.4.1: 4 trained staff in GHG-I software for the AFOLU/LULUCF sector	Training reports	April 2016	FAO	Training reports	n.a.	Staff continuity may be challenging to obtain, suitable qualified & dedicated staff may not be available for training
	T 2.4.2: One draft GHG-I report for the AFOLU/LULUCF sector	Training reports	July 2016	FAO	Draft Report	n.a.	n.a.
Outcome 3: Subnational implementation of the REDD+ national strategy is prepared and facilitated through an "integrated landscape management" approach, building on a comprehensive set of							

analytical work, engagement and capacity building of stakeholders, and early actions							
Output 3.1. Understanding of land use systems, rightful access to and spatio-temporal resource use patterns at subnational level enhanced through analytical work at selected representative landscapes	I3.1.1. Representative landscapes selected B3.1.1. Landscape level land use options unavailable or incoherent when available						
	T3.1.1. A maximum of 2 representative landscapes selected within the first 6 months of the NP	Workshop report	6 months into the NP	UNEP	Workshop report	As provided in the workshop budget	Choice of representative landscapes driven by political considerations
	I3.1.2 & I3.1.3. Typology of different land use options agreed and drivers of different land use options identified B3.1.2 Drivers of different land use options unclear						
	T3.1.2. Drivers of land use options identified and possibly quantified at a a max. of 2 sites towards mid Yr 2	Workshop report	6 months into the NP	UNEP	Report	As provided in the workshop budget	Stakeholders might not easily agree on typology of land use
	I3.1.4. Private and community rights to land/forests clarified in relation to potential landscape level REDD+ investments B3.1.4. Private and community rights inadequate to support landscape level REDD+ investments						
	T3.1.4. Guidelines for improving private and community rights in relation to REDD+ produced by mid Yr 2	Context report	June 2016	UNEP	Report	n.a	n.a
I3.1.5. Baselines established of operational capability of existing structures in support of subnational REDD+ activities B3.1.5. Operational capability of existing subnational structures inadequate for potential REDD+ investments							

Output 3.2: Subnational stakeholders effectively engaged through consultations and capacity building for the sustainable implementation of the REDD+ national strategy	T3.1.5. Capacity building plan for subnational structures involved in REDD+ in place by Yr 2 ending	Report	June 2017	UNEP	Report	n.a	New structures opportunistically established
	I3.2.1. Stakeholders analysis of subnational REDD+ conducted at representative landscapes B3.2.1. Existing and potential subnational REDD+ stakeholders inadequately known						
	T3.2.1. Comprehensive list of existing and potential subnational REDD+ stakeholders including their motivations in place by end of Yr 1	Periodic progress report	June 2016	UNEP	Report	n.a	n.a
	I3.2.2. Situational analysis of current understanding and perceptions of REDD+ at subnational level B3.2.2. REDD+ rhetoric currently conducted at national level						
	T3.2.2. At least 80% of subnational stakeholders are fully aware of REDD+ discourse by Yr 2 ending	Report	June 2016	UNEP	Report	n.a	Expectations on REDD+ too high and unrealistic
	I3.2.3. Consultation mechanisms of subnational stakeholders for REDD+ established and empowered B3.2.3. Consultation mechanisms of REDD+ stakeholders inexistent						
	T3.2.3. A fully functional consultation mechanism of subnational REDD+ stakeholders in	Periodic progress report	June 2017	UNEP	Consolidated reports on consultations	n.a	Collaboration between stakeholders with conflicting interests difficult

Output 3.3: Subnational REDD+ implementation strategy prepared and fed into the REDD+ national strategy development process	place by mid Yr 2						
	I3.2.4. Roadmap to build and reinforce subnational structures in support of REDD+ established						
	B3.2.4. Capacity of current and prospective structures in support of REDD+ extremely low						
	T3.2.4. Capacity building plan for subnational structures in place by Yr 2 ending	Report	June 2017	UNEP	Report	n.a	n.a
	I3.3.1. Set of recommendations prepared for subnational implementation of REDD+ national strategy						
	Baseline: There is currently no strategy for the implementation of the national REDD strategy						
	T3.3.1. Target recommendations for private and community potential subnational REDD+ stakeholders	Workshop report	June 2017	UNEP	Report	As provided in the workshop budget	National REDD+ strategy unavailable on time
	I3.3.2. Subnational strategy for the implementation of REDD+ national strategy produced and validated						
	Baseline: There is currently no strategy for the implementation of the national REDD+ strategy						
	T3.3.2. Timely production of the subnational strategy for the implementation of the national REDD+ strategy	Draft subnational strategy	March 2017	UNEP	Reports	n.a	National REDD+ strategy unavailable on time

7. Legal Context or Basis of Relationship

The Participating UN Organizations (FAO, UNDP and UNEP) have signed a Memorandum of Understanding (MOU) to implement the UN-REDD Collaborative Programme, which came into effect on 20th June 2008 and was renewed in July 2011.

This National Programme document is consistent with the cooperation/assistance agreements signed by the lead UN agencies involved in this programme with the Government of Uganda]. For the UNDP, this document is pursuant to the Country Programme Action Plan and the Standard Basic Assistance Agreement (SBAA) it signed with the Government of Uganda. All provisions in the SBAA therefore apply to this document. Consistent with Article III of the SBAA, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; and
- assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

The UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

On the part of the FAO, this document is consistent with the host country agreement with Government of Uganda. Legal provisions for FAO are also included in the Annex 11. The FAO Representative shall represent the Organization in Uganda, and shall be responsible within the limits of the authority delegated to him/her, for all aspects of the Organization's activities in the country. In the effective performance of his/her functions, the FAO Representative shall have access to appropriate policy and planning levels of Government in the agriculture, fishery and forestry sectors of the economy, as well as, to central planning authorities. He/she shall maintain close liaison with the Government's coordinating agency for external assistance and thereby serve to keep all the appropriate Government agencies fully informed on all aspects of the policies and procedures of FAO's programme in Uganda.

For UNEP, in line with its position as a non-resident agency with a global mandate for technical cooperation and capacity building, the signed National Programme document shall be the legal basis of UNEP's relation with the Government of Uganda within the context of this programme. UNEP will work in close coordination with the programme management team.

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

8. Work plans and budgets

The work plan and budget of this National Programme have been developed jointly by the three Participating UN Organizations and the Government of Uganda and it is presented in Annex 1. The work plan details the expected outcomes, outputs and activities to be carried out within the programme, the implementing partners, timeframes and planned inputs from the Participating UN Organizations. An annual work plan and budget will be produced each year for each Participating UN Organization, subsequent to the decisions of the annual/regular reviews.

Annexes:

1. Annual Work Plan with harmonized budget categories
2. HACT assessment
3. Terms of Reference of Project Management Unit (PMU) Staff
4. Terms of Reference National REDD+ Committee
5. Terms of Reference UN-REDD steering committee
6. Terms of Reference of the Chief Technical Advisor
7. Terms of Reference of the REDD+ Advisor and Coordinator
8. Terms of Reference of the Remote-Sensing/GIS Expert
9. Overview of the overall UN-REDD Programme structure
10. Consideration of joint civil society recommendations
11. General Legal Provisions applicable to FAO
12. Implementation Risk log
13. RP-P Implementation and Donors Budget Database

Annex 1: Annual Work Plan with harmonized budget categories

UN-REDD Programme Work Plan and Budget - 2015

Outcome 1: A transformational national REDD+ strategy is designed through substantial multi-sectorial technical and policy dialogue, including robust policy options and measures, mainstreamed and anchored in national development vision, planning and framework.											
Expected outputs	Planned Activities	Time-frame				Planned budget (USD)			Participating UN Agencies		
		Q 1	Q 2	Q 3	Q 4	Description	Year 1 (08-2015/07-2016)	Year 2 (08-2016/07-2017)	Total	FAO	UNDP
Output 1.1: The strategy design process is run in a timely manner, respectful to REDD+ readiness principles, with robust technical backstopping and in smooth coordination with all other components of REDD+ readiness	Hire a Chief Technical Advisor			X	X	Staff and other personnel costs	\$ 80,000	\$ 160,000	\$ 240,000	\$ -	\$ 240,000
	Hire a national technical officer to support planning, monitoring, coordination and strategy design process			X	X	Staff and other personnel costs	\$ 7,500	\$ 15,000	\$ 22,500	\$ -	\$ 22,500
	Hire an administrative and finance assistant for the REDD+ secretariat			X	X	Staff and other personnel costs	\$ 7,500	\$ 15,000	\$ 22,500	\$ -	\$ 22,500

	Provide adequate workstation and means			X	X	Equipment, Vehicles, and Furniture including Depreciation	\$ 16,000	\$ 8,000	\$ 24,000	\$ -	\$ 24,000	\$ -
	Facilitation of meetings and dialogue within REDD+ institutions (task forces, technical committee etc.)			X	X	Supplies, Commodities, Materials	\$ 4,000	\$ 8,000	\$ 12,000	\$ -	\$ 12,000	\$ -
	Run mid-term and final evaluation of the UN-REDD joint National Programme					Contractual Services	\$ -	\$ 50,000	\$ 50,000	\$ -	\$ 50,000	\$ -
						Total	\$ 115,000	\$ 256,000	\$ 371,000		\$ 371,000	
Output 1.2: The analytical inputs to the national strategy are robust and comprehensive	Analyse the reforestation potential, SWOT and strategy		X	X		Contractual Services	\$ 10,000	\$ -	\$ 10,000	\$ -	\$ 10,000	\$ -
	Analyse structural and macro-economic challenges and options for forests			X	X	Contractual Services	\$ 40,000	\$ -	\$ 40,000	\$ -	\$ 40,000	\$ -
	Analyse community-based approaches to REDD+ implementation		X	X		Contractual Services	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ 25,000	\$ -
						Total	\$ 75,000		\$ 75,000		\$ 75,000	\$ -

Output 1.3: The policy dimension of the strategy is strengthened through policy-level and cross-sectorial dialogue and assessment of options	Facilitate the work of the task force to review options and formulate the vision and option paper				X	Supplies, Commodities, Materials	\$ 2,000	\$ 2,000	\$ 4,000	\$ -	\$ 4,000	\$ -
	Organise a technical information and consultation session with 6 consolidated groups of Ministries					Contractual Services	\$ -	\$ 6,000	\$ 6,000	\$ -	\$ 6,000	\$ -
	Organise a joint consultation session with all Ministries					Contractual Services	\$ -	\$ 2,500	\$ 2,500	\$ -	\$ 2,500	\$ -
	Organise 3 information and consultation luncheon for groups of 10 opinion leaders					Contractual Services	\$ -	\$ 1,800	\$ 1,800	\$ -	\$ 1,800	\$ -
	Organise an information and consultation luncheon for heads of parliamentary commissions					Contractual Services	\$ -	\$ 1,200	\$ 1,200	\$ -	\$ 1,200	\$ -
	Organise working sessions with relevant Parliament commissions					Contractual Services	\$ -	\$ 2,500	\$ 2,500	\$ -	\$ 2,500	\$ -

Organise an information and consultation luncheon for Ministers and advisors					Contractual Services	\$ -	\$ 2,500	\$ 2,500	\$ -	\$ 2,500	\$ -
Facilitate the work of the task force to consolidate feedbacks and formulate the draft REDD+ national strategy					Supplies, Commodities, Materials	\$ -	\$ 4,000	\$ 4,000	\$ -	\$ 4,000	\$ -
Organise a working session with 6 consolidated groups of Ministries					Contractual Services	\$ -	\$ 6,000	\$ 6,000	\$ -	\$ 6,000	\$ -
Organise a joint consolidation and consultation session with all Ministries					Contractual Services	\$ -	\$ 2,500	\$ 2,500	\$ -	\$ 2,500	\$ -
Organise 3 information and consultation luncheon for groups of 10 opinion leaders					Contractual Services	\$ -	\$ 1,800	\$ 1,800	\$ -	\$ 1,800	\$ -
Organise an information and consultation luncheon for heads of parliamentary commissions					Contractual Services	\$ -	\$ 1,200	\$ 1,200	\$ -	\$ 1,200	\$ -

	Organise working sessions with relevant Parliament commissions				Contractual Services	\$ -	\$ 2,500	\$ 2,500	\$ -	\$ 2,500	\$ -
	Organise a working luncheon for Ministers and advisors				Contractual Services	\$ -	\$ 2,500	\$ 2,500	\$ -	\$ 2,500	\$ -
	Organise a TV debate between key personalities and REDD+ leaders				Contractual Services	\$ -	\$ 8,000	\$ 8,000	\$ -	\$ 8,000	\$ -
	Organise a final technical working session with Ministries				Contractual Services	\$ -	\$ 2,000	\$ 2,000	\$ -	\$ 2,000	\$ -
	Facilitate the work of the task force to consolidate the final REDD+ national strategy				Supplies, Commodities, Materials	\$ -	\$ 4,000	\$ 4,000	\$ -	\$ 4,000	\$ -
					Total	\$ 2,000	\$ 53,000	\$ 55,000	\$ -	\$ 55,000	\$ -
Output 1.4: The national REDD+ strategy is fully embedded in, and directly contributes to the national development planning and budgeting processes	Identify and support broader holistic planning and budgeting exercises		X	X	X	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Formulate integrated scenario to achieve 2040 vision		X	X	X	\$ 20,000	\$ -	\$ 20,000	\$ -	\$ 20,000	\$ -
					Total	\$ 20,000	\$ -	\$ 20,000	\$ -	\$ 20,000	\$ -

Output 1.5: The national REDD+ strategy enjoys strong international recognition and mobilizes support for the investment phase	Invite international partners to participate in regular REDD+ events		X	X	X		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Hire a high level diplomatic mediator to backstop the policy dialogue process					Contractual Services	\$ -	\$ 36,000	\$ 36,000	\$ -	\$ 36,000	\$ -
	Organise an information luncheon on REDD+ options and strategy roadmap for donors in Uganda					Contractual Services	\$ -	\$ 3,000	\$ 3,000	\$ -	\$ 3,000	\$ -
	Assess the areas of interests, constraints, expectations and opportunities related to major partners through bilateral discussions						\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Organise an information session on REDD+ options and strategy roadmap for donors as a side event of an international conference					Contractual Services	\$ -	\$ 13,000	\$ 13,000	\$ -	\$ 13,000	\$ -

	Consult and discuss interest of donors through bilateral meetings in Uganda					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Draft a negotiation paper with proposals to, and expectations from donors based on the draft national strategy				Contractual Services	\$ -	\$ 4,000	\$ 4,000	\$ -	\$ 4,000	\$ -
	Organise an information luncheon for donors in Uganda on draft REDD+ national strategy, proposals and expectations from the GoU				Contractual Services	\$ -	\$ 4,000	\$ 4,000	\$ -	\$ 4,000	\$ -
	Consult and negotiate potential support from donors through bilateral meetings in Uganda					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Organise a roundtable of REDD+ partners and reception as a side event of UNFCCC COP22				Contractual Services	\$ -	\$ 20,000	\$ 20,000	\$ -	\$ 20,000	\$ -
					Total	\$ -	\$ 80,000	\$ 80,000	\$ -	\$ 80,000	\$ -
Outcome 1 sub-total						\$ 212,000	\$ 389,000	\$ 601,000	\$ -	\$ 601,000	\$ -
Outcome 2											

Expected outputs	Planned Activities	Time-frame				Planned budget (USD)				Participating UN Agencies		
		Q 1	Q 2	Q 3	Q 4	Description	Year 1	Year 2	Total	FAO	UNDP	UNEP
Output 2.1 Field data and relevant supplementary information for the development of emission factors are collected and analysed	1.1 Planning and implementation of field measurements in permanent sample plots for improved emission factor estimates		X	X	X	Staff and other personnel costs	\$ 10,000	\$ 10,000	\$ 20,000	\$ 20,000	\$ -	\$ -
						Conctractual services	\$ 12,500	\$ 12,500	\$ 25,000	\$ 25,000	\$ -	\$ -
						Equipment, Vehicles, and Furniture including Depreciation	\$ 5,000	\$ 5,000	\$ 10,000	\$ 10,000	\$ -	\$ -
						Travel	\$ 15,000	\$ 15,000	\$ 30,000	\$ 30,000	\$ -	\$ -
	1.2 Data entry, processing, analysis and reporting			X	X	Equipment, Vehicles, and Furniture including Depreciation	\$ 25,000	\$ 20,000	\$ 45,000	\$ 45,000	\$ -	\$ -
						General Operating and Other Direct Costs	\$ 2,500	\$ 2,500	\$ 5,000	\$ 5,000	\$ -	\$ -
	1.3 Training of university students and instructors in field inventory planning techniques, carbon measurement and NFI data analysis.			x		Equipment, Vehicles, and Furniture including Depreciation	\$ 1,000	\$ -	\$ 1,000	\$ 1,000		
						Travel		\$ -	\$ -	\$ -		
						Total	\$ 71,000	\$ 65,000	\$ 136,000	\$ 136,000	\$ -	\$ -

Output 2.2 NFA capacities to systematically monitor forest and land cover/use change (REDD+ activity data) are strengthened	2.1 Strengthen the Mapping and Inventory Centre (MIC) of NFA for operationnal forest and land use monitoring	X	X	X	X	Equipment, Vehicles, and Furniture including Depreciation	\$ 17,500	\$ 7,500	\$ 25,000	\$ 25,000	\$ -	\$ -
						Travel	\$ 5,000	\$ 5,000	\$ 10,000	\$ 10,000	\$ -	\$ -
						General Operating and Other Direct Costs	\$ 2,500	\$ 2,500	\$ 5,000	\$ 5,000	\$ -	\$ -
	2.2 Undertake trainings on remote-sensing techniques/analys is and open-source software within MIC	X	X	X	X	Staff and other personnel costs	\$ 10,000	\$ 7,500	\$ 17,500	\$ 17,500	\$ -	\$ -
						Travel	\$ 10,000	\$ 2,500	\$ 12,500	\$ 12,500	\$ -	\$ -
	2.3 International MRV expertise and coordination support is mobilized to support MRV activities	X	X	X	X	Staff and other personnel costs	\$ 140,000	\$ 140,000	\$ 280,000	\$ 280,000	\$ -	\$ -
						Total	\$ 185,000	\$ 165,000	\$ 350,000	\$ 350,000	\$ -	\$ -
Output 2.3 NFA has the capacities and tools to store, update and disseminate REDD+ information	3.1 Develop a forest and land use monitoring web-portal to display REDD+ information					Staff and other personnel costs	\$ 10,000	\$ 10,000	\$ 20,000	\$ 20,000	\$ -	\$ -
						Contractual Services	\$ 10,000	\$ 20,000	\$ 30,000	\$ 30,000	\$ -	\$ -
						Travel	\$ 5,000	\$ 10,000	\$ 15,000	\$ 15,000	\$ -	\$ -

	3.2 Strengthen database management capacities			X	X	Staff and other personnel costs	\$ 5,000	\$ 5,000	\$ 10,000	\$ 10,000	\$ -	\$ -
						Contractual Services	\$ 4,500	\$ 4,500	\$ 9,000	\$ 9,000	\$ -	\$ -
						Travel	\$ 2,500	\$ 2,500	\$ 5,000	\$ 5,000	\$ -	\$ -
	3.3 Preparation and information sharing in forms of printed material delivered for decision makers, institutes, schools, and for public in general.					Equipment, Vehicles, and Furniture including Depreciation	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	\$ -
						Total	\$ 37,000	\$ 57,000	\$ 94,000	\$ 94,000	\$ -	\$ -
Output 2.4 Government of Uganda has the capacities to report on its GHG emissions from the forestry sector and a draft GHG-I report	4.1 Trainings on GHG-I software for the AFOLU/LULUCF sector				X	Staff and other personnel costs	\$ 12,500	\$ 12,500	\$ 25,000	\$ 25,000	\$ -	\$ -
						Travel	\$ 2,500	\$ 2,500	\$ 5,000	\$ 5,000		
	4.2. Development of a GHG-I for the AFOLU/LULUCF sector that meets UNFCCC requirements				X	Contractual Services	\$ 7,500	\$ 17,500	\$ 25,000	\$ 25,000	\$ -	\$ -
						Travel	\$ 2,500	\$ 2,500	\$ 5,000	\$ 5,000		
						Total	\$ 25,000	\$ 35,000	\$ 60,000	\$ 60,000	\$ -	\$ -
Outcome 2 sub-total							\$ 318,000	\$ 322,000	\$ 640,000	\$ 640,000	\$ -	\$ -
Outcome 3												
Expected	Planned Activities	Time-frame			Planned budget (USD)					Participating UN Agencies		

outputs		Q 1	Q 2	Q 3	Q 4	Description	Year 1	Year 2	Total	FAO	UNDP	UNEP
	Develop, review and validate criteria for the selection of representative landscapes to support the subnational implementation of the REDD+ national strategy	x	x			Contractual services	\$ 10,000	\$ -	\$ 10,000	\$ -	\$ -	\$ 10,000
	Develop, review and validate criteria for the definition of the different types of land use	x	x			Contractual services	\$ 10,000	\$ -	\$ 10,000	\$ -	\$ -	\$ 10,000
	Assess historical and current land use systems as well as the drivers of the different land use options in selected representative landscapes		x	x	x	Contractual services	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ -	\$ 25,000
	Design and conduct an economic costs and benefits analysis of alternative land use options in selected representative landscapes		x	x	x	Contractual services	\$ 70,000	\$ 30,000	\$ 100,000	\$ -	\$ -	\$ 100,000

	Contextualise existing and prospective legal and regulatory framework to landscape management and REDD+ with special emphasis on community and private forestry		x	x	Contractual services	\$ 30,000	\$ -	\$ 30,000	\$ -	\$ -	\$ 30,000
	Ascertain existing or prospective structures and mechanisms in support of subnational activities and identify prospective links to the national REDD+ systems including preliminary guidelines on the transparent and equitable benefit sharing mechanisms		x	x	Contractual services	\$ 20,000	\$ 10,000	\$ 30,000	\$ -	\$ -	\$ 30,000
					Total	\$ 165,000	\$ 40,000	\$ 205,000	\$ -	\$ -	\$ 205,000
	Identify current and prospective subnational stakeholders and ascertain strengths, weaknesses, interests,	x	x	x	Contractual Services	\$ 30,000	\$ -	\$ 30,000	\$ -	\$ -	\$ 30,000

expectations and fears											
Gather current understanding of the REDD+ process and assess motivation for subnational REDD+ activities drawing on the drafted national strategy			x	x	Contractual Services	\$ 40,000	\$ -	\$ 40,000	\$ -	\$ -	\$ 40,000
Establish preliminary basis for the full and transparent consultation of subnational stakeholders including private and community lands/forest owners drawing from work at selected representative landscapes			x	x	Contractual Services	\$ 40,000	\$ -	\$ 40,000	\$ -	\$ -	\$ 40,000
Develop a communication and awareness raising strategy for REDD+ activities at national and				x	Contractual Services	\$ -	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ 10,000

	subnational level											
	Draw capacity building plan for current and prospective structures likely to support or promote subnational REDD+ activities				x	Contractual Services	\$ -	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ 15,000
						Total	\$ 110,000	\$ 25,000	\$ 135,000	\$ -	\$ -	\$ 135,000
Output 3.3. Subnational REDD+ implementation strategy prepared and fed into the REDD+ national strategy development process	Preparation of recommendations for subnational strategy for REDD+ through subnational and national stakeholder working group					Contractual Services	\$ -	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ 20,000
	Organise and facilitate the national level endorsement of the recommendations for the subnational strategy for REDD+					Contractual Services	\$ -	\$ 35,000	\$ 35,000	\$ -	\$ -	\$ 35,000
	Draft strategy for the implementation					Contractual Services	\$ -	\$ 35,000	\$ 35,000	\$ -	\$ -	\$ 35,000

	of the REDD+ national strategy											
	Review, finalize and endorse the Uganda subnational strategy for the implementation of REDD+ national strategy					Contractual Services	\$ -	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ 10,000
						Total	\$ -	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ 100,000
Outcome 3 sub-total							\$ 275,000	\$ 165,000	\$ 440,000	\$ -	\$ -	\$ 440,000
Total Programme cost (All outcomes)							Year 1	Year 2	Total	FAO	UNDP	UNEP
SUMMARY OF PROGRAMME COST						Staff and other personnel costs	\$ 282,500	\$ 375,000	\$ 657,500	\$ 372,500	\$ 285,000	\$ -
						Supplies, Commodities, Materials	\$ 6,000	\$ 18,000	\$ 24,000		\$ 24,000	\$ -
						Equipment, Vehicles, and Furniture including Depreciation	\$ 64,500	\$ 45,500	\$ 110,000	\$ 86,000	\$ 24,000	\$ -
						Contractual Services	\$ 404,500	\$ 392,500	\$ 797,000	\$ 89,000	\$ 268,000	\$ 440,000
						Travel	\$ 42,500	\$ 40,000	\$ 82,500	\$ 82,500	\$ -	\$ -
						Transfers and Grants Counterparts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

	General Operating and Other Direct Costs	\$ 5,000	\$ 5,000	\$ 10,000	\$ 10,000	\$ -	\$ -
	Total	\$ 805,000	\$ 876,000	\$ 1,681,000	\$ 640,000	\$ 601,000	\$ 440,000
Indirect costs (7%)		\$ 56,350	\$ 61,320	\$ 117,670	\$ 44,800	\$ 42,070	\$ 30,800
GRAND TOTAL		\$ 861,350	\$ 937,320	\$ 1,798,670	\$ 684,800	\$ 643,070	\$ 470,800

Annex 1bis UNDP

CATEGORY	ITEM DESCRIPTION	UNIT COST	NUMBER OF UNITS	AMOUNT**
Staff and other personnel costs	1 CTA 1 TA 1 AAF	240 000 22 500 22 500	1 1 1	285,000
Equipment, Vehicles, and Furniture including Depreciation	Workstation...	24,000	1	24,000
Supplies, Commodities, Materials	Meetings... Task force meetings	12 000 12 000	1 1	24,000
Contractual Services	Evaluation Analytical work Workshops and luncheons TV debate Development scenario Policy dialogue	50 000 91 000 39 000 8 000 20 000 60 000	1 1 1 1 1 1	268,000
Total Programme Costs				601,000
Indirect Support costs***				42,070
GRAND TOTAL**				643,070

Annex 1b FAO

CATEGORY	ITEM DESCRIPTION	UNIT COST	NUMBER OF UNITS	AMOUNT**
Staff and other personnel costs	1Part time MRV Coordinator	280,000 USD	1	
	Part-time MRV expert(s)	92,500 USD	1	372,500.00
Equipment, Vehicles, and Furniture including Depreciation	Workstations	20,000 USD	1	
	Server	10,000 USD	1	
	Software & Databases	20,000 USD	1	
	Field equipment for forest inventory	36,000 USD	1	86,000.00
Contractual Services	GHG I training support	25,000 USD	1	
	Web-portal creation and support	35,000 USD	1	
	NFI data analysis and management	20,000 USD	1	89,000.00
Travel	In-country travels			
	International travels for consultants and HQ technical backstopping	1,000 USD 5,000 USD	17.5 15	82,500.00
General Operating and Other Direct Costs	Fuel and field expenses	10,000 USD	1	10,000.00
Total Programme Costs				640,000.00
Indirect Support costs***				44,800.00
GRAND TOTAL**				684,800.00

Annex 1b UNEP

CATEGORY	ITEM DESCRIPTION	UNIT COST	NUMBER OF UNITS	AMOUNT**
Staff and other personnel costs				0.00
Supplies, Commodities, Materials				0.00
Equipment, Vehicles, and Furniture including Depreciation				0.00
Contractual Services	Analytical work	290000	1	440,000.00
	Workshops and meetings	70000	1	
	Others	80000	1	
Travel				0.00
Transfers and Grants Counterparts				0.00
General Operating and Other Direct Costs				0.00
Total Programme Costs				440,000.00
Indirect Support costs***				30,800.00
GRAND TOTAL **				470,800.00

Annex 2: HACT Assessment

The HACT micro-assessment of the National Implementing Partner is available here:

http://www.ug.undp.org/content/uganda/en/home/library/environment_energy/ReportontheUnitedNationsHarmonisedApproachtoCashTransfersHACT/

Annex 3: Terms of References of Project Management Unit (PMU) Staff

The UN-REDD Uganda National Programme will be headed by the National Focal Point (NFP), also head of the REDD+ Secretariat, based within the MoWE at the FSSD. Under the overall direction of the NFP, a Programme Management Unit (PMU) will be established to ensure day-to-day management of the UN-REDD Programme.

This arrangement will facilitate the capacity transfer between the PMU and the REDD+ Secretariat. Furthermore, the PMU will be responsible for the development and implementation of work plans and budgets (in close collaboration with UN-Agencies) and the organization of PSC meetings. The PMU will also be responsible for maintaining transparent, up-to-date and accessible records of the Programme. The PMU will include REDD+ secretaries key staff, a Chief Technical Adviser (ToR available in Annex 3), Technical Advisors, Communications Officer, Administration and Finance Officers and a Secretary. The lead UN Agency in the Uganda UN-REDD National Programme will be UNDP. As the lead agency, UNDP will support the establishment and operation of the PMU.

Annex 4: Terms of Reference of National REDD+ Steering Committee (called the Expanded Climate Change Policy Committee)

The Mandate of the National REDD+ Steering Committee (called the Expanded Climate Change Policy Committee) is policy guidance, coordination, harmonization and integration with broader Climate Change Policy initiatives and programmes in Uganda, more particularly REDD+. The National REDD+ Steering Committee advises the Ministry of Water and Environment (MWE).

The over-all responsibility of the Expanded Climate Change Policy Committee (CCPC), when acting as the Steering Committee for REDD+, is to provide policy level guidance to the REDD+ process through the following tasks:

- a) Promote linkages and communication to ministries, lead agencies, implementing institutions, districts and non-government actors (NGOs, Private Sector, Cultural institutions, indigenous/local communities, etc.) regarding development of REDD+ Strategy Options.
- b) Endorse REDD+ Focal Point/Secretariat work plans/activity plans and budgets.
- c) Recommend establishment of and supervise the National Technical Committee.
- d) Assign tasks and responsibilities to National Technical Committee and partner institutions.
- e) Approve annual budget and workplans for all REDD+ support streams (including UN-REDD annual workplans and budgets, when acting as the UN-REDD PSC), including terms of reference and budget for the Consultants and partners institutions when applicable.
- f) Harmonize institutional mandates and policies relating to REDD+ Strategy development.
- g) Endorse fundraising and resources mobilization proposals and commitments.
- h) Recommend the National REDD+ Strategy to government for approval.

Composition of Steering Committee: National REDD+ Secretariat proposes that the Climate Change Policy Committee (CCPC), when acting as the Steering Committee for REDD+, co-opts additional members so as to be able to fulfil the requirement for full and effective participation of key stakeholder categories i.e. Government institutions including the Local Governments, local communities, civil society, private sector, academic institutions, research institutions, the media and donors (development partners) at all levels of decision making.

Thus the REDD+ Steering Committee was invited to consider proposals on how the Climate Change Policy Committee (CCPC) will co-opt additional members to reflect the technical and institutional mandates required to steer REDD+ Process. The following table represents the proposals for composition of the Climate Change Policy Committee (CCPC) to include responsibilities for the National REDD+ Programme.

The institutions included in the Extended CCPC include:

- Ministry of Water and Environment (MWE)
- MWE: Department of Meteorology
- MWE: DEA
- MWE: Forestry Sector Department (FSSD)
- MWE: Forestry Sector Department (FSSD)
- MWE: The National Environment Management Authority (NEMA)
- MWE: National Forestry Authority (NFA)
- MWE: Directorate of Water Resource Management (DWRM)
- MWE: Directorate of Water Development (DWD)

- MWE: National Water and Sewerage Corporation (NWSC)
- MoFPED: AID Liaison Department
- MoFPED: National Planning Authority (NPA): Directorate of Development Planning
- M.O.L.G: Directorate of Local Government Administration
- M.O.L.G: Local Government Representative: Association of Local Governments (ULGA)
- O.P.M: Directorate of Coordination, Monitoring and Evaluation
- O.P.M: Directorate of Information and National Guidance
- O.P.M: Directorate of Disaster Preparedness, Management and Refugees
- M.O.H.
- MAAIF
- MAAIF: The National Agricultural Research Organization (NARO)
- MAAIF: NAADS
- MAAIF: Directorate of Crop Resources
- MAAIF: Directorate of Animal Resources
- MOJCA: Attorney General's office
- MEMD: Renewable Energy
- M.O.W.T: Transport Directorate
- MTWA: Directorate of TWA
- MTWA: Uganda Wildlife Authority (UWA)
- MLHUD: Directorate of
- Land Management
- MGLSD: Directorate of Gender and Community Development
- Parliament of Uganda: Natural Resources Committee
- Environment Unit
- Representative of Indigenous/Local/Forest Dependent Communities
- International NGO: IUCN
- Uganda Land Alliance
- Commercial Tree Farmers Association: UTGA
- Private Natural Forests Owners Associations
- MAK: College of Agricultural and Environmental Sciences (CAES)
- Uganda Media Centre
- Replaces the Royal Danish Embassy's
- ADC/Austria
- WB
- UNDP
- FAO

Annex 5: Terms of Reference of UN-REDD Programme Steering Committee (PSC)

The UN-REDD PSC will serve as the primary in-country body for programme oversight. It will be jointly chaired the Permanent Secretary of the MWE (or his/her representative) and the RC or his/her representative. Additional members of the PSC should include representatives of each Participating UN Organization, members of the Extended CCPC representatives, and the National UN-REDD Focal Point, who will act as Secretary to the PSC.

The PSC will meet twice a year during the entire duration of the Programme. PSC decisions should normally be reached by consensus. Its responsibilities should include the following:

- approval of annual workplan and budget
- discussing and agreeing on details of harmonized implementation arrangements for the NP;
- reviewing and reacting to substantive developments in the REDD+ 'environment' at national and international levels during the period since pro-doc approval;
- agreeing on strategies for outreach and co-ordination with other REDD+ activities in country;
- agreement on financial management issues; and
- agreeing on any outstanding issues related to PMU staffing.

Annex 6. Terms of Reference for the UN-REDD Chief Technical Advisor (CTA)

Duties and Responsibilities

Under the guidance of the Climate Change Policy Committee, which is co-chaired by Permanent Secretary of MoWE and UN Resident Coordinator, under the close supervision of Country Director of UNDP Country Office in Uganda and the REDD+ National Coordinator, UN-REDD Chief Technical Advisor will be responsible for overall operational and financial management and reporting on the implementation of Uganda REDD+ Roadmap through the UN-REDD programmatic support. To achieve this objective, the UN-REDD Chief Technical Advisor will be also guided by the Regional Technical Advisor of the UNDP/UN-REDD programme based in Nairobi.

Support the REDD+ Secretariat in the day-to-day management of UN-REDD Programmatic Support including:

- Development of annual and quarterly work plans and reports for participating UN agencies;
- Provide close and regular technical backstopping to the REDD+ National Coordinator, other members of the REDD+ Secretariat and UN-REDD Team, and other implementing entities for the implementation of various components of the national REDD+ process;
- Review of relevant policies and development of policy frameworks as well as the institutional arrangements for REDD+ development;
- Organisation of and substantive contributions to a high level policy dialogue on development of a National REDD+ Strategy;
- Support the REDD+ National Coordinator and other members of the REDD+ Secretariat in coordinating and supervising activities of national and international experts /consultants to secure timely production of planned outputs and the review of these outputs;
- Assist the REDD+ National Coordinator to coordinate and liaise with stakeholders – including line ministries, development partners, civil society, indigenous peoples and the private sector;
- Ensure coordination with other REDD+ initiatives;
- Ensure communication between different government agencies, national and international initiatives and stakeholders.

Provide advice to Government counterparts and facilitate knowledge building focusing on achievement of the following results:

Provide support and technical advice to the development of policy options and strategy for the design and implementation of Uganda National REDD+ Process to the GoU and other development actors including support on the development of:

- Strategy development;
- Policy dialogue;
- Stakeholders' engagement
- Governance and institution framing ;
- Other elements of National REDD+ development as required.

Share knowledge on REDD+ by (i) documenting lessons learnt and best practices from the UN-REDD Programmatic Support and contributing to the development of knowledge based tools (including policies, strategies, guidelines, etc);

Provide timely quality information and technical advice to the GoU, UN Country Team, implementing partners,

line ministries and other partners to ensure effective development and delivery of the UN-REDD Programmatic Support;

Coordinate institutional capacity assessments of relevant national and subnational entities along the REDD+ supply chain;

Assist in the identification of technical expertise and lead on the preparation of TORs, identification and evaluation of experts, and reviewing reports produced; and

Support to UNFCCC negotiations relating to REDD+.

Expected Impact of Results

It is anticipated that the work of the Chief Technical Advisor will have the following impacts:

- Increased understanding of National REDD+ Process amongst key stakeholder within government and outside;
- UN-REDD contributions to the National REDD+ process are effectively coordinated with work of other programmes and projects working on REDD+ and related issues;
- The REDD+ Secretariat is functioning effectively;
- Information gained from the development and implementation of the UN-REDD and National REDD+ Programme in Uganda is shared at, both, country and international levels; and
- Enhanced capacity within Uganda to further develop and implement a national approach to REDD+.

Competencies

Corporate Competencies:

- Promoting Ethics and Integrity / Creating Organizational Precedents;
- Building support and political acumen;
- Building staff competence, Creating an environment of creativity and innovation;
- Building and promoting effective teams;
- Creating and promoting enabling environment for open communication;
- Creating an emotionally intelligent organization;
- Leveraging conflict & setting standards;
- Sharing knowledge across the organization and building a culture of knowledge sharing and learning;
- Fair and transparent decision making; calculated risk-taking.

Functional Competencies:

- Advocacy / Advancing Policy Oriented Agenda: analysis and creation of messages and strategies;
- Creates effective advocacy strategies;
- Contributes to the elaboration of advocacy strategies by identifying and prioritizing audiences and communication means;
- Performs analysis of political situations and scenarios, and contributes to the formulation of institutional responses;
- Uses the opportunity to bring forward and disseminate materials for advocacy work.

Building Strategic Partnerships: Identifying and building partnerships:

- Effectively networks with partners seizing opportunities to build strategic alliances relevant to the UN's mandate and strategic agenda related to REDD+;
- Sensitizes UN Partners, donors and other international organizations to UN-REDD's strategic agenda, identifying areas for joint efforts;
- Develops positive ties with civil society to build/strengthen UN-REDD's mandate;
- Identifies needs and interventions for capacity building of counterparts, clients and potential partners;
- Displays initiative, sets challenging outputs for him/herself and willingly accepts new work assignments;
- Takes responsibility for achieving agreed outputs within set deadlines and strives until successful outputs are achieved.

Innovation and Marketing new Approaches: Developing new approaches:

- Seeks a broad range of perspectives in developing project proposals;
- Generates for regional and innovative ideas and effective solutions to problems;
- Looks at experience critically, drawing lessons, and building them into the design of new approaches;
- Identifies new approaches and promotes their use in other situations;
- Documents successes and uses them to project a positive image;
- Creates an environment that fosters innovation and innovative thinking;
- Makes the case for innovative ideas from the team with own supervisor.

Promoting Organizational learning and Knowledge Sharing: Developing tools and mechanisms:

- Makes the case for innovative ideas documenting successes and building them into the design of new approaches;
- Identifies new approaches and strategies that promote the use of tools and mechanisms;
- Develops and/or participates in the development of tools and mechanisms, including identifying new approaches to promote individual and organizational learning and knowledge sharing using formal and informal methodologies

Job Knowledge and Technical Expertise: In-depth knowledge of REDD+:

- Understands more advanced aspects of REDD+ as well as the fundamental concepts of related disciplines;
- Serves as internal consultant in the area of expertise and shares knowledge with staff;
- Continues to seek new and improved methods and systems for accomplishing the work of the Secretariat;
- Keeps abreast of new developments in area of professional discipline and REDD+ knowledge and seeks to develop him/herself professionally;
- Demonstrates comprehensive knowledge of information technology and applies it in work assignments;
- Demonstrates comprehensive understanding and knowledge of the current guidelines and project management tools and utilizes these regularly in work assignments;
- Strong communication, facilitation and coordination skills.

Global Leadership and Advocacy for UN-REDD's Goals: Analysis and creation of messages and strategies:

- Creates effective global advocacy messages/strategies;
- Contributes to the elaboration of a global advocacy strategy by identifying and prioritizing audiences and messages;
- Performs analysis of political situations and scenarios, and contributes to the formulation of institutional responses;
- Uses the opportunity to bring forward and disseminate materials for global advocacy work and adapts it for use at country level.

Client Orientation: Contributing to positive outcomes for the REDD+ Secretariat:

- Anticipates the REDD+ Secretariat and GoU needs;
- Works towards creating an enabling environment for a smooth relationship between the GoU and stakeholders
- Demonstrates understanding of GoU's perspective;
- Keeps the REDD+ Secretariat informed of problems or delays in the provision of services;
- Uses discretion and flexibility in interpreting rules in order to meet GoU needs and achieve organizational goals more effectively;
- Solicits feedback on service provision and quality.

Required Skills and Experience**Education:**

- Master's degree or higher in Management, Environmental Science, Natural Resource Management, Environmental Economics, Geography or Social Sciences, Forestry or similar.

Experience:

- At least 7 years of working experience on REDD+, conservation, resource management, forest economic policy and community development livelihoods, with experience in Uganda or East Africa preferable;
- Experience of working in multinational teams to implement programmes involving different funding and implementing agencies;
- Experience of implementing programmes across the UN agencies and across Government are definite advantages;
- Experience the REDD+ developments at international, national and local levels;
- Knowledge on the UNFCCC negotiations, COP-decisions related to REDD and guidelines for national systems in the context of REDD+, as well as national and international best practices within REDD+ and other natural resource management initiatives.

Language:

- Excellent written and spoken English language skills;

Annex 7: Terms of Reference for the REDD+ Implementation Advisor & Coordinator

Objective of the Assignment:

To hasten the progress of Uganda REDD+, it is believed residential implementation support to the National Focal Point and the REDD+ Secretariat is needed with the objective to (i) improve and maintain the implementation momentum, and (ii) help ensure coordination and synergy between the various externally funded components of Uganda REDD+ program. The role of the Advisor is not to take on or get substantially involved in implementation; rather, it is to assist in coordination and guide implementation by Uganda entities, and provide strategic technical backstopping in instances where there is a risk of loss of momentum and implementation progress. Assignment is expected to be half time alongside other duties of the Advisor.

Specific Tasks:

The assignment, to be undertaken by the residential FAO Technical Advisor for Climate Change embedded with Ministry of Water and Environment, Climate Change Department, includes the following specific tasks:

- Familiarize with and understand the Uganda national REDD+ process including its activities, roadmap, stakeholders and political economy;
- Follow implementation of the externally funded (WB, ADC, UNREDD TS and NP) and GoU programs supporting Uganda REDD+ and support the National Focal Point and REDD+ Secretariat in ensuring coordination, maximizing synergies, and maintaining clarity of the big picture to efficiently advance Uganda REDD+ agenda;
- Support REDD+ Secretariat in monitoring implementation progress of Uganda REDD+ on a weekly basis, and follow up proactively on progress of individual activities, consultancies, etc. with a direct supervision role of the FAO's TS activities in liaison with the FAO HQ support team and FAOR UG;
- Support National Focal Point in delivering monthly executive brief to Minister and PS on the progress of Uganda REDD+ vis a vis the agreed implementation plans of the individual externally funded programs, including FCPF, ADC and others;
- Identify and flag implementation bottlenecks and proactively propose specific solutions to address them; follow up on resolution of bottlenecks until resolved;
- Support the National REDD+ Focal Point with technical guidance and advice for the coordination of NFMS/MRV activities in the country, with focus on the establishment and implementation of the MRV/NFMS technical working group;
- Support the revision and formulation of the national MRV roadmap with a timeline, costs, expected results, performance indicators and implementation details, as far as possible in consistency with other national initiatives in the region;
- Support the REDD+ secretariat in strengthening the institutional arrangements for MRV & NFMS, through the development and implementation (depending on availability of resources) of a specific capacity development plan.

- Maintain strategic watch to foresee potential future implementation bottlenecks and delays, flag them to the National Focal Point, MoWE Minister and PS, and development partners supporting Uganda REDD+ and propose solutions
- Participate in the implementation support missions of the development partners supporting Uganda REDD+.

The Advisor will be working directly with the National Focal Point while maintaining direct liaison with political and administrative leadership of the Ministry and development partners (World Bank, ADC, UNREDD) supporting Uganda REDD+.

Annex 8: Terms of Reference for Remote-Sensing/GIS expert

Duty Station: Kampala, Uganda, Ministry of Water and Environment (MWE)

Duration: part-time over two years

Background:

The United Nations Collaborative Programme on Reducing Emissions from deforestation and Forest Degradation in Developing Countries (UN-REDD Programme) is a collaboration between The Government of Uganda, FAO, UNDP and UNEP. Within the partnership, FAO supports countries on technical issues related to forestry and the development of cost effective and reliable Monitoring, Measurement, Reporting and Verification (M.MRV) processes for emissions reductions which form the core activities for the performance or result-based implementation phase of REDD+.

Duties and Responsibilities:

Under the supervision of the MRV Coordinator and in coordination with the National REDD+ Focal Point at the Ministry of Water and Environment and working in close collaboration with the UN-REDD Chief Technical Advisor, the National MRV Mapping/GIS Expert will support and undertake activities leading to the strengthening of a robust Mapping and Inventory Centre (MIC) of NFA for operational forest and land use monitoring. The major goal of this support is to enhance NFA capacity to systematically monitor forest and land cover/use change (REDD+ activity data).

In general, the MRV mapping/GIS expert will:

- Support and undertake capacity needs assessment on mapping land cover/use change;
- Examine existing thematic maps on forestry, and other land uses and assess their quality in terms of thematic details, dates of production, methods of production, and precision;
- Assist in the selection & procurement of equipment for the MRV mapping component of the REDD+ Programme (notably Remote Sensing, GIS and Forest Inventory equipment and the installation of the GIS laboratory and online monitoring tools);
- Assist in the procurement and interpretation of satellite imagery
- Work with NFA personnel to harmonize the land use classification with the internationally known classifications, terms and definitions for the land use mapping;
- Define the specifications of the land use maps to be produced and define the mapping method/approach;
- Provide overall training to the national team in charge of mapping on remote-sensing techniques/analysis and open-source software within MIC;
- Oversee the interpretation of satellite images in the office and its ground-truthing in the field;
- Validate the interpretation results, produce the final maps based on the harmonized legend and generate the statistical results on areas of the different map units;
- Assist in preparing a mapping storage system;
- Work with the national team from MWE to set up the national forest assessment structure which will handle a wide range of tasks such as, updating information, ground-truthing interpretation of imagery, disseminating information to users, training national staff, knowledge management, etc;
- Provide inputs and technical support in the areas of land use stratification, field data collection and analysis for ground-truthing exercises and the establishment of reference emission levels;

- Assist in the preparation of project work plans on mapping progress for submission to the Project Steering Committee for review;
- prepare and submit the final consultancy report describing the planned activities, the method followed for the land use mapping, the training programme and the beneficiaries and the results of the mapping work;
- Provide ongoing support to the UNREDD Programme Management Unit as deemed necessary.

Qualifications, Experience and Competencies:

- Advanced University degree (at least Masters) in Remote Sensing and GIS;
- A minimum of 5 years of relevant professional experience;
- Competence in information systems and information management, and experience in capacity building, forest modeling and MRV implementation is preferable;
- Good knowledge of climate change and REDD+, as well as UNFCCC/IPCC technical procedures and guidelines for the forestry sector;
- Strong statistical and data analysis skills are desirable;
- Excellent abilities in project coordination and monitoring are required, as well as demonstrated experience in coordinating multiple activities in a programmatic situation;
- Ability to meet strict deadlines and follow budgetary targets is a must;
- Strong inter-personal skills, especially oral communication skills;
- Must be willing to regularly carry out presentations on the project status and its different components;
- Experience working in inter-cultural environments and relevant working experience for an international or multi-lateral organization are a plus.
- Proficiency in both spoken and written English is required.

Annex 9: Overview of the overall UN-REDD Programme structure

Policy Board

The UN-REDD Policy Board provides overall leadership and sets the strategic direction of the UN-REDD Programme. It decides on Programme financial allocations, in line with the budget parameters set out in the UN-REDD Framework Document, and develops monitoring mechanisms, with a view to ensuring Fund-wide success. The UN-REDD Policy Board will ensure coordination with REDD actors at a global scale, such as the World Bank's FCPF participants' committee. The Terms of Reference and Rules of Procedure for the UN-REDD Policy Board will be made available on the UN-REDD Programme website www.un-redd.org. See also the UN-REDD Workspace for eligible users www.unredd.net

Secretariat

The UN-REDD Secretariat serves the Policy Board, using the capacities of the participating UN organizations, research institutions and recognized experts. It ensures policies and strategies decided by the Policy Board are implemented and adhered to. The Secretariat will manage the national Programme review process. It will also manage the UN-REDD's overall monitoring and evaluation function which includes *inter alia* monitoring allocations to and delivery by the country National Programmes, and tracking Programme-wide progress and ensuring that monitoring mechanisms are applied.

The Secretariat's main roles can be summarised as follows:

- Policy Board support
- Partner and external relations
- Quality assurance and oversight of national National Programmes
- Quality assurance and oversight of the International Support Functions described in the Global Programme-Support to National REDD+ Action (hereafter referred to as the "Global National Programme")
- Monitoring and knowledge management

Participating UN Organizations' Coordination Group

The Participating UN Organizations' Coordination Group consists of representatives of the three UN agencies: FAO, UNDP, and UNEP. The Coordination Group will have the main function in ensuring active, participatory and well-coordinated engagement by the agencies to implement the goals and objectives of the overall UN-REDD Programme, as well as to provide oversight of the Secretariat consistent with the strategic directions and decisions provided by the Policy Board.

Administrative Agent

The UNDP Multi-Partner Trust Fund Office (MPTF Office) is the Administrative Agent of the UN-REDD Fund. The MPTF Office administers funds based on decisions of the Policy Board and serves as the administrative interface with donors. UNDP's accountability as the Administrative Agent is set out in the policy "UNDP's Accountability when acting as Administrative Agent in MDTFs and/or UN National Programmes using the pass-through fund management modality".

The MPTF Office as AA is responsible for:

- (a) Receive contributions from donors that wish to provide financial support to the Fund;

- (b) Administer such funds received, in accordance with this Memorandum of Understanding including the provisions relating to winding up the Fund Account and related matters;
- (c) Subject to availability of funds, disburse such funds to each of the Participating UN Organizations in accordance with instructions from the Policy Board, taking into account the budget set out in the approved programmatic document, as amended in writing from time to time by the Policy Board;
- (d) Consolidate statements and reports, based on submissions provided to the Administrative Agent by each Participating UN Organization, as set forth in the TOR, and provide these to each donor that has contributed to the Fund Account and to the Policy Board;
- (e) Provide final reporting, including notification that the Fund has been fully expended or has been wound up in accordance with the Fund TOR,;
- (f) Disburse funds to any Participating UN Organization for any additional costs of the task that the Steering Committee may decide to allocate (as referred to in Section I, Paragraph 3) in accordance with TOR.

Annex 10: Consideration of joint civil society recommendations

On September 16 to 18 2014, a three days CSO consultation workshop was held in Entebbe to discuss the UN-REDD National Programme. In general, there was large support for the national REDD+ process and for the draft UN-REDD National Programme. The following table synthesizes how their recommendations are considered in the National Programme and through other provisions and arrangements under the national REDD+ readiness process.

Recommendations	Response from the REDD+ Secretariat
Large scale awareness raising and capacity building	<ul style="list-style-type: none"> > NP acknowledges the need to reinforce this aspect in the readiness phase (specific mention added page 4) > Various activities are already provisioned though, including: <ul style="list-style-type: none"> >--- as part of the backstopping support (REDD+ University, 4-day CSO workshop on strategic options) >--- as part of the national programme (included as part of consultations throughout the implementation of all activities) >--- as part of the FCPF support, which provides substantial support in this area to be connected with NP implementation. This recommendation will constitute a key driver when designing the potential next phase of FCPF support (expected by mid-2015)
Large-scale communication and information sharing	<ul style="list-style-type: none"> > This principle is indeed considered and guiding multiple activities as part of the NP, notably when engaging with analytical work, REDD+ strategy design etc. > Communication is a strong area of support from the FCPF work plan, and the implementation of the NP will benefit from these FCPF-funded activities. <ul style="list-style-type: none"> >--- In particular: FCPF will support the design of a website (now being prioritized) and a KM system to share knowledge on climate change and REDD+, including a database of actors >---In addition, FAO will support the development of a webportal for NFMS and will cover communication material on NFMS under the national programme > Communication will also remain a key pillar for the next FCPF tranche
Training on policy issues and advocacy for CSOs & IPOs	<ul style="list-style-type: none"> > related to "how CSOs see their role" in particular in propagating REDD+ to the field > learning by doing based on strong involvement in strategy design and related work + REDD+ University + FCPF "consultation plan with platform at the national and regional level (15 regions with cultural/language homogeneity) > identifying specific needs as the process is implemented, and answer them in a reactive way (including with FCPF II)
Promotion of respect for local knowledge, intellectual right to local knowledge and local culture	<ul style="list-style-type: none"> > The NP now is explicit about taking this into account as a principle, in particular when designing strategic options (added text output 1.1 page 7), and as part of the analytical inputs to the strategy (output 1.2 page 7) when analysing community-based approaches to REDD+ options for reforestation > It will then be captured under the REDD+ safeguards during implementation phase

Assessment and possible reform of land tenure rights in a REDD+ perspective	<ul style="list-style-type: none"> > This assessment is indeed planned as part of the identification and thorough analysis of REDD+ options (policies and measures). Broad participation of CSO in consultations and analysis of this option is also secured. > At the management and supervising level, the umbrella "Uganda Land Alliance" will be sitting in the CCPC to ensure full attention on that perspective > This will also be considered when implementing various targeted analytical work, for instance the specific work on privately-owned lands for REDD+ options as part of the backstopping support > The REDD+ process will connect to broader reform agendas in this matter, for instance relating to land rights and cadastral reform
Engagement of all stakeholders, including local communities, CSOs, IPOs, ministries, management authorities, private sector, etc.	<ul style="list-style-type: none"> > NP acknowledges the need to reinforce this aspect in the readiness phase (specific mention added page 4) > List various specific provisions for that in NP and FCPF (ex: CCPC arrangements with 3CSO representatives including one for communities representation + several private sector based on relevant activity, UN-REDD NP steering committee to be discussed...) + NP output 1.3 for policy level... > private sector engaged all the way, and adapt to specific need or opportunities to explore as they arise during the REDD+ option dialogue and analysis (focused review of current experiences and works associated to various options) > help private sector to organise itself, select its participants, share information: additional activity? > pillar on engaging private sector as FCPF II (good timing...)... before that: setting the ground and scoping options
Strengthening and enlarging existing civil society structures to prepare for REDD+	<ul style="list-style-type: none"> > As part of the backstopping support, UNDP Stakeholders' Engagement Unit will assist with facilitating and supporting discussions among civil society structures to set organisational arrangements and ensure effectiveness of self-selection process. > An additional provision has also been added to the backstopping support to facilitate a workshop for engaging the private sector, and help arrange self-assessment, internal coordination and information sharing processes
The full and effective participation of stakeholders in all phases of REDD+, including in research and studies, assessment of policies, and development of strategies and activities	<ul style="list-style-type: none"> > NP fully supports this recommendation as a principle for design and implementation. A specific mention was added page to underscore this attention

The development of a benefit sharing mechanism	<p>> The development of this mechanism will be rooted in the work on REDD+ policies and measures, i.e. the REDD+ options. It will also benefit from multiple actions of awareness raising and consultation on the field, including through the work on FPIC as provisioned under the FCPF, and the discussions under the SESA. At the intersection between "efficiency" (when designing investment options for REDD+) and "equity" (when designing safeguards system including FPIC), the question will be addressed in due time as part of the strategy formulation process, including on FCPF tranche 2 as needed.</p>
The development of a grievance and redress mechanism	<p>> This aspect will also result from the upcoming work on safeguards, and will be sponsored under the FCPF.</p>
Ensuring transparency and accountability at each stage of the process	<p>> NP fully acknowledges the need to reinforce this aspect in the readiness phase. A specific mention was added pages 4 and 7 to reflect on it.</p> <p>> CSOs/IPOs, as part of the CCPC, the NTC and the PSC, will be involved in the approval of annual UN-REDD workplans</p>
Ensuring safeguards	<p>> The GoU fully recognises the need to ensure and design appropriate safeguards as part of the future REDD+ national architecture, as requested by the UNFCCC. This work will be mainly sponsored by the FCPF, and a specific mention was added (output 1.1 page 7) to ensure that the strategy design is closely articulated with the SESA and design of an SIS drawing also from work currently being done through UNEP-WCMC.</p>
Clarifying roles and responsibilities of all stakeholders	<p>> A specific matrix of roles and responsibilities of stakeholders will be elaborated by the national advisor as part of the backstopping support of the UN-REDD programme, prior to the full-speed deployment of the NP.</p> <p>> CSOs/IPOs, as part of the CCPC, the NTC and the PSC, will be involved in the approval of annual UN-REDD workplans</p> <p>Relevant CSOs/IPOs at selected landscapes will be directly involved in the implementation of subnational level activities allowing for local appropriation of outcomes, enhanced participation and capacity building</p>

Annex 11: General Legal Provisions applicable to FAO

1. The achievement of the objectives set by the Programme shall be the joint responsibility of the Government, FAO and other UN-REDD agencies.
2. Equipment, materials and supplies provided out of the Programme funds shall normally become the property of the Government immediately upon their arrival in the country, unless otherwise specified in the agreement. The Government shall ensure that such equipment, materials and supplies are at all times available for use of the Programme and that adequate provision is made for their safe custody, maintenance and insurance. Vehicles and personal computers remain the property of FAO, unless otherwise specified in the agreement.
3. Subject to any security provisions in force, the Government shall furnish to FAO and to its personnel on the Programme, if any, such relevant reports, tapes, records and other data as may be required for the execution of the Programme.
4. The selection of FAO Programme personnel, of other persons performing services on behalf of FAO in connection with the Programme, and of trainees, shall be undertaken by FAO, after consultation with the Government. In the interest of rapid Programme implementation, the Government shall undertake to expedite to the maximum degree possible its procedures for the clearance of FAO personnel and other persons performing services on behalf of FAO and to dispense with, wherever possible, clearance for short-term FAO personnel.
5. The Government shall apply to FAO, its property, funds and assets, and to its staff, the provisions of the Convention on the Privileges and Immunities of the Specialized Agencies. Except as otherwise agreed by the Government and FAO in the National Programme Document, the Government shall grant the same privileges and immunities contained in the Convention to all other persons performing services on behalf of FAO in connection with the execution of the Programme.
6. With a view to the rapid and efficient execution of the Programme, the Government shall grant to FAO, its staff, and to all other persons performing services on behalf of FAO, the necessary facilities including:
 - i. the prompt issuance, free of charge, of any visas or permits required;
 - ii. any permits necessary for the importation and, where appropriate, the subsequent exportation, of equipment, materials and supplies required for use in connection with the Programme and exemption from the payment of all customs duties or other levies or charges relating to such importation or exportation;
 - iii. exemption from the payment of any sales or other tax on local purchases of equipment, materials and supplies for use in connection with the Programme;
 - iv. payment of transport costs within the country, including handling, storage, insurance and all other related costs, with respect to equipment, materials or supplies for use in connection with the Programme;
 - v. the most favourable legal rate of exchange;
 - vi. assistance to FAO staff, to the extent possible, in obtaining suitable accommodation;
 - vii. any permits necessary for the importation of property belonging to and intended for the personal use of FAO staff or of other persons performing services on behalf of FAO, and for the subsequent exportation of such property;

- viii. prompt customs clearance of the equipment, materials, supplies and property referred to in subparagraphs (ii) and (vii) above.
7. The Government shall deal with any claim which may be brought by third parties against FAO or its staff, or against any person performing services on behalf of FAO, and shall hold them harmless in respect of any claim or liability arising in connection with the Programme, unless the Government and FAO should agree that the claim or liability arises from gross negligence or wilful misconduct on the part of the individuals mentioned above.
 8. The persons performing services on behalf of FAO, referred to in paragraphs above, shall include any organization, firm or other entity, which FAO may designate to take part in the execution of the Programme

Annex 12: Implementation Risk Log

Domain of risk	Specific risks	Probability (1 very low – 5 very high)	Criticality (1 very low – 5 very high)	Mitigation measures
Time management: the NP is not implemented in time	Lengthy procedures (and difficulties to find qualified candidates)	4	3	<ul style="list-style-type: none"> > A backstopping early-action support has been developed to bridge the time gap and ensure that, when signed, the NP will start implementation at full speed, including for instance the early recruitment of staff who will then become key for the NP implementation. A part-time international expert is already in place to boost administrative and financial arrangements, and implementation of activities > A full-time international CTA is anticipated to play a critical role in managing procedures and ensuring fast delivery across agencies
	Various components with direct links to each other might not progress at the same level, risking inconsistency or delays.	2	5	<ul style="list-style-type: none"> > Coordination among agencies and with other REDD+ partners will be critical to ensure consistency across the roadmap implementation (see below on how this will be managed) > The NP has been designed in a way that is complementary to the other partners when trying to deliver on the broad R-PP roadmap > A more thorough articulation between components will be done when formulating ToR of various works, once additional capacities are in place at the REDD+ Secretariat. This is a well identified priority of the expanded team
	Lack of coordination among UN agencies and with other partners (Austria, FCPF...) generating delays and lack of harmonization of outputs	1	5	<ul style="list-style-type: none"> > The project uses and supports existing in-country coordination mechanisms, and the CCPC will supervise coordination at a level that will reinforce accountability of partners for their actions > National leadership has proved to be instrumental in ensuring good collaborative spirit among partners. The project will start engaging political leaders soon so to maintain political will and pressure on partners to follow national direction > The REDD+ Secretariat will be staffed with skilled professionals to make sure that roadmaps and activities are integrated and harmonized, even in the situation where some partners would show little enthusiasm for cooperation
Quality management: the NP is not implemented in time	Lack of coordination among CSO leading to feeling of lack of participation, access to information and general involvement	1	5	<ul style="list-style-type: none"> > As demonstrated by the backstopping support, on top of the NP, the Stakeholders' Engagement unit of UN-REDD will accompany the CSO with self-selection and self-organization > Provisions for participation of CSO across the readiness process are numerous (from CCPC to technical groups, including participations in analytical work and consultations on strategy design...). The broad circulation of information is an effective way to ensure that all relevant CSO organization that can contribute to the process engage progressively. Process might not be ideal from the start, but should strengthen step by step

Lack of participation, particularly from the private sector and from other sectors beyond forest due to lack of interest	3	3	<p>> There is a shared idea that the REDD+ Secretariat needs to develop arguments that are tailor-made to engage various relevant stakeholders. The NP will contribute to ensure that resources and capacities are available to carry out this task</p> <p>> The output 1,3 will devote multiple activities to cross-sectorial dialogue</p> <p>> As part of the analytical work under 1,2 as well as the landscape-level work (outcome 3), private sector will be engaged from very early stage (for instant through private forest-land owners)</p> <p>> It has to be acknowledge however that stakeholders can have evolving interest throughout the readiness process. Private sector can only be engaged at a stage where concrete opportunities or implications are discussed, and won't mobilize much during early planning and vision framing stages</p>
Difficulties to access quality data	2	4	<p>> The CCPC will be mobilized to ensure that, across sectors and partners, information is well circulated to support option analysis and strategy design, as well as the various instruments for implementation</p>
Difficulty to balance the size of consultations and participation (large audience with different levels of understanding) and the need for substantive discussions	2	4	<p>> This is a more operational issue that will be address by qualified professionals with support from technical advisory groups when formulating ToR for specific activities</p>
Partial readiness due to lack of co-finance from donors to complete the comprehensive picture	1	5	<p>> The NP has been designed in a way that complements other initiative to complete the R-PP. A financial gap remains as of today, but the impact is mainly qualitative (lack of finance would reduce the level of ambition in terms of broad capacity building and involvement of population and stakeholders) rather than leaving a key REDD+ instrument aside</p> <p>> Even though additional finance is still sought to strengthen the readiness process, and obviously after the NP to ensure smooth transition towards investment phase, there are financial guarantees at this stage that the country can deliver its main expected objectives</p>
Staff continuity may be challenging to obtain	1	3	<p>> The REDD Secretariat will be staffed with professionals receiving attractive packages, out of the usual grids of administration</p> <p>> When the administration is directly in charge of implementing readiness activities, like in the case of the output 2 (NFMS...), staff is expected to be motivated by robust training programme and perspective for evolving and inspiring work in the future. Institutional arrangements will have to be discussed as necessary, as part of the design of the implementation framework, so to ensure that long-terms solutions are secured</p>

	Choice of representative landscapes driven mainly by political considerations with weak feasibility and opportunity ratio	1	3	<p>> The selection of the landscape for outcome 3 will follow a transparent and participatory process, with preliminary work to set and agree on criteria, followed by data collection and consultations.</p> <p>> Political considerations are important, notably when assessing the leadership of public authorities at the subnational level and the conditions for future implementation and national coordination, cross-feeding and scaling up, but it will be considered as one criterion and balanced among others.</p>
	Stakeholders might not easily agree on typology of land use. Difficulty to build consensus on technical components to progress with REDD+, particularly among stakeholders with diverging interests	1	3	<p>> The process is designed so to mitigate this risk as much as possible, notably through participation, inclusion, transparency, robust analytical work to feed discussions, a mix of national and more local analysis and readiness activities, support to CSO's organization, capacity building, tailor-made approaches to engage key stakeholders like private sector or other sectors...</p> <p>> It is particularly important to stress the (i) national leadership will again be instrumental to ensure that a coherent direction is reaffirmed all through the readiness phase, and related decisions, and (ii) consensus needs to be built step by step, and the pace of the process needs to adjust to the time needed for a large base of stakeholders to come to an agreement on major issues (drivers, major options, typologies of activities, of land use, financial strategy etc.)</p>
	Lack of technical capacities available, including suitable qualified & dedicated staff may not be available for training	1	5	<p>> Provisions are made in the NP to complement other initiatives and build a robust and well-staffed REDD+ Secretariat to lead the readiness work. The staff will include two international advisors, and national managers and experts with high potential, hired externally through competitive process.</p> <p>> Regarding the work carried out by public administration directly, political will is expected to allow relevant staff to dedicate sufficient time to training and delivering on the REDD+ readiness agenda, as a priority to the administration of the country.</p>
Quality management: key components of the national REDD+ system are not harmonized and coherently connected	Lack of compatibility between the FCPF-funded work on FREL/FRL and the development of national strategy and NFMS under the national readiness process	3	4	<p>> The REDD Secretariat will ensure coordination of work between FCPF-supported and UN-REDD supported work flows. The UN-REDD CTA will directly assist the National Coordinator with such a coordination task, as will be stated in his/her ToR. This include regular joint mission, and integrated annual work planning and budgeting exercises.</p> <p>> The National Coordinator will secure full assurance from the FCPF that the FREL/FRL design process will support the design of national REDD+ strategy and NFMS, and not focus on subnational FCPF or WB-supported projects or programmes.</p> <p>> If a subnational approach for implementation is prioritized as part of the national strategy development process, the FREL/FRL design will be carefully harmonized and aligned with the national framework and guidelines for subnational implementation.</p>

	Lack of consistency between subnational pilot interventions under outcome 3 and the national REDD+ pathways determined through the national REDD+ strategy process	2	5	<p>> Limited experience of UNEP in assisting with subnational scoping, readiness and implementation of REDD+ will be compensated by a strengthened coordination of work at national level (through the UN-REDD CTA) and at regional/global level (through the lead advisor as per management reforms within the UN-REDD Programme). This organization will ensure regular coordination meetings and cross-feeding reviews of work plans and terms of references.</p> <p>> The need for coordination and harmonization will be particularly underscored in ToR of the various works and contracts associated with the outcome 3.</p>
	Even though restoration/ enhancement of carbon stock appears as a priority REDD+ activity for Uganda, it may not be consistent with the REDD+ pathway determined through the national REDD+ strategy process	2	4	<p>> An early emphasis will be made on assessing the needs and potential data gaps for capturing reforestation/ enhancement of carbon stocks in the first FREL/FRL and NFMS, and potential implications for the design of REDD+ strategy and interventions. The results of this assessment will inform discussions and coordination with the work on restoration, for instance as carried out by IUCN and UNEP, or by thematic groups when designing the national REDD+ strategy, or as part of FREL/FRL and NFMS work streams.</p>
Commitment from national authorities doesn't materialize at the highest level	Difficulty to interest and mobilize political leaders. Lack of high-level support would delay the preparation of the pillars and prevent substantive commitments to address drivers, so undermining the overall process	2	4	<p>> Several outputs of the programme are devoted to support broad stakeholders' engagement, so raising interest for political interest.</p> <p>> The NP is part of a broader readiness effort where FCPF will support more massively awareness raising, consultations and capacity building in a complementary way</p> <p>> The output 1,3 is directly and fully dedicated to manage risks related to this key factor of success. Activities under outcome 1 will develop tailor-made technical/rational argumentation to engage political leaders</p> <p>> Simultaneously, other activities (including readiness at landscape level under outcome 3) will create popular interest and demand, so providing political incentive for political leaders to get involved</p> <p>> Institutional arrangements in place, particularly the CCPC steering role, will help early engagement and secure sustainable political-level mobilization</p>
	Difficulty to articulate the rise of political interest with providing/delivering the substance to nurture discussions and negotiations	1	4	<p>> The CTA and national manager will be in charge of developing and managing coherent roadmaps between workflows. The way the outcome 1 is built clarifies and facilitates this harmonization</p>

	Difficulty to build consensus on strategic issues due to individual political agendas and despite technically obvious options	1	3	<ul style="list-style-type: none"> > The participative and transparent nature of the process, supported by multiple technical groups and consultations, will help ensuring accountable decision-making processes along the readiness phase > The high-level political mediator hired under output 1,5 will also contribute to navigate the political intricacy > It is acknowledged from the start that the process will take time, and the development of the national strategy will serve as the anchor of this dialogue and is anticipated to start early enough to adapt to political time
Sustainability of efforts and achievements is jeopardize by unanticipated transitional phase	Lack of funding at the end of the NP to smoothly transition towards investments and ensure step-wise readiness strengthening	2	5	<ul style="list-style-type: none"> > The CTA of the programme will be responsible for supporting GoU to access donor funds and climate finance opportunities. > The full 1,5 output is designed to smoothen the dialogue with international partners and raise additional support for both step-wise improvement of Warsaw Framework instruments and REDD+ investments > Political commitment, as a key factor of success and top priority for the NP support, will also facilitate mobilization of national co-funding
	Maintenance & updating of NFMS portal and other instruments over long term may prove challenging	2	4	<ul style="list-style-type: none"> > With support from FAO, the REDD+ Secretariat will assess the key conditions to maintain the REDD+ instruments like NFMS, including financially (see above), in terms of capacities (see quality management related risks), as well as technically and also from an institutional point of view: what arrangements can be made to leverage finance, continuous staff dedication and effective articulation with national REDD+ architecture?
	Difficulty to ensure that stakeholders are legitimate and sustainably committed partners, not only opportunistic structures	1	4	<ul style="list-style-type: none"> > As part of the backstopping support to the national programme, activities are planned to assist self-selection process among CSO > Across the discussions on REDD+ options and national vision, the case for "intrinsic motivation" for REDD+ will be developed: the process will convey the value that going REDD+ is not only a financial and economic choice, but also an inspirational step towards truly sustainable development, fostering equity, quality of life, collective well-being... This should contribute to identifying genuine leaders among major stakeholders groups to lead the process
	Too high expectations on REDD+ can create frustration and conflicts	5	2	<ul style="list-style-type: none"> > Special attention will be made to the messages that are conveyed across awareness campaigns, capacity building and consultations. The outcome 3 will particularly look at it > This consideration will also be high in the FCPF-supported activities which are relevant to this concern > The highly participative nature of the process to develop national strategy will also contribute to capturing expectations and designing options that can truly leverage national enthusiasm, good will and capacities

Annex 13: R-PP Implementation and Donor Budget Database (Dec. 2014)

R-PP Component	Main activity	FCPF Contribution	ADC Contribution	UNREDD Contribution	TOTAL BUDGET
Organize and Consult	National Readiness Management Arrangements Activities	414,000	200000	359,000	973,000
	REDD-plus Consultation and Participation	235,000	100000	147000	482,000
	Awareness and Communication	150,000	0	0	150,000
	REDD-plus Conflict Resolution and Grievances Management System (CRGMS)	200,000	0	0	200,000
	SUB-TOTAL	999,000	300,000	506,000	1,805,000
Prepare REDD Strategy	Assessment of Land Use, Forest Policy & Governance	100,000	0	205000	305,000
	REDD Strategy Options	100,000	0	330000	430,000
	REDD Implementation Framework	355,000	0	0	355,000
	Social and Environmental Impacts (ESMF)	530,000	0	0	530,000
	SUB-TOTAL	1,085,000	0	535,000	1,620,000
Emissions Reference scenario	Develop Reference level	1,040,000	0		1,040,000
	SUB-TOTAL	1,040,000	0	0	1,040,000
NFMS - Measurement, Verification and Reporting (MRV)	Emissions Removal	0	375,000	640,000	1,015,000
	Multiple benefits and other impacts		150,000	0	150,000
	SUB-TOTAL	0	525,000	640,000	1,165,000
Monitoring and evaluation framework	Design and apply M&E framework	60,000	0	0	60,000
	SUB-TOTAL	60,000	0	0	60,000
	Other	450,000	65,979	0	515,979
	Sub-TOTAL	450,000	65,979	0	515,979
	TOTAL	3,634,000	890,979	1,681,000	5,690,000