JOINT PROGRAMME DOCUMENT

Cover Page
Country: Liberia

Programme Title: Community-Based Forestry and Protected Area Management (CBFM): Boosting Biodiversity Conservation and Improving Livelihoods of Forest-Fringe/Forest-Dependent Communities and Groups in Liberia

Joint Programme Outcome(s):

Programme Duration: 48 months Anticipated start/end dates: June 2022 to May 2026 Fund Management Option: Pass-through Administrative Agent: MPTF Office	Total estimated budget*: **78 000 000 SEK = 7,894,569.18354 USD** Out of which: 1. Funded Budget: **7,894,569.18354 USD** 2. Unfunded budget: 0 * Total estimated budget includes both programme costs and indirect support costs

Sources of funded budget:

- Government _____
- UN Org.... _____
- UN Org... _____
- Embassy of Sweden **7,894,569.18354 USD**
- Donor ... _____

Names and signatures of (sub) national counterparts and participating UN organizations

UN organizations	National Coordinating Authorities
Stephen Rodriques *Resident Representative* *Signature:* *United Nations Development Programme* *Date & Seal:*	C. Mike Doryen Managing Director, *Signature:* *Forestry Development Authority* *Date & Seal:* July 25, 2022
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1. Executive Summary

The Community-Based Forestry and Protected Area Management: Boosting Biodiversity Conservation and Improving Livelihoods of Forest-Fringe/Forest-Dependent Communities and Groups in Liberia (CFPM) project seeks to strengthen management of community forests and protected areas in Liberia through improved governance of community forest management bodies, capacity building of forest regulatory institutions, empowerment of national CSOs/NGOs and Forest and Farm Producer Organizations, integrated natural resources management and the promotion of sustainable livelihood incentives for forest fringe communities.

CFPM is in line with a wide range of national policies and plans. To outline a few, the project fits well under the National Forestry Policy and Implementation Plan and the National Forest Reform Law by promoting the sustainable management, conservation, protection, and sustainable development of Liberia forest; and optimizing the benefits of the forestry sector, with a focus on the contribution of the sector to poverty alleviation

By harnessing the full capacities of the UN system in Liberia actively engaged in promoting sustainable forest management in Liberia, the project will be jointly implemented by UNDP/FAO, maximizing the networks and expertise of UNDP and FAO, with the Forestry Development Authority as the nodal government entity serving as implementing partner. This will be done in collaboration with a nation-wide network of stakeholders, bringing onboard expertise and support of Non-Governmental Organizations (NGOs), Civil Society Organizations (CSOs), private sector, forest and farm producer organizations (FFPOs) etc. The project is currently funded by the Embassy of Sweden in Liberia.

CFPM has four components: I: Enabling policy, governance framework and institutional capacity for CFM; II: Promote effective community-based management of PAs and INRM in the target landscapes; III: Create and strengthen resilient, low-emission land management, equitable, non-timber forest product smallholder value chains through sustainable business development of forest and farm producers, and their organizations (e.g., cooperatives); and IV: Knowledge management, communication and awareness, gender mainstreaming, and monitoring & evaluation.

The project objectives are consistent with Sweden's strategy for development cooperation with Liberia 2021– 2025, Liberia's National Determined Contribution under UNFCCC (United Nations Framework Convention on Climate Change) and its National Biodiversity Action Plan, the Community Rights Law etc. They are also aligned with the commitments articulated by both Sweden and Liberia at the recent UNFCCC COP26 regarding sustainable use of forests, including measures that protects forest biodiversity. The project will support implementation of the UN Decade on Ecosystems Restoration by: a) generating and sharing knowledge on best practices on forest management and forest landscape restoration; b) developing innovative financing mechanisms to unleash the economic potential of forest value chains as an incentive for improved management and restoration; c) building public awareness of the importance of forest ecosystems restoration; d) building technical capacity of relevant institutions to lead the public in all the above

The main target group will be inhabitants of communities on the fringe of the forests, with selection criteria considering social factors, like age, gender, religion, ethnicity, physical (dis) ability. With emphasis on community forests, the South-eastern and North-western landscape will be prioritized (Gbarpolu, Grand Cape Mount, Lofa, Grand Gedeh, River Gee, Sinoe and Rivercess).

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2. Situation Analysis

Liberia has an estimated forest cover of 6.6 million ha, which is approximately 69% of the total landmass.[1] The country hosts approximately 43% of the remaining Upper Guinea forest and is recognized as one of the biodiversity hotspots with enormous biodiversity that includes plants with high endemism. Liberia has more than 2000 flower plant species, more than 600 bird species and 125 mammal species. Despite the global and national significance of Liberia's biodiversity as well as several conservation initiatives ongoing, Liberia faces several challenges and threats to its forest resources. Some of the threats and the root causes of biodiversity and forest loss are: (i) extensive logging (ii) commercial tree crop plantation (iii) slash and burn agriculture/shifting cultivation (iv) the heavy reliance of local people on natural forests for fuelwood and timber (ii) unsustainable harvest and use of Non-Timber Forest Products (NTFPs) and (iv) wildlife poaching. These drivers are causing considerable damage to the integrity of the ecosystems and the provision of essential ecosystem services, including soil quality, forest cover and forest health, water quality and biodiversity.[2] Efforts to mitigate this situation are impeded by: (i) inadequate livelihood opportunities and economic incentives for the forest communities, (ii) weak institutional capacity and application of the regulatory framework for mainstreaming biodiversity conservation in Community Forest Management (CFM) planning, (iii) limited information on the existing state of biodiversity in community forests, whereas the effective planning and management of these areas require proper resource appraisals and biodiversity assessments, (iv) limited participation of forest-dependent/forest fringe communities in Protected Areas (PAs) management.

There is little economic activity in most rural forest areas, jobs are scarce, and the population mainly relies on subsistence farming, hunting and NTFP collection with limited access to social infrastructure. For forest conservation projects to be effective and successful, there must be viable and sustainable economic alternatives to using forest resources to compensate for losses incurred by forest dependent communities due to restrictions imposed on the use of the forest (on chainsaw milling, artisanal mining and hunting in particular). At present such alternatives in most rural forest communities are limited and past experiences, in forest protected areas, show that developing alternatives that persist in the long-term is a challenge. Developing agricultural and non-timber forest-based alternatives is often a chosen solution but this can only work if there is access to markets and processing facilities, and if enterprises are developed/strengthened and linked to financial capital.

As a result of these factors, the country's forests are progressively being degraded, losing their capacity to provide environmental and socio-economic services and benefits, and to contribute to climate change mitigation.[3] In parallel, the country is in a period of economic recession, which is further exacerbating the challenges for rural populations. This deterioration in the environmental and socio-economic situation, together with the shared concern among all stakeholders, have opened a window of opportunity to transform the way in which forests are understood, managed, and valued in Liberia, and to opt for a low-emission sustainable management model that contributes to both socioeconomic development in rural areas, and the global fight against climate change.

The proposed project intends to strengthen community forest management, enhance conservation, and forest carbon stocks and promote sustainable livelihoods through a sustainable model of community-based land, forest, and protected areas management with demonstrated environmental

[1] https://www.forestcarbonpartnership.org/system/files/documents/Liberia%20National%20Forest%20Inventory.pdf
[2] https://www.forestcarbonpartnership.org/system/files/documents/Strategy%20and%20annexes.zip
[3] https://redd.unfccc.int/files/liberia_frel_submission_december_2019_for_webposting.pdf

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and socio-economic viability. The project will promote social equity by supporting women-led initiatives and enhance women participation in decision-making and land-use activities

3. Strategies, including lessons learned and the proposed joint programme

A rapid analysis of barriers to the formation of community forests in Liberia makes clear that there are a host of enabling and disenabling factors that influence the ability and willingness of the FDA to advance the community forestry agenda in Liberia. While past initiatives have made or will make an important contribution to minimizing the threats and drivers of deforestation and forest degradation in Liberia, there are important barriers that remain to be addressed in order to ensure effective Community Forest Management

The Project adopts a strategy that emphasizes building long-term resilience with a comprehensive and transformational view that would maximize local people participation and involvement, which can benefit communities financially, enhance their economic returns and incentivize their participation in conservation. Grounded in UNDP (2020-2024) and FAO's (2020-2023) Country Strategies for Liberia, the project will promote forest maintenance, wildlife conservation, and biodiversity through the following livelihoods recovery outcomes: i) diversified livelihoods that can respond to environmental shocks and stresses; ii) increased economic engagement of youth, women and persons with disabilities; and iii) sustainable utilization of local environment and forest resources to achieve economic and conservation outcomes. When achieved, the project would have contributed to sustaining Liberia's nature reserve and reducing climate change effects through sustainable livelihood, conservation, and forest restoration, all in a gender-responsive manner.

The project implementation Strategy is focused on lessons-learning and communication. Lessons learnt, and good practices will be consolidated and documented during project implementation and will help to redefine and refine project implementation strategy as well as the M&E framework that will assess project progress against indicators jointly identified by the project team and value chain actors. Such indicators will be gender- sensitive.

The project design is centered around the principles of: **"People-Prosperity-Planet",** which are linked to the Strategy for Sweden's Development Cooperation with Liberia (2021– 2025), United Nations Sustainable Development and Cooperation Framework for Liberia (2020-2024), and the Pro-poor Agenda for Prosperity & Development.

The project will promote a multi-sectoral approach and coordination at the sub-sector level (forest management), building on existing sectoral coordination mechanisms, to ensure mainstreaming of forest management issues. The project strategy is also based on strengthening local institutions and establishing local level support systems (e.g., regional CF task forces). The established local support systems will not be just a means for aiding in terms of forest management and community forestry, but they would be a channel to provide inputs to national sectoral processes and planning and escalate bottlenecks and issues to find effective and quick solutions.

To avoid duplication or competition, an analysis of past, ongoing, and emerging intervention in the proposed landscape has been conducted for the purpose of identifying opportunity for synergies and gaps that the project can fill. Amongst these, The Liberia Forest Sector Project funded by the World Bank that started in 2016 and expected to end in 2023 builds on the Liberia REDD+ Readiness

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Project, completing Liberia's Readiness and implementing the Investment/Implementation Phase (Phase 2) of Liberia's REDD+ Process; The Liberia Conservation Works Activity is geared at developing an inclusive, multi-sectoral approach that engages communities in management of protected areas, gives them a stake in their long-term protection, to conserve Liberia's rich biodiversity and ensure improved sustainable livelihoods and long-term economic growth and prosperity. The project timeframe runs from November 1, 2021 - October 31, 2026, expected to be implemented by EcoHealth Alliance, Fauna & Flora International (FFI), Liberia Chimpanzee Rescue and Protection (LCRP), and Partners in Development (PADEV); The USAID-funded West Africa Biodiversity and Climate Change (WA BiCC) program worked with the regional partners ECOWAS and the Mano River Union (MRU), as well as national governments and civil society stakeholders across the 15 West African countries from 2015 and 2021, to address the threats to forest in Liberia; Global Transformation of Forests for People and Climate: a focus on West Africa-With implementation ongoing in Liberia, this SIDA-funded project supports strengthening decision-making on forests and land management across West Africa. It helps improve knowledge of forest status and dynamics and the strengthening and harmonizing of land and forestry legal frameworks (laws, policies and strategies)

The focus, content and strategy of *this project* as elaborated in this joint programme document is the product of considerable analysis and reflection on the successes and challenges of past and present forest management projects in Liberia and has been informed extensively by discussions with Liberian counterparts and stakeholders. The programme has identified key lessons learnt from the implementation of the predecessor UNDP, FAO, World Bank and EU project in Liberia in terms of: i) strategic and thematic focus; ii) programme implementation strategy; iii) programme governance structure; iv) programme management arrangements and v) programme gender, youth, women and PWDs integration. These lessons learned, which drew extensively on the recommendations of a SIDA Help Desk for Environment and Climate Change Snap Analysis for the Forestry Sector in Liberia that lays the foundation for this project, have significantly informed the design of *this project*. In addition, the involved UN entities have drawn upon up-to-date analysis and commentary on relevant issues emanating from joint programme implementation

The proposed joint programme:

CFPM represents an important programmatic vehicle of the United Nations for advancing the United Nations Sustainable Development Cooperation Framework (UNSDCF 2020-2024) Pillar 2. By harnessing the full capacities of the UN system in Liberia actively engaged in promoting sustainable forest management in Liberia, joint implementation by UNDP/FAO represents the most definitive package of implementation modality, maximizing the networks and expertise of UNDP with respect to climate and forests as a key partner of the global UN-REDD Programme, human rights, livelihoods, poverty reduction and inclusive development; and the agenda of FAO with respect to making forestry more productive and sustainable, increased sustainable natural resources management and utilization, strengthening the enabling environment for responsible investment in agriculture and food systems,. In addition, as a UN joint programme, it will draw on the gender equality and women empowerment mandates of UNWOMEN as well as the mandates of other UN agencies to maximize impact. The logic for such an arrangement rest on an identified added value in the Liberian context as recognized in the Snap Analysis for the Forestry Sector in Liberia that lays the foundation for this project. It is also consistent with emerging global best practices in sustainable forest management, while the scale of the project rests both on the magnitude of the demand, and on the proven track record of the capacity of UNDP/FAO to deliver financially and substantively against agreed outputs. Joint implementation is a way of promoting more coherent, effective and

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coordinated UN support based on shared objectives in the forestry sector and tailored to the contexts in Liberia. Joint implementation will take account of available resources and will be monitored and evaluated jointly. It will reduce fragmentation and promote coherence and synergies between other UNDP and FAO supported initiatives in the sector. FAO's main comparative advantage compared to other international organizations dealing with forests is the fact that it has, under one roof, the expertise to deal with technical issues in forestry and with most kinds of land and natural resource uses. FAO has the expertise and capacity to deal with the interactions between resource uses that are manifested in cross-sectoral challenges and opportunities existing in many countries. FAO is largely seen by the global forestry community as a technical organization whose role in the international forest regime has been declining over the years due to the emergence of new actors, many of them competitors, and fragmentation of the global forestry agenda

Sustainability of results:

The project has been designed to remove identified barriers and create an enabling environment for the implementation of community-based sustainable forest management. It is expected that by end of the project, institutions, communities, and other stakeholders will ensure continuity to the activities undertaken by the project. Some of the key factors that encourage sustainability in its social, environmental, economic, and capacity building dimensions are listed below:

Gender equality and mainstreaming at the institutional and community levels: The project will promote the participation of women and empowering them to strengthen their role in planning and decision-making, and to improve their productivity, incomes, and living conditions. At the institutional level, participation will take place in the Sustainable Land Management (SLM) forums and the Regional Community Forestry Task forces established, by ensuring that women make up at least 30% of the members. The project will facilitate women's access to training and technical assistance. Training programmes delivered through the project will ensure that at least 30% of the participants are women. At the community level, as documented in the baseline assessment, women's participation in community forestry and decision-making processes is quite healthy, the project will sustain this and will work to improve it further. Community Forestry Committees (CFCs) and Joint Forest Park Management (JFPM) committees will comprise of at least 30% of women. Data will be disaggregated by gender to monitor for the differential impacts of the project and female beneficiaries will be involved and represented in all project activities. Women will make up at least 30% of the beneficiaries of the project.

The project will be implemented in areas under severe threat of degradation and hold importance in the context of combating desertification. This project will intensify efforts to manage these forests sustainably ensuring the flow of ecosystem services. Pressures on the forest resources will be reduced (including grazing management and improved cooking stoves); this coupled with assisted natural regeneration will allow rehabilitation of native vegetation. Through the CF management plans and JFPM agreements, and the benefits derived by the involved communities through the plans/agreements, environmental gains are generated through the project.

Capacity development is one of the essential pillars that will ensure the project's sustainability at the CF and institutional levels. The project will address two dimensions of capacity development according to the approach developed by FAO on sustainability. 1) Technical capabilities; directed at producers (in this case the communities involved in SFM through community forestry) and entities directly providing technical support to the producers. 2) Functional capabilities; aimed at supporting organizations (both government and non-government), to plan, direct, manage, and sustain change initiatives that ensure that specialized technical expertise will be incorporated into local systems and

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processed in a sustainable manner. With regard to technical capabilities, the project will strengthen the theoretical and practical skills of regional level support institutions (Department of Forestry extension and regional staff, CBOs/NGOs), and the Community Forestry Committee (CFC) and Joint Forest Park Management (JFPM) committee members in CF concepts and SFM practices and techniques. These trainings will give special consideration to youth and women, who constitute the most vulnerable sectors of the population

The overall theory of change

A rapid analysis of barriers to the formation of community forests in Liberia makes clear that there are a host of enabling and disenabling factors that influence the ability and willingness of the FDA to advance the community forestry agenda in Liberia. While past initiatives have made or will make an important contribution to minimizing the threats and drivers of deforestation and forest degradation in Liberia, there are important barriers that remain to be addressed in order to ensure effective Community Forest Management. The Theory of Change (ToC) identifies the barriers that UNDP and FAO, and national institutions, must urgently address. It specifies the interventions that the team must design, adapt, and scale-up through a System approach to deliver the expected results.

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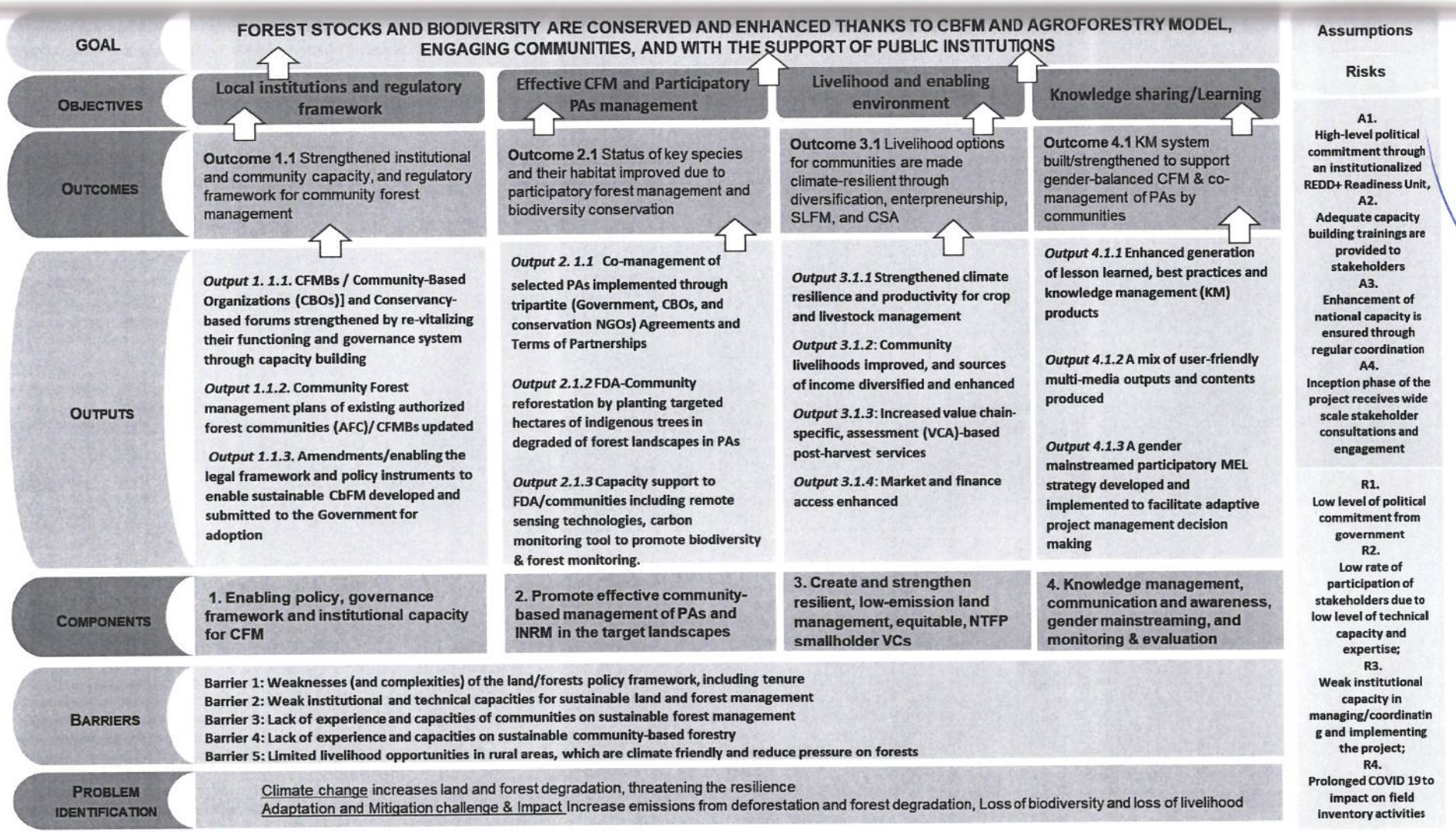


Figure 1. Theory of Change for Improved CFM, forest conservation and enhanced livelihood alternatives for communities around protected area

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4. Results Framework

CFPM is aligned with national and UNSDCF priorities to achieve Sustainable Economic Development: Diversified and inclusive economic growth; sustainable agriculture, food security, job creation; and resilience to climate change and natural disasters- aligned to PAPD Economy and Jobs.The project has four components stitched together through complementary outcomes. Each of these outcomes will require the implementation of certain outputs, as outlined below:

- **Component 1: Enabling policy, governance framework and institutional capacity for CFM**

This component addresses barrier 1 and 2 outlined in the previous section.
Outcome 1.1: Seeks to strengthen institutional and community capacity, and regulatory framework for community forest management. Under this Outcome, three Outputs will be delivered. Output 1.1.1 will support the strengthening of community-level governance institutions, through training, provision of logistics and technical backstopping. Building on work done under the Community Rights Law (2008), the Land Rights Law (2018) and relevant forestry regulations. Output 1.1.2 entails working with authorized forest communities to update existing community forest management plans and support forest communities to enable community forest management agreements. Subsequently, community forest inventories will be conducted for authorized communities, working with the relevant statutory entities (FDA, MIA, and LLA). Output 1.1.3 contains activities aimed at reviewing relevant legal instruments and submitting new instruments (as deemed appropriate) to national government, towards the creation of an enabling environment for sustainable community forest management.

- **Component 2: Promote effective community-based management of PAs and INRM in the target landscapes**

This component will address capacity barriers 3 and 4 through: (i) systematizing information on land and forests to facilitate strategic planning and decision-making; (ii) implementation of a comprehensive capacity development program for communities and other key institutions – including mainstreaming of sustainable community-based forest and land management; and (iii) development of a national strategy for promoting community-based sustainable forest and land management.

Outcome (2.1) under this component, will contribute to improving the habitat and status of key species, using participatory forest management and biodiversity conservation approaches. Through Output 2.1.1, select Protected Areas (PAs) will be co-managed through tripartite arrangements comprising community-based organizations (CBOs/FFPOs), conservation NGOs and the government. Complementarily, a community-based patrol and monitoring system will be initiated as part of effective management of these PAs. Output 2.1.2 will facilitate the restoration of degraded areas within the PAs, through restoration/reforestation of said places affected by activities of mining and unsustainable agricultural practices. Under Output 2.1.3, capacities of the communities and FDA will be strengthened through the provision of remote sensing technologies and carbon monitoring tools to promote forest monitoring, natural resource appraisal and biodiversity assessment.

- **Component 3: Create and strengthen resilient, low-emission land management, equitable, non-timber forest product smallholder value chains through sustainable business development of forest and farm producers, and their organizations (e.g., cooperatives)**

This component will address capacity barrier 5 by increasing livelihood opportunities for communities through promoting climate-friendly income-generating activities. Under Outcome 3.1, the project will support livelihood

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options for communities to strengthen their capacities to become more climate-resilient including through diversification, enterprise development, marketing and access to finance using sustainable land and forest management as well as sustainable agricultural practices. Beginning with Output 3.1.1, climate resilience and productivity will be strengthened for crop and livestock production, bee-keeping, and other non-agriculture, yet environmentally sustainable ventures. Additionally, under Output 3.1.2, FFPOs will be supported to enhance their livelihoods, and sources of income diversified through the promotion of cash crop production, using agro-forestry approach, and micro- enterprise development services, including cooperatives systems, crop insurance schemes, and sustainable certification schemes. Value chain-specific, post-harvest services (storage, processing, packaging, testing/standardization) will be provided for MSMEs involved in enterprises of both agriculture (food crop, livestock) and NTFPs, through Output 3.1.3. Finally, the project will support increasing access to finance and market linkage opportunities will be enhanced for these community-based production and value addition enterprises across all sectors.

- **Component 4: Knowledge management, communication and awareness, gender mainstreaming, and monitoring & evaluation**

Outcome 4.1, under this component, will facilitate the establishment and strengthening of a knowledge management system to support gender-balanced community forest management and co-management of PAs by communities. Products, resources, and content generated will be disseminated. Output 4.1.1 will facilitate the generation of products based on lesson-learned and best practices, using online repository and community-friendly platforms. These resource materials will be shared and maintained through collaboration with stakeholders. A second Output (4.1.2) will support the dissemination of knowledge content and material through various user-friendly, multimedia outlets. Simultaneously, monitoring, evaluation and learning tools that are gender-mainstreamed and participatory will be used, under Output 4.1.3, to support the development and dissemination of knowledge management products for all outputs.

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Table 1: Results Framework

SDG 5. Advancement of equality laws, fairer representation of women SDG 11. Making cities safe, inclusive, resilient and sustainable SDG 13. Regulating and reducing emissions and promoting renewable energy SDG 15. Reversing man-made deforestation and desertification to sustain all life on earth										
UNSDCF **Outcome 2:** Sustainable Economic Development - Diversified and inclusive economic growth; sustainable agriculture, food security, job creation; and resilience to climate change and natural disasters										
PAPD Pillar 2: Increased agricultural production and productivity and improved forest utilization through competitive value chains and market linkages										
CFPM Goal: to strengthen management of community forests and protected areas in Liberia through improved governance of community forest management bodies, capacity building of forest regulatory institutions, empowerment of national NGOs, integrated natural resources management and the promotion of sustainable livelihood incentives for forest fringe communities										
Component 1: Enabling policy, governance framework and institutional capacity for CFM										
JP Outputs (Give corresponding indicators and baselines)	Participating UN organization-specific Outputs	Participating UN organization[4]	Participating UN organization corporate priority	Implementing Partner	Indicative activities for each Output	Resource allocation and indicative time frame*				
						Y1	Y2	Y3	Y4	Total
Outcome indicator 1.1.a: – Number of communities with strengthened capacities on CFM *Baseline* – TBD *Target* – 7 to 10 communities with strengthened capacities on CFM	Output 1.1.1 A Existing local governance institutions [CFMBs/ Community-Based Organizations (CBOs)] and Conservancy-based forums strengthened	***FAO***		***TBD***	*Activity 1.1.1.1: Review of national legislation, plans and policies and assessment of tenure governance related to land and forest*	*9,000*	*42,100*			***51,100.00***
		FAO		***TBD***	*Activity 1.1.1.2: Carry out trainings and workshops to improve community and local government capacity to develop management plan and ME of community forestry activities.*	**78,680.00**	**1,829.50**	**125,229.50**	24,791.50	78,680.00
		FAO		***TBD***	*Activity 1.1.1.3: Support the establishment and management of designated CFs in selected counties*	2,497.00	545,069.00	7,811.00	7,811.00	563,188.00
		FAO		***TBD***	**Activity 1.1.2.2:** Design and implement a forest resources assessment (timber, NTFP and wildlife) in the framework of community forest monitoring and bio-monitoring systems	**25,945.00**	**38,545.00**	**38,345.00**	**38,345.00**	**141,180.00**
		FAO		***TBD***	**Activity 1.1.2.3:** Produce detailed plans for laying the foundations for successful CFM, [and] ensuring that a community-wide perspective on the values of the forest can be integrated into management plans.	**3,970.00**	**163,970.00**	**16,230.00**	**3,970.00**	**188,140.00**
		FAO		***TBD***	**Activity 1.1.2.4:** Strengthening land ownership/ resource access through clarification and demarcation of tenure rights with communities, civil society, forest and agriculture departments	**582.00**	**88,702.00**	**3,702.00**	**3,702.00**	**96,688.00**
		FAO		***TBD***	**Activity 1.1.3.1:** Draft and submit proposals for development/ amendment of laws, plans and policies **to support community management, sustainable community forest businesses, and biodiversity conservation in forests.**	-	**23,100.00**	**32,010.00**	**7,510.00**	**62,620.00**

[4] In cases of joint programmes using pooled fund management modalities, the Managing Agent is responsible/accountable for achieving all shared joint programme outputs. However, those participating UN organizations that have specific direct interest in a given joint programme output, and may be associated with the Managing Agent during the implementation, for example in reviews and agreed technical inputs, will also be indicated in this column.

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		FAO		TBD	frameworks to ensure the effective integration of Reduced Emissions from Deforestation and Degradation (REDD+) within national development strategies.		66,460.00			66,460.00
		UNDP		TBD	**Activity 1.1.3.4:** Develop capacity for CF governance and management structures and strengthen enabling capacity of FDA	54,000.00	58,250.00	22,750.00	5,000.00	140,000.00
	SUBTOTAL COMPONENT 1					97,823.50	1,151,425.50	145,639.50	97,823.50	1,463,056.00
Component 2: Promote effective community-based management of PAs and INRM in the target landscapes										
Outcome indicator 2.1.1: - Percentage increase in biodiversity conserved in PAs *Baseline* – TBD *Target* – 20%	Output 2.1.1: Co-management of selected PAs implemented through tripartite (Government, CBOs, and conservation NGOs) Agreements	UNDP		TBD	***Output 2.1: Status of key species and their habitat improved due to participatory forest management and biodiversity conservation***	UNDP		40,000.00		40,000.00
		UNDP		TBD	**Activity 2.1.1.2**: Strengthen community-level understanding of land rights and community forestry		50,000.00	10,000.00		60,000.00
		UNDP		TBD	**Activity 2.1.1.3**: Carry out threats analysis and supporting activities to ensure significant biodiversity objectives are met		115,000.00	15,000.00		130,000.00
		FAO		TBD	**Activity 2.1.2.1:** Develop and implement reforestation and land restoration intervention plan in the target landscape	42,188.00	223,436.00	42,188.00	42,188.00	350,000.00
		FAO		TBD	**Activity 2.1.2.2:** Build capacities of local actors in forest conservation and restoration systems, including educational actors to start the sensitization of children about environment and sustainability - **FAO-led**		25,700.00	59,544.00		85,244.00
		UNDP		TBD	**Activity 2.1.2.4:** Establish /upgrade existing tree nurseries in the target landscape to serve as centers for plants production for reforestation and land restoration interventions – **UNDP-led**		79,176.00	53,603.00		*132,779.00*
		UNDP		TBD	Output 2.1.3 Capacity support to FDA/communities including remote sensing technologies, carbon monitoring tool to promote participatory biodiversity and forest monitoring	40,000.00				40,000.00
		UNDP		TBD	**Activity 2.1.3.3:** Based on the results of the stakeholder mapping and capacity assessment design and implement a capacity programme for strengthening the FDA/communities	128,000.00	44,000.00	8,040.00	5,000.00	185,040.00
		FAO		TBD	**Activity 2.1.3.4:** Develop climate-forest knowledge and application tools (such as Fire-weather index, GIS map layer analysis, GIS forest-climate reference and display tool, etc.);		135,104.00	27,520.00		162,624.00
		UNDP		TBD	**Activity 2.1.3.5:** Build capacity and support the establishment of community Eco guards to promote local stewardship for the protection of protected areas in partnership with the FDA		90,000.00	90,000.00		180,000.00
	SUBTOTAL COMPONENT 2					210,188.00	802,416.00	305,895.00	47,188.00	1,365,687.00
Component 3: Create and strengthen resilient, low-emission land management, equitable, non-timber forest product smallholder value chains through sustainable business development of forest and farm producers, and their organizations (e.g., cooperatives)										
Outcome indicator 3.1.1a: Number of climate resilient livelihood initiatives implemented in target	Outcome 3.1: Livelihood options for communities are made climate-resilient through diversification, enterprise development, SLFM, CSA and ASM[i] formalization	FAO			Activity 3.1.1.1: Undertake an Agrarian Systems Analysis and Diagnosis to better understand which Low carbon and climate resilient forestry and agroforestry practices to promote	14,116.00	4,116.00	34,526.00	28,316.00	81,074.00

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communities *Baseline* – 0 *Target* – At least 1 set per community engaged		*FAO*		*TBD*	and farmer training conducted (with provision of inputs/machinery and production site development support) on selected practices (identified in **Activity 3.1.1.1**:) for increased productivity and preservation Forest - **FAO-led**	144,500.00	162,452.00	77,500.00	17,760.00	402,212.00
		UNDP		*TBD*	**Activity 3.1.1.3:** Develop capacity on agroforestry practices through training for land rehabilitation, enhanced agricultural productivity and farmer' livelihoods in buffer zone of PAs and community forest to reduce encroachment	6,000.00	218,000.00	78,840.00	85,508.00	388,348.00
		UNDP		*TBD*	Activity 3.1.1.4: Develop market entry strategy targeting international markets for the selected NTFPs.		40,000.00			40,000.00
		UNDP		*TBD*	**Activity 3.1.2.1:** Identification and promotion of climate friendly small-scale enterprises, initiatives and partnerships	2,950.50	383,660.50	94,760.50	76,500.50	557,872.00
		UNDP		*TBD*	**Activity 3.1.2.2:** Promote public, private partnerships in support of biodiversity conservation and management	*60,000.00*				*60,000.00*
		UNDP		*TBD*	Activity 3.1.2.3: Support for strengthening/establishment of farmers and forest entrepreneur's cooperative through the Cooperative development Agency		100,000.00			100,000.00
		UNDP		*TBD*	**Activity 3.1.3.1:** Develop capacity development programmes tailored for youths and women engaged in the value addition and processing of NTFP		110,000.00			110,000.00
		FAO		*TBD*	**Activity 3.1.3.2:** Implement sustainable production standards and criteria through Training of Trainers (ToT) with a focus on women's empowerment, quality control systems, transparency, accountability, participation, inclusion and value chain analysis	27,990.00	41,054.00			69,044.00
		UNDP		*TBD*	**Activity 3.1.3.3:** Provide organizational support to producer groups (multipurpose co-operative societies, farmer groups) to enhance their bargaining position; introducing collective marketing strategies, financial management skills and group dynamics	15,000.00	80,000.00			95,000.00
		UNDP		*TBD*	**Activity 3.1.3.4:** Facilitate linkages between NTFPs producers, traders, enterprise and private sector and explore opportunities for value adding by farmers	10,000.00	115,000.00			125,000.00
		UNDP		*TBD*	**Activity 3.1.3.5:** Invest in procurement and maintenance of small–scale infrastructure and equipment to facilitate storage and agro-processing (storage, processing, packaging, testing/standardization) of agricultural and tree products		470,000.00			470,000.00
		FAO		*TBD*	**Activity 3.1.4.1:** Identification and promotion of climate friendly small-scale NTFP enterprises, initiatives, and partnerships		48,576.00	26,424.00		*75,000.00*
		UNDP		*TBD*	Activity 3.1.4.2: Support to impactful agro and forest-based entrepreneurs to scale up their ventures through access to technical assistance, mentorship, and co-financing (Growth Accelerator)		500,000.00			500,000.00
		UNDP		*TBD*	Activity 3.1.4.3: Implement marketing / communication campaigns to consumers to showcase efforts undertaken by VC actors		40,000.00			40,000.00
SUBTOTAL COMPONENT 3						280,556.50	2,312,858.50	312,050.50	208,084.50	3,113,550.00
Component 4: Knowledge management, communication and awareness, gender mainstreaming, and monitoring, evaluation and learning										

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Outcome 4.1 - Number of gender-balanced, knowledge management systems built/used *Baseline* – 0 *Target* – 2	Outcome 4.1: Knowledge management system built /strengthened to support gender-balanced community forest management and co-management of Pas	UNDP		TBD	Activity 4.1.1.1: Project Inception and Community Stakeholder Engagements	50,000.00				50,000.00
		UNDP		*TBD*	**Activity 4.1.1.2**: Establish Participatory Monitoring, Evaluation, and Learning System structured around a data collection and analysis cycle that align with and reinforce co-learning and co-creation		45,000.00	30,000.00		*75,000.00*
		UNDP		*TBD*	**Activity 4.1.1.3**: Synthesize lessons learnt and the findings of action learning activities and produce an online repository and community friendly platforms	5,000.00	35,000.00	5,000.00	5,000.00	*50,000.00*
		UNDP		*TBD*	**Activity 4.1.1.4**: Establish community of practice organize community level fora for sharing, exchange, and learning		45,000.00	5,000.00		*50,000.00*
		UNDP		*TBD*	**Activity 4.1.2.1**: Dissemination of project results through a communication plan and related mix of user-friendly multi-media outputs and contents produced (social media, advocacy material, video documentary etc)	**17,000.00**	**37,000.00**	**23,000.00**	**23,000.00**	***100,000.00***
		UNDP		*TBD*	**Activity 4.1.2.2:** Organize awareness meetings and further identify constraints from relevant policies (Agriculture, NRM, Cooperatives, water resource management, MF)	**8,998.00**	**11,498.00**	**10,998.00**	**11,498.00**	42,992.00
		UNDP		*TBD*	**Activity 4.1.3.2:** Based on Barrier Analysis results develop messaging strategy to reverse barriers to youth and women in business	10,000.00	70,000.00	10,000.00	10,000.00	***100,000.00***
SUBTOTAL COMPONENT 4						**90,998.00**	**243,498.00**	**83,998.00**	**49,498.00**	467,992.00
UNDP	Programme Cost **					475,946.34	2,642,582.34	349,050.34	170,760.34	***3,638,339.36***
	Indirect Support Cost**					***63,763.88***	***63,763.88***	***63,763.88***	***63,763.88***	***255,055.50***
FAO	Programme Cost					428,944.74	2,092,940.74	723,857.74	427,502.74	***3,673,245.98***
	Indirect Support Cost					***63,763.88***	***63,763.88***	***63,763.88***	***63,763.88***	***255,055.50***
Total	**Programme Cost**					***904,891.08***	***4,735,523.08***	***1,072,908.08***	***598,263.08***	***7,311,585.34***
	Indirect Support Cost (7%)					127,527.76	127,527.76	127,527.76	127,527.76	510,111.04
	MPTF administrative cost (1%)					18,218.21	18,218.21	18,218.21	18,218.21	72,872.84

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5. Management and Coordination Arrangements

Building on lessons learned as well as standard global best practices for joint programming, the project will integrate several mechanisms to ensure effective governance, programme management and coordination, both internally and externally vis-à-vis national stakeholders, donors/development partners and other implementers. The structures set out in this joint programme document do not substitute for organization-specific arrangements required by respective internal policies of the participating UN entities. The funds received by each Participating UN Organization will be implemented using the Direct Implementation Modality (DIM)[5], with the FDA as Responsible Partner (RP).

Programme Governance

A Joint Programme Steering Committee will be established. The Steering Committee, which will be chaired by the UN Resident Coordinator or his designate, represents the main governance entity of the joint programme, responsible for guiding the overall strategic direction of the programme and reviewing implementation progress and results. The Steering Committee will be convened annually and will include the programme' s main national stakeholders (Forestry Development Authority, Environmental Protection Agency, Ministry of Agriculture, Ministry of Gender, Children & Social Protection, Ministry of Internal Affairs, Cooperative Development Agency, UNDP, FAO, and Embassy of Sweden). To promote inclusiveness and transparency, the Steering Committee will include representatives of NGOs/CSOs including: the National Union of Organizations of the Disabled (NUOD), Women NGO Secretariat of Liberia (WONGOSOL), the National Union of Community Forest Development Committee, Federation of Liberian Youth, Rice & Rights Foundation (RRF), University of Liberia and Conservation International. The Steering Committee will be supported by the Joint Programme Manager, who serves as the Secretary of the Steering Committee.

The Secretary will provide administrative support to the Steering Committee and provide advice on performance measurement and reporting issues. H/she will also provide coordination, support monitoring and evaluation, facilitate access to information, monitoring of key activities results and promoting synergy and collaboration/cooperation.

Programme Management

Under the supervision of the two UN implementing entities of the Joint Programme, the Joint Programme Manager will be tasked with overall management of the project, ensuring that the Joint Programme achieves the expected results set out in the Programme Document and subsequent Annual Work Plans. In addition, s/he will be responsible for issuing (joint) progressive narrative and financial reports to account for resources allocated and results achieved. The Joint Programme Manager will be supported by the 'Joint Programme Management Team' comprised of Programme Specialists and other technical experts from the two UN implementing entities, who will provide day-to-day management of the agency-specific teams and components. Second tier managers will report first to the Joint Programme Manager, with secondary reporting lines to their respective UN organizations. The Joint Programme will be supported by regional technical experts who will provide advisory and technical backstopping.

[5] Direct Implementation (DIM) is the modality whereby responsible UN agency takes on the role of Implementing Partner. In DIM modality, the UN agency has the technical and administrative capacity to assume the responsibility for mobilizing and applying effectively the required inputs reach the expected outputs. Said UN assumes overall management responsibility and accountability for project implementation. Accordingly, the institution is required to follow all policies and procedures established for its own operations

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6. Fund Management Arrangements

The Joint Programme will be using a pass-through fund management modality. The UNDP Multi-Partner Trust Fund Office will act as the Administrative Agent (AA) of the Joint Programme. Each Participating UN Organization receiving funds through the pass-through would have to sign the Memorandum of Understanding of the JP. The AA will be responsible for:

- Concluding a Memorandum of Understanding (MoU) with the Participating UN Organizations (PUNOs).
- Concluding Standard Administrative Arrangements (SAAs) with the donor(s).
- Receive, administer and manage contributions from the donor(s).
- Disburse funds to the PUNOs in accordance with the JP Steering Committee decisions as instructed by its UN Co-Chair.

The MPTF Office will charge an administrative agent fee of one per cent (1%) of each of the contributions made to the Joint Programme.

The Participating UN Organizations will:

- Assume full programmatic and financial responsibility and accountability for the funds disbursed to it by the Administrative Agent. Such funds will be administered by each Participating UN Organization in accordance with its own regulations, rules, directives and procedures.
- Be entitled to deduct 7% indirect costs on contributions received.

7. Monitoring, Evaluation and Reporting

Monitoring:

A joint M&E framework has been developed and will guide the monitoring and evaluation work of the *CFPM Project*. Drawing on best practices and lessons learnt from other key UN natural resource management and forest experience, these indicators have been carefully selected for their ability to track key strategic changes envisaged by the programme. A combination of qualitative and quantitative indicators, they provide evidence against the theory of change that underscores the programme. At the outcome and impact level, indicators have been fully aligned with UNSDCF, PAPD and SDG frameworks. In addition to this 'core set' of joint programme indicators, implementing Agencies will develop activity or project level performance indicators as part of more regular monitoring against the annual work plan throughout the year.

Table 2: Joint Programme Monitoring Framework (JPMF)

Expected Results (Outcomes & outputs)	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods (with indicative time frame & frequency)	Responsibilities	Risks & assumptions
From Results Framework (Table 1)	From Results Framework (Table 1) Baselines are a measure of the indicator at the start of the joint programme	From identified data and information sources	How is it to be obtained?	Specific responsibilities of participating UN organizations (including in case of shared results)	Summary of assumptions and risks for each result
Output 1.1.1 A	Outcome	FDA annual report;	M&E	Joint	High: Institutional

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Existing local governance institutions [CFMBs/ Community-Based Organizations (CBOs)] and Conservancy-based forums strengthened	indicator 1.1.a: – Number of communities with strengthened capacities on CFM *Baseline* – TBD *Target* – 7 to 10 communities with strengthened capacities on CFM	Project periodic and community monitoring reports Project evaluation reports	Survey/Annually	Programme M&E Analyst: M&E progress against stated results, Analysis of Work Plan implementation and objectives, and regular progress reviews.	weakness: weak implementation capacity at local and institutional levels
Output 2.1.1: Co-management of selected PAs implemented through tripartite (Government, CBOs, and conservation NGOs) Agreements	Outcome indicator 2.1.1: - Percentage increase in biodiversity conserved in PAs *Baseline* – TBD *Target* – 20%	FDA annual report; Project Evaluation reports	Biodiversity surveys/biannually	Joint Programme M&E Analyst: M&E progress against stated results, Analysis of Work Plan implementation and objectives, and regular progress reviews.	Moderate: Restoration of degraded forests through community driven reforestation and promoting agroforestry farming may involve the risk of accidental introduction of invasive species
Outcome 3.1: Livelihood options for communities are made climate-resilient through diversification, enterprise development, SLFM, CSA and ASM[ii] formalization	Outcome indicator 3.1.1a: Number of climate resilient livelihood initiatives implemented in target communities *Baseline* – 0 *Target* – At least 1 set per community engaged	FDA and MoA annual reports; Project periodic /community monitoring reports	M&E data collection/Monthly	Joint Programme M&E Analyst: M&E progress against stated results, Analysis of Work Plan implementation and objectives, and regular progress reviews.	Medium: Lack of effective participation of local communities in project interventions
Outcome 4.1: Knowledge management system built /strengthened to support gender-balanced community	Outcome 4.1 - Number of gender-balanced, knowledge management systems built/used *Baseline* – 0	FDA, annual reports; Project periodic /community monitoring reports	Community surveys/Quarterly	Joint Programme M&E Analyst: M&E progress against stated results, Analysis of Work Plan implementation	Moderate: Cultural norms limit gender integration, especially women's participation in project interventions

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forest management and co-management of Pas	*Target* – 2			and objectives, and regular progress reviews.	

Annual/Regular reviews:

CFPM will implement a system of ongoing review of progress, at two distinct but inter-related levels:

- Ongoing monitoring against the theory of change and the results framework indicators. This will be done at an annual basis and will form the basis for reporting to donors and other stakeholders. This review process will include review of the risks and assumptions that underscore the programme's theory of change and will be revised as appropriate. The M Joint Programme M&E Analyst will be responsible for this process, including coordinating data collection and tracking of progress against these targets, with support from the joint programme staff of the participating UN entities.

- Monitoring of progress on implementing the annual work plan. This is a more detailed tracking of progress at the activity level, and responsibility rests with the individual agency who will draw on their corporate M&E systems as they deem relevant. However, the Joint Programme M&E Analyst will set up mid-year and annual reviews, to ensure continued cross-agency coordination and coherence between the different inter-related implementation frameworks.

Evaluation:

- Two years into programme implementation a robust, independent mid-term independent evaluation wi be conducted of *the CFPM project* that will take stock of progress against planned results and provid recommendations for implementation and any necessary readjustment of strategic direction for the fin two years of the programme's implementation. Recommendations of this evaluation will inform planni for the second phase of the programme (years four and five), and progress on implementation of it recommendation will be reported back to all stakeholders, including donors/development partners.

- A final impact evaluation will be conducted no later than 3 months before completion of the programme

Reporting:

Narrative Reporting

Reporting on the joint programme (JP) will be results-oriented, and evidence-based. Each Participating U Organization will provide the Convening Agent with the following narrative reports prepared in accordance wit instructions and templates developed by the UN Development Group (UNDG):

- Annual narrative progress reports, to be provided no later than three (3) months (31 March) after th end of the calendar year;
- Final narrative report, after the completion of the joint programme activities, to be provided no lat than four (4) months after the end of the calendar year in which the operational closure of the activitie of the joint programme occurs.

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The Convening Agent will compile the narrative reports of all Participating UN Organizations and submit a consolidated report to the Administrative Agent (AA) through the Joint Programme Manager by end of April.

Financial Reporting

Each Participating UN Organization will provide the Administrative Agent with:

- Annual financial reports as of 31 December with respect to the funds disbursed to it from the Joint Programme Account, to be provided no later than four (4) months (30 April) after the end of the calendar year; and
- Certified final financial statements and final financial reports after the completion of the activities in the Joint Programme Document, including the final year of the activities in the Joint Programme Document, to be provided no later than five (5) months (31 May) after the end of the calendar year in which the financial closure of the activities in the Joint Programme Document occurs, or according to the time period specified in the financial regulations and rules of the Participating UN Organization, whichever is earlier.

The Multi-Partner Trust Fund office will be responsible for consolidating the financial reports and submitting them along with the consolidated narrative reports prepared by the Convening Agent to the donors, Steering Committee and Participating UN Organizations, in accordance with the timetable established in the MOU and SAA.

The Administrative Agent will also provide the donors, Steering Committee and Participating UN Organizations with certified annual and final financial statements/reports ("Source of Use of Funds" as defined by UNDG guidelines) on its activities as Administrative Agent, as specified in the MOU and SAA.

8. Legal Context or Basis of Relationship

Table 3: Basis of Relationship (illustrative examples)

Participating UN organization	Agreement
UNDP	This Joint Programme Document shall be the instrument referred to as the Project Document in Article I of the Standard Basic Assistance Agreement between the Government of Liberia and the United Nations Development Programme, signed by the parties on [DATE].
FAO	The Food and Agriculture Organization of the United Nations and the Government of Liberia signed agreement for the establishment of the FAO Representation in Liberia on [DATE].

The Implementing Partners/Executing Agency[6] agree to undertake all reasonable efforts to ensure that none of the funds received pursuant to this Joint Programme 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.

[6] Executing Agency in case of UNDP in countries with no signed Country Programme Action Plans

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9. Work plans and budgets

There are detailed, budgeted annual work plans (AWPs) developed for the joint programme, which wi be reviewed on an annual basis. Annual work plans will detail the activities to be carried out within th joint programme and by the responsible implementing partners, timeframes and planned inputs fro the participating UN organizations. Work plans will be presented annually at the meeting of the Join Programme Steering Committee and approved by signature of the co-chairs of the Steering Committee Donors/development partners shall be consulted on and approve the AWP separately in a meetin proceeding the meeting of the Steering Committee. Annex I attached presents a work plan for th period of the project (2022-2026.

Budget by UNDG Category

PROJECT BUDGET				
	CATEGORY	**Total Amount (US$)**	**UNDP**	**FAO**
1	Staff and other personnel costs	**1,203,507.66**	613,370.00	590,137.6
2	Supplies, Commodities, Materials	**830,470.36**	396,450.36	434,020.0
3	Equipment, Vehicles and Furniture including Depreciation	**50,000.00**	50,000.00	
4	Contractual Services	**1,040,695.00**	208,000.00	832,695.0
5	Travel	**387,128.00**	80,776.00	306,352.0
6	Transfers and Grants to Counterparts	**2,913,214.00**	1,976,510.00	936,704.0
7	General Operating and Other Direct Costs	**886,570.32**	313,233.00	573,337.3
	Total Programme Costs	**7,311,585.34**	**3,638,339.36**	**3,673,245.9**
8	Indirect Support Costs**	**511,810.97**	**254,683.76**	**257,127.2**
	TOTAL Programmable Amount	**7,823,396.31**	**3,893,023.12**	**3,930,373.2**

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Annex I Work Plan for the Period June 2022 to May 2026

Component 1: Enabling policy, governance framework and institutional capacity for CFM																							
JP Outputs (Give corresponding indicators and baselines)	UN Organization	Activities	Timeframe																Implementing Partner	PLANNED BUDGET		
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		Source of funds	Budget Description	Amount
Output 1.1.1 A Existing local governance institutions [CFMBs/ Community-Based Organizations (CBOs)] and Conservancy-based forums strengthened on CFM Outcome indicator 1.1.a: –Number of communities with strengthened capacities on CFM *Baseline* – TBD *Target* – 7 to 10 communities with strengthened capacities on CFM FAO	*FAO*	*Activity 1.1.1.1: Review of national legislation, plans and policies and assessment of tenure governance related to land and forest*																		*Embassy of Sweden*	*Contractual services*	*51,100.00*
	FAO	*Activity 1.1.1.2: Carry out trainings and workshops to improve community and local government capacity to develop management plan and ME of community forestry activities.*																		*Embassy of Sweden*	General Operating and Other Direct Cost	78,680.00
	FAO	*Activity 1.1.1.3: Support the establishment and management of designated CFs in selected counties*																		*Embassy of Sweden*	Transfers and Grants to Counterparts	563,188.00
	FAO	Activity 1.1.2.2: Design and implement a forest resources assessment (timber, NTFP and wildlife) in the framework of community forest monitoring and bio-monitoring systems																		*Embassy of Sweden*	Contractual Services/other direct costs	141,180.00
	FAO	Activity 1.1.2.3: Produce detailed plans for laying the foundations for successful CFM, [and] ensuring that a community-wide perspective on the values of the forest can be integrated into management plans.																		*Embassy of Sweden*	Contractual services	188,140.00
	FAO	Activity 1.1.2.4: Strengthening land ownership/ resource access through clarification and demarcation of tenure rights with communities, civil society, forest and agriculture departments																		*Embassy of Sweden*	Contractual services/other direct costs	96,688.00
	FAO	Activity 1.1.3.1: Draft and submit proposals for development/ amendment of laws, plans and policies to support community management, sustainable community forest businesses, and biodiversity conservation in forests.																		*Embassy of Sweden*	Contractual services/other direct costs	62,620.00
	FAO	Activity 1.1.3.3: Harmonise existing legal frameworks to ensure the effective integration of Reduced Emissions from Deforestation and Degradation (REDD+) within national development strategies.																		*Embassy of Sweden*	Contractual services/other direct costs	66,460.00
	UNDP	Activity 1.1.3.4: Develop capacity for CF governance and management structures and strengthen enabling capacity of FDA																		*Embassy of Sweden*	Contractual services/other direct costs	140,000.00
																						1,463,056.00

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Component 2: Promote effective community-based management of PAs and INRM in the target landscapes																								
Output 2.1.1: Co-management of selected PAs implemented through tripartite (Government, CBOs, and conservation NGOs) Agreements Outcome indicator 2.1.1: - Percentage increase in biodiversity conserved in PAs *Baseline* – TBD *Target* – 20% FAO	*UNDP*	*Output 2.1: Status of key species and their habitat improved due to participatory forest management and biodiversity conservation*																			*Embassy of Sweden*	*Contractual services*	40,000.00
	UNDP	Activity 2.1.1.2: Strengthen community-level understanding of land rights and community forestry																			*Embassy of Sweden*	*Contractual services/Transfers and grants*	60,000.00
	UNDP	Activity 2.1.1.3: Carry out threats analysis and supporting activities to ensure significant biodiversity objectives are met																			*Embassy of Sweden*	*Transfers and grants*	130,000.00
	FAO	Activity 2.1.2.1: Develop and implement reforestation and land restoration intervention plan in the target landscape																			*Embassy of Sweden* *Embassy of Sweden*	*Transfers and grants*	350,000.00
	FAO	Activity 2.1.2.2: Build capacities of local actors in forest conservation and restoration systems, including educational actors to start the sensitization of children about environment and sustainability - FAO-led																			*Embassy of Sweden* *Embassy of Sweden*	*Contractual services*	85,244.00
	UNDP	Activity 2.1.2.4: Establish /upgrade existing tree nurseries in the target landscape to serve as centers for plants production for reforestation and land restoration interventions																			*Embassy of Sweden*	*Transfers and grants*	*132,779.0*
	UNDP	Output 2.1.3 Capacity support to FDA/communities including remote sensing technologies, carbon monitoring tool to promote participatory biodiversity and forest monitoring																			*Embassy of Sweden* *Embassy of Sweden*	*Staff cost/other direct costs*	40,000.00
	UNDP	Activity 2.1.3.3: Based on the results of the stakeholder mapping and capacity assessment design and implement a capacity programme for strengthening the FDA/Communities																			*Embassy of Sweden*	Supplies/other direct costs	185,040.00
	FAO	Activity 2.1.3.4: Develop climate-forest knowledge and application tools (such as Fire-weather index, GIS map layer analysis, GIS forest-climate reference and display tool, etc.);																			*Embassy of Sweden*	*Staff/contractual services/other direct costs*	162,624.00
	UNDP	Activity 2.1.3.5: Build capacity and support the establishment of community Eco guards to promote local stewardship for the protection of protected areas in partnership with the FDA																			*Embassy of Sweden*	*Transfer and grants*	180,000.00
																								1,365,687.00
Component 3: Create and strengthen resilient, low-emission land management, equitable, non-timber forest product smallholder value chains through sustainable business development of forest and farm producers, and their organizations (e.g., cooperatives)																								
Outcome 3.1: Livelihood options for communities are made climate-resilient through diversification,	*FAO*	Activity 3.1.1.1: Undertake an Agrarian Systems Analysis and Diagnosis to better understand which Low carbon and climate resilient forestry and agroforestry practices to promote																			*Embassy of Sweden*	Staff/ contractual services	81,074.00

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enterprise development, SLFM, CSA and ASM[ii] formalization Outcome indicator 3.1.1a: Number of climate resilient livelihood initiatives implemented in target communities *Baseline* – 0 *Target* – At least 1 set per community engaged *UNDP*	*FAO*	Activity 3.1.1.2: Farmer field schools established and farmer training conducted (with provision of inputs/machinery and production site development support) on selected practices (identified in Activity 3.1.1.1:) for increased productivity and preservation Forest - FAO-led																			*Embassy of Sweden*	Staff/contractual services/transfer and grants/other direct costs/supplies	402,212.00
	UNDP	Activity 3.1.1.3: Develop capacity on agroforestry practices through training for land rehabilitation, enhanced agricultural productivity and farmer' livelihoods in buffer zone of PAs and community forest to reduce encroachment																			*Embassy of Sweden*	Staff/contractual services/transfer and grants/other direct costs/supplies	388,348.00
	UNDP	Activity 3.1.1.4: Develop market entry strategy targeting international markets for the selected NTFPs.																			*Embassy of Sweden*	*Contractual services*	40,000.00
	UNDP	Activity 3.1.2.1: Identification and promotion of climate friendly small-scale enterprises, initiatives and partnerships																			*Embassy of Sweden* *Embassy of Sweden*	Staff/contractual services/transfer and grants/other direct costs/supplies	557,872.00
	UNDP	Activity 3.1.2.2: Promote public, private partnerships in support of biodiversity conservation and management																			*Embassy of Sweden*	*Contractual services/ other direct costs/staff*	*60,000.00*
	UNDP	Activity 3.1.2.3: Support for strengthening/establishment of farmers and forest entrepreneur's cooperative through the Cooperative development Agency																			*Embassy of Sweden* *Embassy of Sweden*	Staff/contractual services /other direct costs/supplies	100,000.00
	UNDP	Activity 3.1.3.1: Develop capacity development programmes tailored for youths and women engaged in the value addition and processing of NTFP																			*Embassy of Sweden* *Embassy of Sweden*	General operating and other direct costs/contractual services	110,000.00
	FAO	Activity 3.1.3.2: Implement sustainable production standards and criteria through Training of Trainers (ToT) with a focus on women's empowerment, quality control systems, transparency, accountability, participation, inclusion and value chain analysis																			*Embassy of Sweden* *Embassy of Sweden*	General operating and other direct costs/contractual services	69,044.00
	UNDP	Activity 3.1.3.3: Provide organizational support to producer groups (multipurpose co-operative societies, farmer groups) to enhance their bargaining position; introducing collective marketing strategies, financial management skills and group dynamics																			*Embassy of Sweden* *Embassy of Sweden*	General operating and other direct costs/staff	95,000.00
	UNDP	Activity 3.1.3.4: Facilitate linkages between NTFPs producers, traders, enterprise and private sector and explore opportunities for value adding by farmers																			*Embassy of Sweden* *Embassy of Sweden*	General operating and other direct costs/travel/contractual services	125,000.00

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	UNDP	Activity 3.1.3.5: Invest in procurement and maintenance of small–scale infrastructure and equipment to facilitate storage and agro-processing (storage, processing, packaging, testing/standardization) of agricultural and tree products																	*Embassy of Sweden* *Embassy of Sweden*	Supplies, Commodities, Materials	470,000.00
	FAO	Activity 3.1.4.1: Identification and promotion of climate friendly small-scale NTFP enterprises, initiatives, and partnerships																	*Embassy of Sweden* *Embassy of Sweden* *Embassy of Sweden*	*Transfer and grants*	*75,000.00*
	UNDP	Activity 3.1.4.2: Support to impactful agro and forest-based entrepreneurs to scale up their ventures through access to technical assistance, mentorship, and co-financing (Growth Accelerator)																	*Embassy of Sweden* *Embassy of Sweden*	*Transfer and grants*	500,000.00
	UNDP	Activity 3.1.4.3: Implement marketing / communication campaigns to consumers to showcase efforts undertaken by VC actors																	*Embassy of Sweden* *Embassy of Sweden*	General operating and other direct costs/travel/contractual services	40,000.00
SUBTOTAL COMPONENT 3																							3,113,550.00
Component 4: Knowledge management, communication and awareness, gender mainstreaming, and monitoring, evaluation and learning																							
Outcome 4.1: Knowledge management system built /strengthened to support gender-balanced community forest management and co-management of Pas Outcome 4.1 - Number of gender-balanced, knowledge management systems built/used *Baseline* – 0 *Target* – 2 *UNDP*	*UNDP*	Activity 4.1.1.1: Project Inception and Community Stakeholder Engagements																	*Embassy of Sweden* *Embassy of Sweden*	General operating and other direct costs/travel	50,000.00
	UNDP	Activity 4.1.1.2: Establish Participatory Monitoring, Evaluation, and Learning System structured around a data collection and analysis cycle that align with and reinforce co-learning and co-creation																	*Embassy of Sweden*	*Other direct cost/travel*	*75,000.00*
	UNDP	Activity 4.1.1.2.1 Mid-term Evaluation (M&E data collection field missions)																	*Embassy of Sweden*	*Contractual services*	
	UNDP	Activity 4.1.1.2.2 Terminal Evaluation																	*Embassy of Sweden*	*Contractual services*	
	UNDP	Activity 4.1.1.3: Synthesize lessons learnt and the findings of action learning activities and produce an online repository and community friendly platforms																	*Embassy of Sweden*	General operating and other direct costs/travel	*50,000.00*
	UNDP	Activity 4.1.1.4: Establish community of practice organize community level fora for sharing, exchange, and learning																	*Embassy of Sweden*	General operating and other direct costs/travel	*50,000.00*
	UNDP	Activity 4.1.2.1: Dissemination of project results through a communication plan and related mix of user-friendly multi-media outputs and contents produced (social media, advocacy material, video documentary etc)																	*Embassy of Sweden*	General operating and other direct costs/travel	*100,000.00*

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	UNDP	Activity 4.1.2.2: Organize awareness meetings and further identify constraints from relevant policies (Agriculture, NRM, Cooperatives, water resource management, MF)																		*Embassy of Sweden*	General operating and other direct costs/travel	42,992.00
	UNDP	Activity 4.1.3.2: Based on Barrier Analysis results develop messaging strategy to reverse barriers to youth and women in business																		*Embassy of Sweden*	Other direct cost	*100,000.00*
SUBTOTAL COMPONENT 4																						467,992.00
Total Planned Budget																						7,894,569.18
	Total UNDP																					3,893,394.86
	Total FAO																					3,928,301.48
	Total MPTF																					72,872.84

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