

# Global Programme Document - Second Budget Revision

UN-REDD PROGRAMME 23 March 2010



#### Second Budget Revision

# 1. Cover Page

Global

Programme Title: UN-REDD Programme – International Support Functions

Joint Programme Outcome(s): This second budget revision adds activities to the existing three outcomes, Outcome 1: Improved guidance on Measurement, Reporting and Verification (MRV) approaches, Outcome 2: Increased engagement of stakeholders in the REDD agenda.

**Outcome 4**: Increased knowledge management, coordination and communication (specifically output 4.4 related to operation of the UN-REDD Programme Secretariat)

Programme Duration: 6 months (within 9 months period, pending on outcome)	Total estimated budget revision*: 3,763,577 US\$
Anticipated start/end dates: 1 April 2010 / 31 December 2010 Fund Management Option: Pass-Through Managing or Administrative Agent: UNDP Multi-	Out of which: 1. Funded Budget: 3,763,577 US\$ 2. Unfunded budget: * Total estimated budget includes both programme costs and indirect support costs
Donor Trust Fund Office	Budget allocations approved by the 1 <sup>st</sup> UN-REDD
Sources of funded budget: UN-REDD programme Fund • Distribution of Funds FAO 1,133,430 US\$ UNDP 1,219,758 US\$ UNEP 1,410,389 US\$	Programme Policy Board, 10 March 2009: 6,673,590 US\$ Budget allocations approved by the 2 <sup>nd</sup> UN-REDD Programme Policy Board, 15 June 2009: 2,888,415 US\$
	Total new budget: US\$13,325,582

#### Names and signatures of participating UN organizations

Name of Representative: Peter Holmgren       Not Applicable         Director, Environment Climate Change and Bioenergy Division       Signature         Name of Organization: Food and Agriculture Organization of the United Nations       Not applicable         Name of Organization: Food and Agriculture Organization of the United Nations       Not applicable         Name of Representative: Veerle Vandeweerd       Not applicable         Director, Environment and Energy Group       Not applicable         Signature       Mame of Organization: United Nations Development Programme         Date & Seal       Not applicable         Name of Representative: Tim Kasten       Not applicable         Deputy Director, Division of Environmental Policy       Not applicable         Signature       Mame of Organization: United Nations Environment Programme         Date & Seal       Not applicable	UN organizations	National Coordinating
Director, Environment Climate Change and Bioenergy Division         Signature         Name of Organization: Food and Agriculture Organization of the United Nations         Date & Seal       24/3/0         Name of Representative: Veerle Vandeweerd       Not applicable         Director, Environment and Energy Group       Signature         Signature       Name of Organization: United Nations Development Programme         Date & Seal       Not applicable         Signature       Not applicable         Name of Representative: Tim Kasten       Not applicable         Deputy Director, Division of Environmental Policy       Not applicable         Signature       Mature         Name of Organization: United Nations Environment Programme       Not applicable		Authorities
Signature       Name of Organization: Food and Agriculture Organization of the United Nations         Date & Seal       24(3)         Name of Representative: Veerle Vandeweerd       Not applicable         Director, Environment and Energy Group       Signature         Signature       Vandardeeddeeddeeddeeddeeddeeddeeddeeddeedd	Name of Representative: Peter Holmgren	Not Applicable
Date & Seal       241310         Name of Representative: Veerle Vandeweerd       Not applicable         Director, Environment and Energy Group       Signature         Signature       Vandaweerd         Name of Organization: United Nations Development Programme       Not applicable         Date & Seal       Not applicable         Name of Representative: Tim Kasten       Not applicable         Deputy Director, Division of Environmental Policy       Not applicable         Signature       Name of Organization: United Nations Environment Programme	Signature	
Name of Representative: Veerle Vandeweerd       Not applicable         Director, Environment and Energy Group       Signature         Signature       Vandaweerd         Name of Organization: United Nations Development Programme       Date & Seal         Name of Representative: Tim Kasten       Not applicable         Deputy Director, Division of Environmental Policy       Not applicable         Signature       Mame of Organization: United Nations Environment Programme	Name of Organization: Food and Agriculture Organization of the United Nations	
Director, Environment and Energy Group Signature Name of Organization: United Nations Development Programme Date & Seal Name of Representative: Tim Kasten Deputy Director, Division of Environmental Policy Signature Name of Organization: United Nations Environment Programme	Date & Seal 24/3/10	
Signature       Name of Organization: United Nations Development Programme         Date & Seal       Name of Representative: Tim Kasten         Deputy Director, Division of Environmental Policy       Not applicable         Signature       Mame of Organization: United Nations Environment Programme	Name of Representative: Veerle Vandeweerd	Not applicable
Signature       Name of Organization: United Nations Development Programme         Date & Seal       Name of Representative: Tim Kasten         Deputy Director, Division of Environmental Policy       Not applicable         Signature       Name of Organization: United Nations Environment Programme	Director, Environment and Energy Group	
Date & Seal       Name of Representative: Tim Kasten       Not applicable         Deputy Director, Division of Environmental Policy       Signature       Not applicable         Signature       Mame of Organization: United Nations Environment Programme       Not applicable	Signature OVandeweerd	
Name of Representative: Tim Kasten       Not applicable         Deputy Director, Division of Environmental Policy       Signature         Signature       Not applicable         Name of Organization: United Nations Environment Programme       Not applicable	Name of Organization: United Nations Development Programme	
Deputy Director, Division of Environmental Policy Signature Manual Mathematical Policy Name of Organization: United Nations Environment Programme	Date & Seal	
Signature M A A A A A A A A A A A A A A A A A A	Name of Representative: Tim Kasten	Not applicable
Name of Organization: United Nations Environment Programme	Deputy Director, Division of Environmental Policy	
Date& Seal 7/4/10	Name of Organization: United Nations Environment Programme	
	Date& Seal $7/4/10$	

## 2. Executive Summary

The activities of the Global Programme support the country efforts on REDD+. They also seek to support the international community at large in building confidence and understanding of the policy and technical aspects of the eventual REDD+ mechanism under the United Nations Framework Convention on Climate Change (UNFCCC). The Global Programme activities focus on providing practical guidance on REDD+, convening technical meetings at regional and international levels, providing data, carrying out and sharing analyses, improving knowledge and awareness of REDD+ opportunities and challenges, and enhancing collaboration among the UN agencies and with other initiatives.

The programme design draws from the respective strengths of the partner agencies in line with One-UN objectives and provides technical and scientific support as well as knowledge management. The original Global programme Document is available at:

(www.unredd.net/index.php?option=com docman&task=doc download&gid=135&Itemid=53)

At its first meeting (9-10 March 2009, Panama), the UN-REDD Policy Board approved the budget allocations for the Global Programme, amounting to US\$ 6,673,590.

At its second meeting (14-15 June, Montreux), the UN-REDD Policy Board approved the budget allocations to revise the Global Programme, with an amount of US\$ 2,888,415, to incorporate the establishment and operation of the Programme Secretariat and include funds for regional technical support. The Global Programme Document was revised accordingly and is available at:

www.unredd.net/index.php?option=com docman&task=doc download&gid=1222&Itemid=53.

As with the first budget revision, the overall formulation of the programme under this revision remains the same as per the first Global Joint Programme document signed by FAO, UNDP and UNEP and presented at the first Policy Board Meeting of the UN-REDD Programme (9-10 March 2009, Panama).<sup>1</sup>

This time, the budget is revised by an amount of US\$ 3,763,577 to increase the activities to achieve three of the four outcomes that have been set, namely:

Outcome 1: Improved guidance on Measurement, Reporting and Verification (MRV) approaches

Outcome 2: Increased engagement of stakeholders in the REDD agenda

Outcome 4: Increased knowledge management, coordination and communication (specifically output 4.4 related to operation of the UN-REDD Programme Secretariat)

The main reasons for strengthening these activities is the increased demand from the UN-REDD Programme and other countries for support to testing, developing and implementing MRV methodologies and setting up national MRV systems, as well as an increasing need to promote stakeholder awareness and engagement in REDD+ activities.

## 3. Results Framework, work plans and budgets

#### 3.1 Budget Revision

The revision is made at the activity level. No changes are made at the outcome or output levels. The total amount of the revision for six months is US\$ 3,763,577, to be implemented within nine months period starting on 1 April 2010 to 31 December 2010. Implementation of the new activities under Outcomes 1 (MRV) and 2 (stakeholder engagement) are expected to start immediately. The budget for the UN-REDD

<sup>&</sup>lt;sup>1</sup> Note that all sections of the original signed Joint Programme Document apply to this budget revision.

programme secretariat is for the period from 1 July to 31 December. *See Table 1: Results Framework and Resource Allocation*.

#### 3.2. Summary of additional activities

As described in the Programme Framework Document of 20 June 2008 (<u>http://www.undp.org/mdtf/UN-REDD/docs/Annex-A-Framework-Document.pdf</u>), the three UN agencies – coordinating with other partners – can support the country actions in a variety of ways. Such efforts will be designed to maximize country benefits in the delivery of REDD and to ensure consistency in approaches and economies of scale.

The new activities can be summarized as follows.

<u>Outcome 1</u>: To further support the development of guidance on Measurement, Reporting and Verification (MRV) approaches, the UN-REDD programme will

- Review of the current status of REDD+ monitoring activities in countries in order to enhance and support national coordination on MRV. This will include an analysis of the relationship at both global and national levels between (a) monitoring of co-benefits and (b) greenhouse gases
- Support to organize in-country technical MRV workshops to ensure that capacity building plans to respond to MRV requirement for REDD+
- Provide further technical support to design and development of national monitoring systems and reference emissions levels (RELs) necessary for REDD+ readiness
- Increase capacity of national focal points to better understand and implement IPCC guidelines including by training of national experts to help them join the UNFCCC roster of experts
- Develop MRV Guidelines, specifically a concrete action guide for implementation of a MRV system at country level and
- Identification of lessons from country experiences of developing MRV systems for the development of global guidance.

<u>Outcome 2:</u> To further support the engagement and participation of Indigenous Peoples' (IP) and Civil Society Organizations' (CSO) representatives in the REDD+ activities, the UN-REDD Programme will:

• Finalize the UN-REDD Guidelines on the Engagement of Indigenous Peoples and support their application in countries

Support the participation of IP and CSO representatives in the UN-REDD Programme meetings and in other important global and regional meetings dealing with participation issues

- Support the UN-REDD programme countries to implement a recourse mechanism
- Facilitate IP & CSO engagement in the formulation and implementation of National Programmes through guidance, contacts with IP & CSO networks, follow up on consultation processes and distribution of consultation reports
- Facilitate targeted communication
- Provide national and regional training and capacity building on REDD for Indigenous Peoples and Civil Society Organizations
- Map out research already undertaken or available (incl. ongoing initiatives) to inform policy guidance and compile it online and identify needs to undertake research in order to formulate policy guidance on land and resource rights, REDD payment structuring, and role of IP and local communities and traditional knowledge in MRV.

In many of these activities under Outcome 2, a close link will be established with the IUCN "Towards Propoor REDD" project.

<u>Outcome 4</u>: Increased knowledge management, coordination and communication. This is largely done through a fully operational UN-REDD Programme Secretariat (output 4.4.) with the following main activities:

• Organize Policy Board meetings (including providing travel support to member participants from developing countries)

- Develop the UN-REDD programme further by increasing the number of countries and seeking additional funding to support their capacity development toward REDD+
- Monitor and evaluate the UN-REDD Programme, including:
  - Quality assurance and oversight of national joint programmes (support to development and implementation of national programmes)
  - Quality assurance and oversight of the international support functions (support to delivery of global activities to ensure coherence)
  - Plan and carry out an evaluation of the UN-REDD Programme
- Provide leadership in strategic planning
- Build partnerships and maintain external relations enhance collaboration
- Support the participating agencies to coordinate their efforts to increase synergies and efficiency and strengthen joint programming
- Enhance and apply innovative knowledge management, including by maintaining the UN-REDD website as well as the community of practice on the interactive Workspace, which all participating countries and partner initiatives can benefit from and contribute to
- Share information and lessons learned from country and agency efforts; and communicate on all aspects of REDD+.

Note: This budget revision UN-REDD Programme Secretariat enables its operation until end of 2010. The Secretariat plans to request a new budget for 2011 in the last quarter of 2010 (5<sup>th</sup> Meeting of the Policy Board).

#### 3.3. Results framework, work plan and budget

The following tables describe the results framework, budget allocations and work plan (table 1) and a summary of the costs (tables 2 and 3) for the additional activities:

The work plan and budget of this Programme has been developed jointly by the three participating UN organizations. It details the activities under the existing outcomes 1, 2 and 4 to be carried out within the UN-REDD programme, timeframes and planned inputs from the participating UN organizations as well as expected outcomes and outputs.

As necessary, a revised work plan and budget will be produced subsequent to the decisions of the annual/regular reviews.

 Table 1. UN-REDD Global Programme, second budget revision. Results framework, budget allocations, indicative activities and work plan.

 March 2010.

			UN-REDD Global Programme				
Slobal Program	ma Quitcoma 1		Second Budget Revision nce on measurement, reporting and verification (MRV) app	roach	os (fr	om 1 April to 20 S	ontombor 2010)
Output	Participating UN organization	Implementing partner	ice on measurement, reporting and vernication (wrv) app	Tiı fra	me me 10		eptember 2010)
			Indicative Activity	Q2	Q3	Resource allocation	Remarks
1.2 MRV training program developed and applied at regional levels	FAO	UNEP	Review of the current status of REDD+ monitoring activities in countries in support of national coordination on MRV - Inventory of current situation, tools and projects already in place - Consolidation of a common framework among different initiatives with a clear division of work for different MRV components - Plan/program activities related to a national MRV system - Analyse the relationship at both global and national levels between monitoring of co-benefits, greenhouse gases and safeguards	x	x	200'000.00	

FAO	UNEP	Support to organize technical MRV workshops				
	•••••	- ensure that capacity building plans to respond to MRV				
		requirement for REDD+				
		- support national coordination and liaison between				
		institutions dealing with national MRV activities as				
		designed by countries				
		- Planned workshops include:				
		- Carbon inventories workshop with IPCC experts				
		- Two regional workshops				
		- One global workshop	х	х	200'000.00	
FAO		Further technical support to design and development of				
		the MRV framework, including national monitoring				
		systems and reference emissions levels (RELs)				
		necessary for REDD+ readiness				
		- assessment of MRV requirements, including scope,				
		methodology and accuracy requirements				
		- planning to integrate sub-national MRV systems into				
		national systems				
		- support for a MRV and REL training and awareness-				
		raising workshops for relevant stakeholders				
		- assessment of existing coordination mechanisms				
		among different sectors, and developing a system to				
		integrate the REDD MRV into relevant sectors.	х	х	290'000.00	
FAO		Increase capacity of national focal points to better				
		understand and implement IPCC guidelines				
		- Training for national focal points to help them become				
		members of UNFCCC roster of experts.				
			x	x	200'000.00	

	FAO	UNEP					
			Development of MRV Guidelines				
			<ul> <li>Develop concrete action guide for an efficient</li> </ul>				
			implementation of a MRV system at country level.				
1.3 Technical			<ul> <li>Identify the lessons from country experiences of</li> </ul>				
reviews,			developing MRV systems for the development of global				
assessment of			guidance on the development of REDD monitoring				
available tools			systems.				
and guidance			Development of MRV guidelines				
material			- Develop concrete action guide for an efficient				
developed			implementation of a MRV system at country level. - Identify the lessons from country experiences of				
			developing MRV systems for the development of global				
			guidance on the development of REDD monitoring				
			systems.	x	x	100'000.00	
				~	~	100 000.00	
			Total Outcome 1 (MRV)			990'000.00	
Global Program	me Outcome 2 :	Increased engag	ement of stakeholders in the REDD agenda (from 1 April to	31 S	eptem	ber 2010)	
Output	Participating	Implementing		Ti	me		
	UN	partner		fra	me		
	organization				010	Resource	
			Indicative Activity	Q2	Q3	allocation	Remarks
			Support to UN-REDD Programme Operational Guidance				
			on Engagement of Indigenous Peoples and Other Forest				Input to Guidelines
2.1 IP			Dependent Communities:				from lessons
representative			- Finalization of UN-REDD Guidelines on the Engagement				learned from IUCN's Towards
groups			of Indigenous Peoples, December 2009				pro-poor REDD
informed and			- Support to UN-REDD RTAs and focal points on				project
engaged			application of Guidelines in UN-REDD Programme pilot				Cooperation on IP
			countries and in IUCN Towards Pro-poor REDD project				focused activities in
	UNDP		countries, as appropriate.	x	x	100'000.00	Indonesia

UNDP	,	Engagement with Global and Regional IP & CSO Processes on REDD - Representation of UN-REDD Programme at IP & CSO meetings, summits, and congresses (UN Permanent Forum on Indigenous Issues, CSD, UNFCCC, regional caucus meetings, regional network congresses, etc.), ongoing.	x	x	60'000.00	
UNDP	,	IP & CSO Representation on UN-REDD Programme Policy Board - Support annual self-selection process to indentify Indigenous Peoples and Civil Society Organizations representatives to the UN-REDD Programme Policy Board, ongoing - Support participation of Indigenous Peoples and Civil Society representatives (full members and observers) in UN-REDD Programme Policy Board meetings (2-3/year), ongoing - Support IP and CSO representatives to consult with their constituencies prior to Policy Board meetings and share information following the latter.	x	x	150'000.00	
UNDP	,	Recourse Mechanism for IP & CSO complaints regarding UN-REDD Programme activities - Establishment within Policy Board & Secretariat, Oct 2009 - Support to National Programmes to implement recourse mechanism, ongoing.	x	x	30'000.00	

UNDP	Facilitation of IP & CSO Engagement in National Programmes: - Provision of guidance, contact with IP & CSO networks, follow up on consultation process, distribution of consultation reports, ongoing - Support to ensure IP & CSO participation in Programme Document Formulation (in coordination with missions), ongoing - Supplementary budget to support IP & CSO consultations and other engagement activities within National Programmes, ongoing.	x	x	200'000.00	
UNDP	Communication & Outreach Strategy targeted at Indigenous Peoples and Civil Society Organizations: - Primer on UN-REDD Programme for IP and CSOs, Oct 2009 - Appoint a focal point to create an information/discussion network, outreach, etc., ongoing - Coordinate global, regional, and national communication & outreach strategies, ongoing	x	x	150'000.00	
UNDP	Training/Capacity Building on REDD 1. For IPs/CSOs - Organize/contract national and regional trainings on REDD 2. For National/Regional Staff - Contract trainings on REDD and IP Engagement for National/Regional UN-REDD Staff and National counterparts (in coordination with missions), ongoing.			200'000.00	Collaboration with IUCN's Towards Pro-poor REDD project to provide trainings for national IP and CSO networks on REDD

	UNDP		Research & Analysis of IP & CSO REDD Issues: - Map out research already undertaken or available (incl. ongoing initiatives) to inform policy guidance and compile it online - Identify needs to undertake research in order to formulate Policy Guidance on: - Land/Resource Rights and REDD, October 2009 - REDD Payment Structuring, December 2009 - Role of IP and local communities and traditional knowledge in MRV, December 2009.	x	x	100'000.00	Coordinated policy- practice linkages with IUCN's Towards Pro-poor REDD project, drawing from best practice to test pro-poor and equitable governance, finances, and benefit-sharing approaches.
			TOTAL Outcome 2 (IP/CSO engagement)			990'000.00	
Global Program	me Outcome 4 : I	ncreased knowle	edge management, coordination and communication (fror	n 1 Ju	ly to 3	1 December 2010	
<b>U</b>				1	ne me		, 
	Participating			fra	me		
	UN	Implementing		20	10	Resource	
Output	organization	partner	Indicative Activity	Q3	Q4	Allocation	Remarks
4.4 UN-REDD Programme Secretariat operating	ALL		Organize two Policy Board meetings (costs for the 4th and 5th Policy Board Meetings & cover retroactively additional costs for the first three Policy Board meetings)*, including travel support to participants from developing countries as well as documents preparation, venue and coordination. Provide strategic leadership. Develop UN-REDD Programme strategy including fund raising to meet increasing demand for country participation and enhancing collaboration with other REDD+ initiatives		x	636,700	

	Enhance and apply innovative knowledge management, including by maintaining the UN-REDD website as well as the community of practice on the interactive Workspace, which all participating countries and partner initiatives can benefit from and contribute to. Share information and lessons learned from country and agency efforts; and communicate on all aspects of REDD+.	x	x	175'000	
	Monitor and evaluate, and further develop the UN- REDD Programme, including: - Quality assurance and oversight of national joint programmes (support to preparation and implementation of national programmes) - Quality assurance and oversight of the international support functions (support to global activities to ensure coherent delivery) - Plan and carry out evaluation of the UN-REDD Programme.	x	x	240'177	
	Supporting the participating agencies to coordinate their efforts to increase synergies and efficiency and strengthen joint programming.	x	x	175'000	
TOTAL FOR THE SECOND BUDGET REVISION (outc				1'783'577 3'763'577	Including indirect support cost (7 %)

Note: \* UNEP has advanced funds for the 4th Policy Board meeting; and also included is a shortfall of \$150,000 covering unbudgeted additional costs encountered for the delivery of the first three Policy Board meetings.

Programme cost	FAO	UNDP	UNEP	Total (US\$)
MRV	803'734		121'500	925'234
	803734		121 300	923 234
IP/CSO		925'234		925'234
Secretariat and				
organization of				
Policy Boards	255'546	214'727	1'196'621	1'666'894
Subtotal	1'059'280	1'139'961	1'318'121	3'517'362
Indirect support cost				
(7%)	74'150	79'797	92'268	246'215
Grand Total	1'133'430	1'219'758	1'410'389	3'763'577

Table 2. UN-REDD Global Programme. Second budget revision. Summary of costs by outcomes.March 2010.

# Table 3. UN-REDD Global Programme. Second budget revision. Summary of costs. March 2010.

Summary of Costs (US \$)		
54.0	Programme Cost	1,059,280
FAO	Indirect Support Cost	74,150
UNDP	Programme Cost	1,139,961
	Indirect Support Cost	79,797
UNEP	Programme Cost	1,318,121
UNEP	Indirect Support Cost	92,268
Total	Programme Cost	3,517,362
	Indirect Support Cost	246,215
TOTAL		3,763,577

# 4. Monitoring

Monitoring of international support functions occurs throughout the project implementation. Table 3 below presents the Joint Programming Monitoring Framework for this budget revision.

#### Table 4. Joint Programming Monitoring Framework

Internationa Functions	l Support	Indicators	Means of Verification	Collection Method	Responsibilities (Lead Agency)	Risks and Assumptions
Expected Outcomes	Expected Outputs					
Outcome 1.	Improved guidance of	n Measurement, Reporting	g and Verification (MRV)	approaches	FAO	
	1.2 MRV training program developed and applied at regional levels	<ul> <li>Training workshops organized in all 3 regions</li> </ul>	- Workshop reports	<ul> <li>UN-REDD website and workspace</li> </ul>	FAO	Training programme modules are developed in time
	1.3 Technical reviews, assessment of available tools and guidance material developed	<ul> <li>MRV guidelines developed</li> <li>Number of experts trained</li> </ul>	<ul> <li>Working papers</li> <li>Peer-reviews</li> <li>Workshop reports</li> </ul>	<ul> <li>Papers and feedback from reviews</li> <li>UN-REDD website and workspace</li> </ul>	FAO	Reviews and guidelines provided timely and are in line and contribute to the implementation of IPCC guidelines

Internationa Functions	al Support	Indicators	Means of Verification	Collection Method	Responsibilities (Lead Agency)	Risks and Assumptions
Expected Outcomes	Expected Outputs					
Outcome 2.	Increased engagement of	UNDP				
	2.1 IP representative groups informed and engaged	<ul> <li>Group Training Workshops at national &amp; regional levels</li> <li>IP &amp; CSO representation on the Policy Board</li> <li>IP consultation process in place and at least 3 regional consultations held</li> </ul>	- Feedback from IPs and consultation reports	<ul> <li>UN-REDD website</li> <li>Workshop Reports</li> <li>Policy Board reports</li> </ul>	UNDP	Groups are organized in time Positive contribution to the REDD+ awareness raising and national strategy development
Outcome 4.	Increased knowledge ma	FAO, UNDP, UNEP				
	4.4 Establishment and operation of the UN-REDD Programme Secretariat	<ul> <li>Successful Policy Board meetings</li> <li>Effective support to the UNFCCC process</li> </ul>	<ul> <li>Website</li> <li>Policy Board reports</li> <li>Programme outputs &amp; reviews</li> </ul>	<ul> <li>Website hits and feedback</li> <li>Progress reports</li> <li>Programme monitoring tool</li> </ul>	UNEP, FAO and UNDP	Timely outputs, and contribution – ultimately - to the efforts by countries in building their capacity on REDD+

International Support Functions		Indicators	Means of Verification	Collection Method	Responsibilities (Lead Agency)	Risks and Assumptions
Expected	Expected Outputs					
Outcomes						
		- Effective		- Programme		
		oversight of the		products and		
		national and		services		
		global				
		programmes				
		1 0				