

UNITED NATIONS DEVELOPMENT PROGRAMME



Subnational Success :

LESSONS FROM TROPICAL
FOREST JURISDICTIONS



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About this publication

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UN disclaimer

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NICFI

Norway's
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and Forest Initiative



Norad

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When it comes to climate action, initiatives to support subnational governments have received far less attention than those at the national level. Yet the subnational level is where decisions on forests and land use are often made and at a scale closer to the communities that live in and depend on forests, particularly Indigenous Peoples.

When done well, actions at this level can have significant impact on the ground. Subnational governments can incubate and innovate approaches, testing new ideas to address the drivers of deforestation and forest degradation. Subnational climate actions (and eventual emissions reductions) can feed into a national-level process that ultimately contributes to national climate targets, including Nationally Determined Contributions (NDCs). The findings from the evaluation of Government of Norway's pledge to the Governors' Climate & Forests Task Force (GCF Task Force) demonstrate how, with the right conditions in place, targeted funding for initiatives at a subnational level can have an outsized impact.

Eight success factors for impact:

The final review of both the readiness and implementation phases of the GCF Task Force funding found that jurisdictions that achieved the greatest impact exhibited many or all of the following success factors:

01

Complementary partnerships between civil society and public administration

02

Focus on understanding the specific drivers of deforestation and forest degradation at subnational level

03

Built on a foundation of established policies and programs for reducing deforestation and forest degradation

04

Development of a state-level framework before promoting forest carbon projects

05

Strong engagement of the state governor in the climate and forest agenda, including personal participation in global GCF Task Force actions

06

Cross-sector dialogue and collaboration across state secretariats and regional development agencies

07

Engagement of state secretaries and civil servants in experimentation and innovation through REDD+/LED processes

08

Engagement with lower levels of jurisdictional government, including municipalities and districts

Jurisdictional strategies and investment plans

At the 2015 GCF Task Force annual meeting in Barcelona, Spain, the Government of Norway pledged US\$24 million to support member jurisdictions to conserve and restore forests, known as the 'Norway Pledge'. The United Nations Development Programme (UNDP) was then selected by Norway's International Climate and Forests Initiative (NICFI) to administer these funds across the GCF Task Force network from 2018 - 2023 through two tranches:

- An initial **"readiness phase"** focused on developing Emissions from Deforestation and Degradation/Low-Emissions Development (REDD+/LED) strategies and investment plans across the 35 GCF Task Force tropical member jurisdiction members in 2018; and
- A follow-on **"implementation phase"**, with Innovation Fund grants awarded to a subset of jurisdictions who had passed through the readiness phase and presented especially compelling, unique, and results-focused proposals.



Photo by: IDH Indonesia

By the time this funding drew to a close, 31 states and provinces had made progress towards developing a new REDD+ and LED strategy or had updated their existing strategy. Eighteen jurisdictions also developed a costed, time-bound investment plan to finance their REDD+/LED actions. Many jurisdictions made important steps in creating jurisdictional REDD+ systems, such as drafting new REDD+ and climate laws and regulations, establishing and reviving stakeholder forums, and developing safeguards frameworks. Thirty jurisdictions out of the 35, or 86 percent, used these strategies to leverage additional funding (Annex I).

This report is based on a final, independent evaluation of the Norway Pledge and GCF Task Force jurisdictions' performance. It details the impact of these interventions, along with good practices and lessons learned, and provides conclusions on the way forward for supporting subnational jurisdictional efforts to reduce deforestation and forest degradation, while promoting low-emissions development that benefits the populations living in these states and provinces.

KEY MESSAGES



Donors must provide strategic investment into the low emissions development programs of subnational jurisdictions. This investment needs to be long-term, realistic, diverse enough to fund multiple interventions, agile and responsive to state needs, and based on best practice and lessons learned.



The model of state-NGO collaboration piloted in the 35 tropical forest jurisdictions under the Norway Pledge should be replicated in future interventions, with attention to the success factors that led to lasting, mutually beneficial relationships.



Strong links to national REDD+/LED processes and support from higher-capacity national partners (government and non-government) are critical.



Because administrative turnover is a regular occurrence at the jurisdictional level, it is critical that new governors and administrations are targeted with strategic investment to ensure gains made by their predecessors are sustained. Between 2023 and 2024, nearly half the GCF Task Force jurisdictions changed leaders: 20 new governors were elected, bringing in new jurisdictional leadership at the highest level as well as their leading political appointees (Secretaries of the Environment, for example).



The work of the GCF Task Force Secretariat and Country Directors was critical to reinforce and enrich the work of jurisdictions as was the support from UNDP, in particular through the country-level coordination to share knowledge, leverage political support, connect with national actors, and coordinate jurisdictions to act collectively.



The GCF Task Force Secretariat and Country Directors require sustained long-term financing to maintain and expand the unique work of the network.



The GCF Task Force network should be targeted for new research on the quantitative and qualitative impacts of jurisdictional REDD+ (JREDD) and the jurisdictional approach, with dissemination of results to raise awareness of success stories and to leverage finance to maintain subnational actions.

Introduction

Governors' Climate & Forests Task Force: A unique initiative

Launched in 2009, the GCF Task Force is a unique, subnational collaboration of 43 states and provinces from 11 countries working to build robust, jurisdiction-wide programs for REDD+ and low-emissions development and to connect these programs with public and private finance. More than one-third of the world's tropical forests are in GCF Task Force member states and provinces, including all of the Brazilian Amazon, the vast majority of Peru's forests, and more than 60 percent of Indonesia and Mexico's tropical forests.

The GCF Task Force operates at both political and technical levels: it seeks to harness and support the political leadership of committed Governors in the fight against climate change and deforestation, while empowering the civil servants and their civil society partners that are so critical in the day-to-day effort to build and maintain successful jurisdictional programs. By strengthening and enhancing the multiple, overlapping networks of actors involved in building state and provincial programs for low-emissions development, the GCF Task Force plays a vital role in the broader international effort to protect forests, reduce emissions, and enhance livelihoods. The GCF Task Force Country Directors play a key role in convening dialogue and promoting cross-sectoral action to reduce deforestation and forest degradation and enhance sustainable economic development and livelihood opportunities.

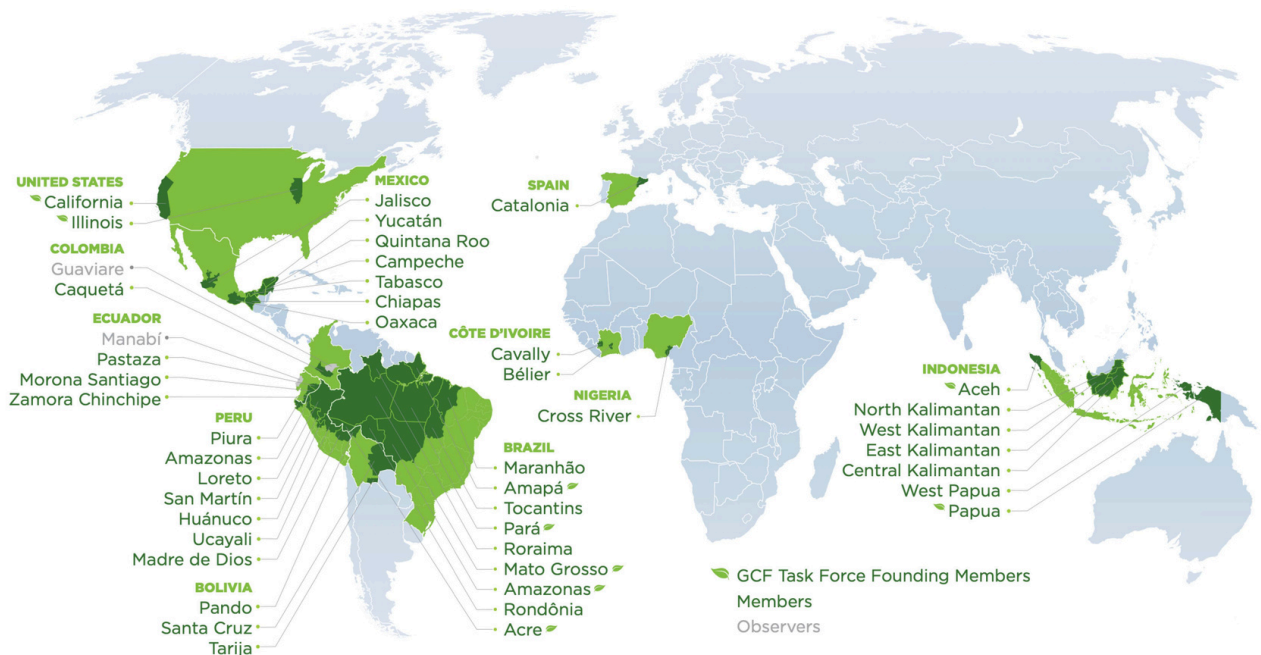


Figure 1: The 43 jurisdiction members of the Governors' Climate & Forests Task Force (2024)

The Norway Pledge approach

In 2015, the Government of Norway, through NICFI, committed \$24 million to the GCF Task Force to support subnational jurisdictions' efforts to combat climate change, reduce forest loss and degradation, and improve livelihoods. From 2018 - 2023, Norway's commitment was managed by UNDP in close collaboration with the GCF Task Force Secretariat and Country Directors.

The Norway Pledge was delivered in two tranches. An initial **readiness phase** focused on developing REDD+ and LED strategies and investment plans, and a follow-on **implementation phase** where Innovation Fund grants were awarded on a competitive basis to a subset of jurisdictions. The GCF Task Force theory of change starts from the premise that the key challenges facing efforts to protect forests and reduce greenhouse gas emissions at scale are political and legal fragmentation across multiple levels of governance, limited incentives and support for political leaders and civil servants to focus on sustainable forest and land use, and a lack of institutional capacity. The subnational level is where many relevant policies and bottom-up measures to address the drivers of deforestation and forest degradation are both made and implemented. The rationale is that governments, particularly subnational governments, are the only actors that can make key policy and legal decisions (and provide incentives) that address the drivers of deforestation. These include enforcing the law where deforestation is illegal, recognising Indigenous Peoples' rights to territories, managing state forest land to protect and restore tree cover, regulating timber industries, adjusting domestic fiscal policies, getting rid of perverse subsidies and aligning tax breaks.

The assumption is that gaining high-level political support for this agenda at the subnational level, building cross-sectoral public sector capacity, strengthening civil society partnerships, and leveraging results-based payments will contribute to meeting national and international targets, including NDCs under the Paris Agreement and national REDD+ targets. The jurisdictional approach to REDD+ and low emissions development (see Terminology box) also offers important opportunities for experimentation and policy innovation, including partnerships with supply chain actors, Indigenous Peoples, and traditional communities. The social inclusion and gender approach seeks to promote strong subnational forest governance that engages transparently and ensures benefit sharing with Indigenous Peoples, local communities, and women.

To note, this report does not closely examine the role of the GCF Task Force Secretariat and Country Directors, nor evaluate their critical global and regional activities as these were not included in the Norway Pledge. However, reference is made to their significant contribution to the results and the need for continued support to maintain and enhance their role. Nor does this report cover the additional funding from Norway (\$1.8 million) for a regional project to support the nine states of the Brazil Legal Amazon region to achieve compliance with the Architecture for REDD+ Transactions (ART) REDD+ Environmental Excellence Standard (TREES) and access funding using this standard, including through the Lowering Emissions by Accelerating Forest Finance (LEAF) Coalition. Activities are ongoing and results will be included in a future publication.

Reducing emissions from deforestation and forest degradation (REDD+)

REDD+ is a mechanism to contribute to climate change mitigation by protecting and enhancing carbon stocks in tropical forests, through creating financial and institutional frameworks that deliver genuine emission reductions while benefitting local livelihoods and biodiversity. Around 50 countries have ongoing REDD+ programs at various stages of development, and over 350 REDD+ projects have been initiated to date.

Jurisdictional REDD+ (JREDD)

The original REDD+ concept envisaged that the mechanism would operate only at national or subnational 'jurisdictional' level, known as JREDD. In parallel, site-based REDD+ projects have emerged that typically cover only part of a jurisdiction and are developed independently from jurisdictional governments. JREDD can accommodate these site-level projects through 'nesting' (nested REDD+), which enables jurisdictions engaging with the Voluntary Carbon Market to account for the carbon credits already claimed at the project level. UNDP provides support to JREDD and nested REDD+.

Low-emissions development (LED)

LED has its roots in the United Nations Framework Convention on Climate Change (UNFCCC) adopted in Rio de Janeiro in 1992 which adopted the term 'low-emission development strategies' (also known as low-carbon development strategies or low-carbon growth plans). The concept generally describes forward-looking *national* economic development plans or strategies that encompass low-emission and/or climate-resilient economic growth. In the context of the Norway Pledge, the concept was applied to *subnational* economic development planning (in particular by regional governments in Peru).

Transformative change

Transformative change is defined by the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) as a fundamental, system-wide reorganization across technological, economic, and social factors, including paradigms, goals, and values, needed for the conservation and sustainable use of biodiversity, good quality of life, and sustainable development. In simpler terms, transformative change means doing things differently, not just a little more or less of business-as-usual, but engaging in change that is strategic, systemic, alters social norms and rules, can be scaled up and influence others through example. Transformative change can start small but is intended to be widespread.

Impact of the Norway Pledge

The Norway Pledge was the first and only large-scale funding program to date to target subnational jurisdictions. At \$24 million, it was a relatively modest grant compared to the \$5.6 billion pledged to REDD+ since 2008, of which an estimated \$3 billion has been approved for REDD+ activities. Understanding the impact of such targeted funding is crucial to guide future donor actions as well as the activities and approaches taken by subnational jurisdictions themselves. Jurisdictions that received Norway Pledge support feel that it “punched above its weight” in terms of the changes created and the impact of this initial seed funding.

Of the total 35 jurisdictions that benefited from the readiness phase of the Norway pledge, 31 jurisdictions used these funds to develop or update a REDD+/LED strategy; 18 jurisdictions developed an investment plan; efforts in 32 of these jurisdictions had a direct impact on laws, policies, and regulations; while a full 30 of the 35 jurisdictions leveraged this process to secure additional funding (Figure 2).

IMPACT OF THE READINESS FUNDING

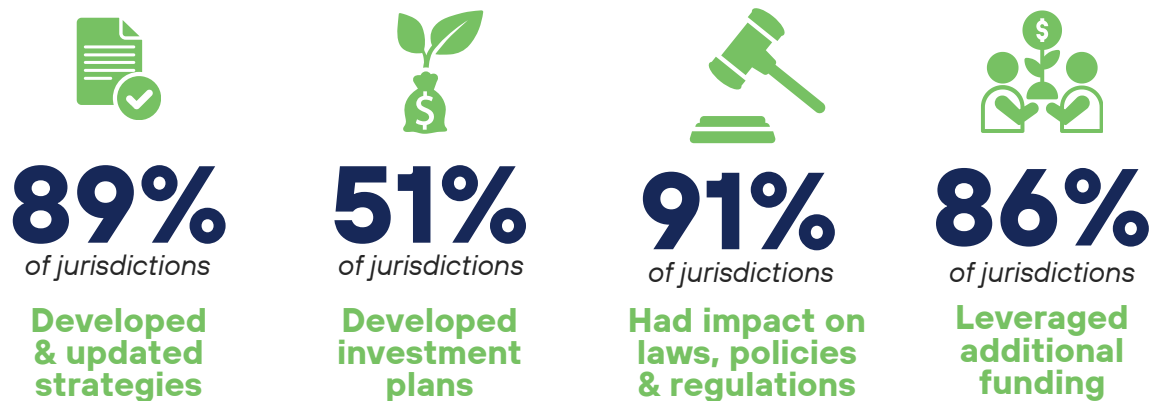


Figure 2: Overall Impact of the Readiness Phase of the Norway Pledge on 35 Jurisdictions

¹ ODI and Heinrich Böll Stiftung Washington, DC (2023), Climate Financing Thematic Briefing: REDD+ Finance, available [here](#).

Transformative change in jurisdictional readiness

Readiness funding has been critical in supporting the GCF Task Force members to develop or update their REDD+ planning and finance tools. For many jurisdictions, securing the readiness funding (a relatively modest \$400,000 per state/province/region/department) was an important achievement that addressed a key gap in state responses to the climate and deforestation crisis. Moreover, the processes themselves fostered the coordination of stakeholders in the jurisdiction to discuss issues of deforestation and forest degradation, often for the first time. This seed funding was used to establish and/or influence a range of state-level policy processes that helped jurisdictions plan and establish “the right conditions and/or structures” for investment, which in turn, enabled many GCF Task Force jurisdictions to access further funds to support their forest and climate agendas. For the five jurisdictions that received implementation funding, it presented an opportunity to deepen, scale, and further innovate, while building on the foundation of the readiness phase.

Overall, the Norway Pledge led to significant impact in jurisdictional REDD+/ LED planning. For many jurisdictions, it was a first step towards transformative change in their development pathway.

This transformation was evident in a number of areas:

Political engagement

Globally, the GCF Task Force has been instrumental in introducing, mobilizing, and maintaining governors’ interest to engage in the climate and forest agenda, providing global recognition and financial support to jurisdictional leaders engaging in genuine climate action at the subnational level. The Norway Pledge played a significant role in a package of interventions that has worked to secure and maintain this high-level support, including discussion forums, annual gatherings, networking with other states, capacity-building of state environmental services, etc. The political signal from Norway that they saw value in the subnational approach motivated governors and civil servants to act. In the **Brazilian Amazon (Acre, Amapá, Amazonas, Maranhão, Mato Grosso, Pará, Rondônia, Roraima, Tocantins)** for example, the network has become a force to be reckoned with, with the Norway Pledge playing a part in this success. The Brazil Amazon governments have greater influence as a block in both national negotiations with federal government, as well as global influence with donors and international negotiating spaces. In **Mexico**, the grant played a key role in maintaining the focus on deforestation and forest degradation issues at the subnational level at a critical time when the federal government disengaged from the World Bank’s Forest Carbon Partnership Facility (FCPF) and Emissions Reduction Purchase Agreement (ERPA) process, which was nearing completion at subnational level.

Multistakeholder processes

Multistakeholder processes that bring together a range of relevant actors from government, private sector, civil society, Indigenous Peoples, and local communities are considered fundamental to all tropical forest initiatives. With the support of the readiness funding, these fora were particularly successful where they were formally recognised through legal or regulatory frameworks, such as **Pará's** revitalised Climate Mitigation and Adaptation Forum. Even without formal support, several processes have continued beyond the life of the grant. **Oaxaca's** Intersectoral Restoration Roundtable, established during the grant, promoted genuine intersectoral discussions about the REDD+ agenda in the state. Civil society is currently reviving the meetings of this group in the context of a mescal zero deforestation and fire suppression project. In **West Papua**, a new development partners' platform enables government to better understand and monitor partners' activities in the province. On a regional scale, the Brazilian Amazonian Governors Consortium grew out of the interactions of the **Brazil** governors and secretaries through the GCF Task Force. Today, the Environment and Society Working Group of the Consortium (where Environment Secretaries sit) is arguably one of its most effective elements.

Strategic analysis and awareness

The grant provided an opportunity for jurisdictions to identify and think strategically about the problems in their forest sector, to analyse the drivers of deforestation and forest degradation, and deepen their understanding of possible solutions that were specifically tailored to their local context and needs. For example, the grant gave **Jalisco** the possibility to work on the key commodity drivers of deforestation and forest degradation in the state, namely cattle production, agave (linked to zero deforestation tequila), and avocados.



Photo by: UNDP Mexico.

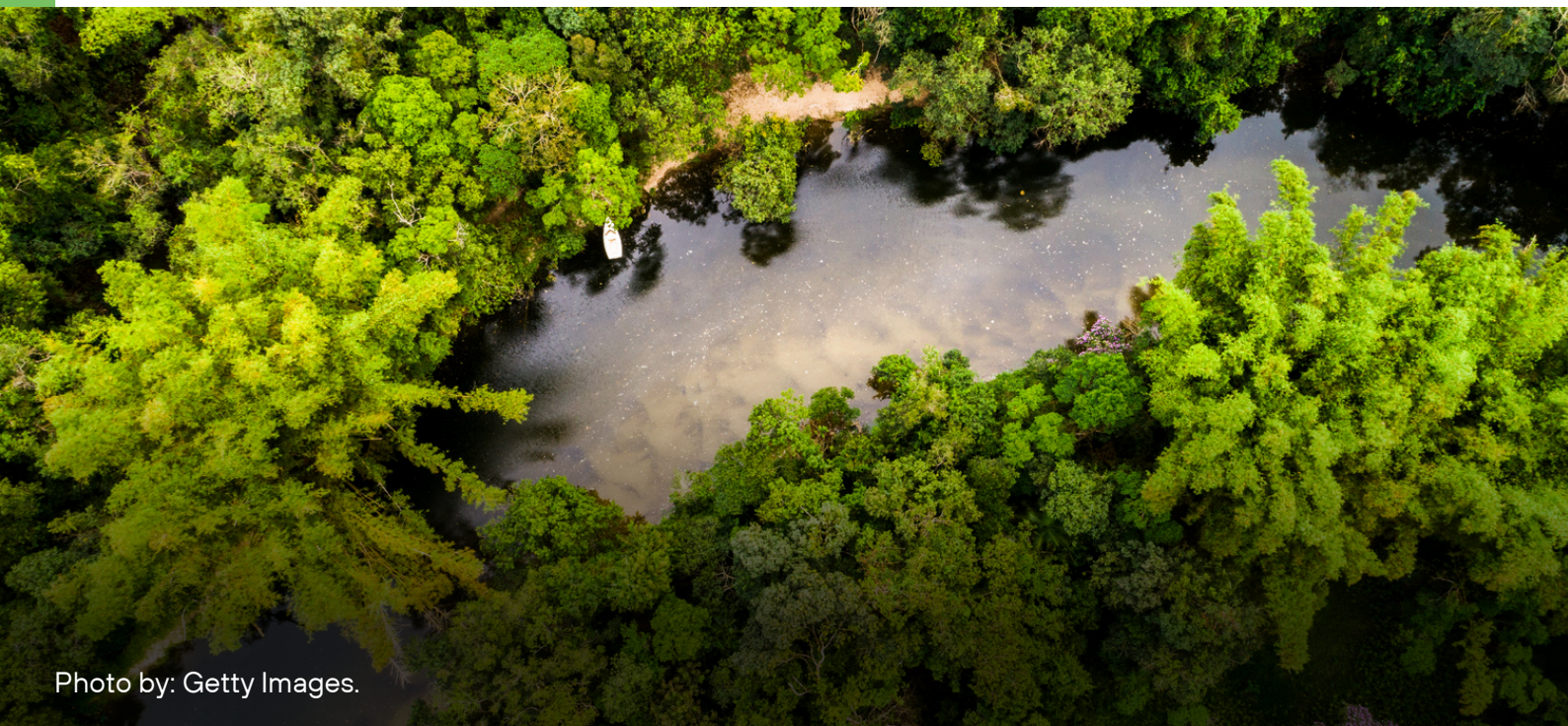


Photo by: Getty Images.

Results-based payments and carbon market compliance

The funding was instrumental for those GCF Task Force members that progressed to interacting with the Voluntary Carbon Market (VCM) and opened up the potential for results-based payments, as it supported jurisdictions to put in place the prerequisites in terms of environmental and social safeguards, policies, and institutional processes. In parallel, UNDP supported the state of **Yucatán** to develop a VCM access strategy with the support of Climate Focus, the GCF Task Force' Mexico Country Director, the Biodiversity Finance Initiative (BioFin), and the Voluntary Carbon Markets Integrity Initiative (VCMI). GCF Task Force's effective regional sharing mechanisms also helped to ensure other states benefit from these lessons, such as **Quintana Roo**, where the VCM is rapidly developing. In Indonesia, several provinces, including **East Kalimantan**, **West Papua** and **Aceh**, engaged with the Indonesian Environment Fund (BPDLH) to understand the results-based payments options, building on the readiness work (strategies, investment plans, improved safeguards systems, increased capacity, etc). **East Kalimantan** received its first FCPF payment (\$20.9 million) in 2022 and credited the GCF Task Force readiness funding with improvements to its FCPF Carbon Fund program, particularly the inclusion of high-conservation value areas and mangroves. Readiness funding can also be credited with getting JREDD to the advanced level where it is in the Legal Amazon in Brazil. **Acre** became the first state to sign a Term Sheet with Emergent for the sale of high-integrity emissions reductions to the LEAF Coalition, while Tocantins signed a deal with Mercuria for the sale of high-integrity credits, also compliant with ART/TREES . **Amapá**, **Maranhão**, **Mato Grosso**, **Jalisco**, and **Quintana Roo** have also submitted concept notes to the ART Registry, building in part on the support of the readiness fund.

Multiplier effect

The grant created a multiplier effect in a number of ways, chiefly through leveraging additional funds from international programs such as the Green Climate Fund, Global Environment Facility (GEF), and UK Pact. Six Mexican GCF Task Force members received \$1.55 million from UK Pact to work on sustainable production elements of their REDD+ implementation plans (**Chiapas, Campeche, Jalisco, Quintana Roo, Yucatán** and **Tabasco**). The Peruvian Amazon GCF Task Force members (**Amazonas, San Martín, Huánuco, Ucayali, Madre de Dios, Loreto**) also received UK Pact funding to finalise their LED strategies and build regional capacity to implement. **Central Kalimantan** received UK government funds through the Kehati program to continue mapping of smallholder oil palm initiated with readiness funds to achieve RSPO (Roundtable on Sustainable Palm Oil) certification. **Oaxaca** secured \$4.5 million in GEF-7 funding to support forest restoration in the agave-mescal supply chain. Funds were also secured from central governments, such as the Ecological Fiscal Transfers to provinces in Indonesia (such as **North Kalimantan**) and the \$1.2 million from the Ministerio del Ambiente, Agua y Transición Ecológica (MAATE) towards restoration programs in in the Ecuadorian province of **Pastaza**. Together with neighbouring provinces, Morona Santiago, Zamora Chinchipe, and Napo, **Pastaza** leveraged approximately \$14 million, including \$12 million from USAID and a smaller grant from the Government of Norway to work on subnational governance in the provincial nature reserves, on bioeconomy development, and monitoring. **West Kalimantan's** experience with readiness and implementation funding directly supported the province's development of a proposal for the Green Climate Fund.



Photo by: IDH Indonesia



Photo by: IDH Indonesia

Gender

UNDP's strong practical emphasis on integrating gender and social inclusion approaches within the readiness funds, in parallel with the international convening work of the GCF Task Force Secretariat, was new and innovative for many jurisdictions. In both **East Kalimantan** and **West Kalimantan**, provinces piloted gender [tools](#) from the UN-REDD Programme to track women's equitable and active participation in project activities and the influence of their inputs in decision-making processes. In **Yucatán**, one goal of the implementation phase was to "increase and incentivise the transfer of ejidal [community] property to women and youth to strengthen their participation in the agriculture and livestock industry and forestry". A total 291 people across 26 ejido communities were assessed (199 men; 92 women) and 83 transfers were supported, including 21 for women and youth. In **Jalisco**, the project included a raft of measures to integrate a gender approach in the traditionally male-dominated ranching sector. These included identifying female-headed production units and women cattle producers, ensuring meetings and trainings were held at appropriate times for women (e.g. to take account of household and community duties and childcare), and ring-fencing a percentage of state funds for reforestation of silvopastoral systems for women to access. **Pará's [Bioeconomy Plan](#)** (supported by implementation funding) demonstrates how gender-responsive actions can be instituted through laws and regulations, as the plan includes clear recognition of women and the specific need to treat women as a priority group, including those from traditional communities, Quilombola, extrativistas, riverine communities, and rural families. Given the range and depth by which gender was integrated into the Norway Pledge, a more focused review of gender-based outcomes and good practices for gender-responsive approaches, "[Gender Front & Centre: Best practices from the GCF Task Force](#)", has also been released.

Social inclusion

Many jurisdictions used readiness and implementation funding to build capacity on social and environmental safeguards and social inclusion, with UNDP support. In **North Kalimantan**, the government worked on safeguards approaches for the first time; in **Pastaza**, the readiness phase built the relationships and agreements for a collaboration with the seven Indigenous Nationalities in the territory, while the implementation funds supported free, prior, and informed consent (FPIC) processes. Across the GCF Task Force network, jurisdictions were supported to incorporate social inclusion indicators into program design and to regularly monitor results.

Innovation

Many jurisdictions found the Norway Pledge approach innovative and the GCF Task Force network exciting to engage with. A number of GCF Task Force members, including **Pastaza**, **Caquetá** and **Papua**, were pioneers at a country level and reference their strategies regularly, viewing it with pride as a foundation of their jurisdictional approach to forests and climate change. See the case studies in this report for details.



Photo by: UNDP Indonesia / Roy Prasetyo



CASE STUDY: ACEH

Aceh was one of the ten founding members of the GCF Task Force (alongside the Indonesian province of Papua).

The readiness funding enabled the **Aceh** government to develop a provincial Integrated Low Emissions Development Strategy. The concept was to bring together sectoral development strategies into a single document, so that each sector could develop relevant emissions mitigation actions. The process was led by the Regional Development Planning Board and the province's Forestry and Natural Resources Services, with direct engagement from the provincial Governor, involvement of the private sector, and support from NGO forest conservation partner Fauna & Flora International. Integration has helped mainstream climate priorities across sectors and focused attention on forest protection, forest restoration and low emissions development. As one official put it: "The strategy on its own is not an antibiotic; it is a trigger for us to plan some big moves".



CASE STUDY: PASTAZA

In **Pastaza**, the innovative partnership between the government and the 7 Indigenous Nationalities (whose territories comprise 93 percent of the province) supported the implementation of an Indigenous-led REDD+ implementation strategy, the first provincial-level strategy in Ecuador.

The approach was transformative in terms of the ownership it provided to the provincial government, Indigenous Nationalities, and NGO partners that now form the Provincial Technical and Cooperation Group. It presented a model of collaborative governance and financing for JREDD across the territory, as well as for the roll-out of the national REDD+ program to the provincial level, with support from the national government and UNDP- ProAmazonia. The final evaluation found that a significant impact of the project was the recognition of Indigenous Peoples formally in provincial planning processes, through the creation of specific spaces for REDD+, such as technical working groups. This brings Indigenous Peoples closer to policy and decision making that directly affects forest conservation and management in their territory. This is now serving as a model for other provinces in Ecuador.



CASE STUDY: PERU

Important results were achieved in the six GCF Task Force members in the Peruvian Amazon (**Amazonas, Loreto, San Martin, Huánuco, Ucayali** and **Madre de Dios**) despite significant challenges during the COVID-19 pandemic.

The Norway Pledge supported the provinces to develop LED strategies and promoted their approval at the regional level. Since the Norway Pledge grant closed, the GCF Task Force has consolidated these achievements through:

- ✓ **The approval of all regional LED strategies.** Consistent support and lobbying by civil society helped mitigate the risk that strategies would be dropped from the political agenda. All the strategies are now approved at regional level but are not yet nationally recognised planning instruments.
- ✓ **The formalisation of the *Mancomunidad Regional Amazónica***, which is recognised nationally and serves as a regional block of the six Amazon GCF Task Force members and a platform for their regional governors. This group works closely with the GCF Task Force on themes of common interest, such as bioeconomy development, and engages in land use and forest policy advocacy at the national level.
- ✓ **Regular coordination** by the GCF Task Force Country Director with the Ministry of the Environment and the Forest Service, civil society groups, Indigenous organisations, and a sustainability forum bringing together the public sector and private sector agribusiness. The GCF Task Force Country Director's role is largely to facilitate subnational exchanges, events and training, and engagement with the Mancomunidad
- ✓ With GCF Task Force support, the six regions secured **UK Pact funding** for a project that supported implementation of the LED strategies, formulated an LED strategy for the Mancomunidad, and analysed the economic potential and legal framework of the carbon market in the Peruvian Amazon.



The six Amazon members engaged with national Indigenous Peoples' federations, such as AIDSESP and CONAP, to reach out to regional Indigenous Peoples Organisations. Despite COVID-19, which had severe impacts on Indigenous communities in Peru, these processes were successful in involving large numbers of regional civil servants, as well as Indigenous Peoples, and local communities.

A significant challenge in Peru is maintaining political momentum, with up to 95 percent turnover of civil servants between four-year administrations (Governors can only serve one four-year term). In addition, accusations of political corruption, and linkages between politics, drugs and deforestation, have led to heavy reliance on NGOs to provide continuity to forest programs.

The overall picture in Peru is that the LED strategies developed through the Norway Pledge are beginning to be implemented but achieving the enabling conditions for people and climate-positive interventions is hampered by powerful political and economic forces linked to deforestation and forest degradation, at both subnational and national level.

Overcoming Challenges

The JREDD approach still faces specific challenges, including political turnover, limited public sector capacity, and lack of broader support and external incentives, which can hamper the kind of long-term, sustained attention these initiatives require to succeed. These challenges are even more notable at the subnational level. Mitigating these issues during the Norway Pledge relied on:

- Parallel engagement by the GCF Task Force Secretariat and Country Directors with state governors to maintain high-level political support.
- Building up the human capital of the GCF Task Force network, in particular through close engagement with governors, secretaries of environment, state civil servants, and civil society partners by UNDP, the GCF Task Force Secretariat, and the GCF Task Force Country Directors to gain support for JREDD, as well as build capacity and networking.
- Promoting strong, bottom-up processes with Indigenous Peoples and local communities at the jurisdictional level, in parallel with the separate global and regional Indigenous Peoples and local community processes led by the GCF Task Force Secretariat and civil society partners. Many jurisdictions also engaged directly with local authorities at the district/municipal level, laying the ground for collaborations during the implementation phase.
- Linking effectively to complementary initiatives, including supply chain initiatives, national level strategies, and other donor programs such as the World Bank's Forest Investment Program in Mexico (in which five GCF Task Force members were already active when the Norway Pledge was made).



Photo by: Getty Images.



CASE STUDY: JALISCO

Extensive livestock farming, practised in more than half of the state territory, is one of the main causes of deforestation and degradation in **Jalisco**, with 450,000 ha of forest converted to pasture and a further 270,000 ha of forest converted to agriculture in the 20 years from 1993-2013.²

In **Jalisco**, the implementation phase was a collaboration between the state secretariat of the environment (SEMADET), Mexican NGO FONNOR, and five *Juntas Intermunicipales de Medio Ambiente* (Intermunicipal Environmental Boards).

The project encouraged up to 12,700 ha of intensive silvo-pastoral systems combined with commercialisation and certification of deforestation-free meat among small producers, who were identified by the project's detailed census and were provided with access to training and finance through the project.

The project built directly on previous work in the jurisdiction, including the successful Escuelas de Campo (ECA - Field Schools) training model developed internationally by the FAO. The ECA were critical to the success of the Norway Pledge pilot project, providing 42 training sessions to nearly 3000 producers, a substantial increase on project targets to accommodate producer interest in the scheme, of which almost 750 (25 percent) were women, 13 percent youth, and 5 percent Indigenous Peoples. The project evaluation noted that producers now think differently about cattle production, have healthier animals with more grass in their pasture areas, better weight gain and milk production, and the cattle require lower inputs and veterinary treatment. Time will tell if tree establishment in the potreros is adopted and contributes to forest restoration.

Key success factors in Jalisco include:

- ✓ Recognition by SEMADET and partners of cattle as a driver of deforestation.
- ✓ Continuity in governance over two successive administrations to enable action, combined with increased capacities in the state government.
- ✓ Collaborative arrangements with municipal agents to engage directly with producers.

² Consejo Regulador del Tequila (2023), "Estrategia de sostenibilidad y la vulnerabilidad de la denominación de origen del Tequila ante el cambio climático".



CASE STUDY: PARÁ

For **Pará**, the readiness funding provided a phase of participatory learning and planning that led naturally into an implementation and normative phase. This mirrors the evolution of the Governor of Pará's engagement, from his first to his second term in office, resulting in his assuming leadership on the climate and forests agenda and leading to global recognition with Brazil's selection to host the UNFCCC Conference of the Parties COP30 in Belém in 2025.

The key moment in this evolution was the Norway Pledge-supported launch of the [Plano Estadual Amazônia Agora](#) (Amazon Now State Plan) in 2020, which aligns closely with federal priorities, providing a strong framework for climate and forests action in the state.

At COP28 in 2023, Pará followed up with the ambitious [Plano de Recuperação da Vegetação Nativa do Estado do Pará](#) (Pará State Native Vegetation Recovery Plan), which aims to restore 5.6 million hectares of degraded areas by 2030 through assisted natural regeneration and enrichment planting. These plans link to other climate policies in the state, such as the Norway Pledge-supported [Bioeconomy Plan](#) and the [State Policy on Climate Change](#).

With Norway Pledge funding, Pará built on this framework to develop a vision for a carbon neutral territory, implemented with The Nature Conservancy (TNC), through cattle traceability, bioeconomy potential, and forest restoration. The project included a now-operational *Sistema de Inteligência Territorial* (Territorial Intelligence System), to identify opportunities in different parts of the state, and strengthening of the *Cadastro Ambiental Rural* (Rural Planning Framework). The approach was statewide yet based around sub-state projects, such as the long-standing work on açai and cacao with TNC in the complex deforestation frontier municipality of São Felix do Xingú in the south of Pará, where a cattle-traceability system is also being tested. The readiness phase had already worked to consolidate public-private partnerships under a voluntary protocol for cattle-ranchers and cold store industries, which included hundreds of large and small companies.

The initiative resulted in greater state engagement with safeguard issues and progressed from consultation to promoting ownership of REDD+ and LED among a broader range of stakeholders, with discussions, documentation, and monitoring on issues of race, youth, gender and the role of Indigenous Peoples and local communities. This included mapping out public policies with these sectors in mind and, in 2023, the state created specific secretariats for these themes (including for Indigenous Peoples, Women, Racial Equality, and Family Agriculture) which included climate issues in their remit.

Pará is also receiving additional support as part of the Legal Amazon funding to engage in high-integrity carbon markets, while NICFI is separately supporting TNC to build the technical capacity of the state to pursue the voluntary carbon market and improve engagement with Indigenous Peoples and traditional communities.

Lessons Learned

Through the challenges and achievements of initiatives funded by the Norway Pledge, a number of key lessons have emerged:

01 — **There is a need for targeted, consistent capacity-building support to civil servants and institutions in subnational jurisdictions. Many subnational governments are consistently understaffed and under-skilled.**

These capacity gaps cannot be leapfrogged easily nor quickly. Forest projects employing short-term consultants are not a solution, as state secretaries need be supported by their own teams. Beyond formal training sessions, civil society partners also need to be constantly transferring knowledge and skills to government counterparts and ensuring that civil servants have meaningful engagement in and leadership of tasks. The exchanges facilitated between jurisdictions by GCF Task Force Country Directors went some way to mitigating this issue by providing a valuable opportunity to discuss common challenges and collaborate to find solutions. This happened in all countries with a Country Director – **Mexico, Brazil, Indonesia, and Peru.**

02 — **The process of developing strategies and action plans was more important than the product itself for many jurisdictions.**

The emphasis on creating a product can often overshadow the need to build state government capacity to identify and strategize to resolve their problems; to plan in an effective and inclusive way; and to acknowledge this is a continuous process. In several cases, the strategies are not viewed as final products but as living documents that will be updated as activities and policies advance, as in the example of **Aceh's** Integrated Low Emissions Development Strategy. In cases such as the new province of **North Kalimantan**, it was the first time the government carried out this type of planning, completing studies on safeguards, gender, regulatory barriers, institutional needs, and options to improve the provincial action plan on greenhouse gas emissions (GHG), reducing emissions from the land use, land use change and forestry (LULUFC), as well as organising a learning visit to **East Kalimantan's** Provincial Climate Change Council (DDPI). This developed important capacity for civil servants and partners.

03

Despite the positive impact and additional funds raised, many states found the Norway Pledge resources still too limited and the timeframe too short to effect real transformation.

There is a need to set realistic expectations and to embed specific interventions into larger development processes. Finance for jurisdictional action through the VCM and JREDD results-based payments remains elusive at state level (though carbon market transactions in Brazil and Mexico might change that). Donors also need to be more realistic about the transaction costs and timescale of engaging in compliance processes, to ensure momentum generated is maintained with further bilateral funding, as well as the relationships, trust, and due diligence needed for funding long-term REDD+ initiatives at the jurisdictional level. That said, and as noted above, almost all states were able to leverage some additional funding on the back of the readiness grants, even if these resources were still dwarfed by what the jurisdictions themselves have identified as the real financing need.³ And even small funding proved critical for many jurisdictions in allowing them to continue REDD+ processes, such as in **Cross River State** in Nigeria, and **Cavally** and **Bélier** in Côte d'Ivoire.

04

REDD+ strategies should be informed by multistakeholder processes, involving Indigenous Peoples and local communities, as well as women, men, and youth.

But these processes take time to establish, require specialist skills, and are geographically specific. Social safeguards, including gender, FPIC, and social inclusion require more resources and monitoring to move from policy to practice. Community engagement is a costly process which needs to be carefully targeted to meet the needs of REDD+ programs while also meeting the needs of communities to be informed and to meaningfully influence program design. In **Pastaza** for example, four of the Indigenous Nationalities can only be reached by light aircraft. In **Papua**, it was highlighted that initiating FPIC processes and related activities such as customary territory mapping with Indigenous Peoples can raise community expectations that

³ GCF Task Force jurisdictions have identified and quantified their priority actions for climate and forests in the publication "Building the New Forest Economy: Advancing Climate Action through the GCF Task Force" available at <https://www.gcftf.org/resource/building-the-new-forest-economy-advancing-climate-action-through-the-gcf-task-force/>; see also the Pitchbooks developed by the GCF Task Force jurisdictions in Indonesia in collaboration with CDP, available at <https://www.gcftf.org/resource/collab-pitchbook-cdp/>

ultimately may not be fulfilled by REDD+ and culturally managing these expectations is challenging. In **Pará**, the state government did not initially have the resources to engage communities in a second round of consultations on the Bioeconomy Plan, which threatened the trust that had been built up during the readiness phase (funds were later secured from the World Bank).

05 — **The trust and support of subnational governments takes time to establish, maintain, and re-establish**

across the inevitable political cycles and turnover of key civil servants. Governor-level support and engagement of strong subnational government agencies are key factors in effecting changes in policies and practices at the forest level. There have been instances of governors attending meetings, making commitments and not following through. Governors will often act locally where they see that they have international community support for the agenda. This is particularly true of the climate and forest agenda. Otherwise, the urgency to address the drivers of deforestation and forest degradation loses ground to competing local issues in their jurisdiction.

06 — **Broad, cross-sectoral support from civil society can mitigate the impact of political cycles.**

The focus on a state governor and cadre of civil servants does not create the continuity required to sustain results. However, broader representation in forest and climate initiatives from academia and civil society can mitigate for political cycles. In **Pastaza**, the partnership between government and civil society through the Provincial Technical and Cooperation Group has proven effective to align the subnational government on a planned implementation strategy that projects beyond one political cycle and towards a more long-term vision.

07

Interventions can raise awareness of structural barriers to gender equality and propose solutions.

In **Indonesia**, some partners and governments noted concerns about designing equitable benefit-sharing mechanisms for social forestry funding mechanisms when working with traditional social and cultural norms that run counter to gender equality principles. Yet they also noted that raising awareness about how cultural norms and practices shape structural gender barriers is the first step in designing approaches to overcome them in ways that contribute to more equitable and progressive cultural values. There are examples of this across the Norway Pledge – for example in **Pastaza**, sessions on “women’s rights and new masculinities” looked at the cultural norms impeding gender equality, while specific measures addressed the unequal representation and participation of Indigenous women.

08

Consistent support for gender approaches brings results.

Between the readiness and implementation funding rounds, significant improvements were made in terms of mainstreaming gender equality and women’s empowerment into design, implementation, and monitoring of activities. In the second round, all five jurisdictions increased funding for gender specialists, engaged government representatives as focal points, and improved qualitative and quantitative data. Initial results are promising, with women and men (including rural and Indigenous women) being recognised in laws, policies, and regulations (e.g. **Pará**); women-specific cooperatives and production streams being formed (e.g. **Pastaza** and **Yucatán**); and women’s leadership in government being promoted (e.g. **West Kalimantan**).

09

Building capacity for social inclusion sees improvements in results.

Similar to the gender outcomes, there were significant improvements in adherence to social and environmental standards from the readiness to implementation rounds. All jurisdictions were supported by UNDP to incorporate a socially inclusive approach and to address social and environmental safeguards in the readiness phase. In the implementation phase, all jurisdictions included additional funds for these processes to ensure project staff were able to support this work across the entire funding cycle, while governments also identified safeguards focal points to work hand-in-hand. All jurisdictions identified social and environmental risks at the outset and developed indicators that were regularly monitored and reported on. In **Jalisco**, the final evaluation noted that this regular monitoring meant that the project could be agile and the team could quickly respond when targets were not met. **Yucatán** designed activities specifically targeting Indigenous women to ensure active and effective participation. In **Pará**, new laws, regulations, and governing bodies targeted participation from Indigenous and Quilombola communities.

10

Gender responsive actions at jurisdictional level can have a multiplier effect across the GCF Task Force network.

The GCF Task Force adopted a global Gender Policy at COP27, [Women for Forests and Climate](#), endorsed by governors at the 2023 Annual Meeting in Jalisco. This in part grew out of the support during the readiness and implementation phases, which raised awareness at the political level. Network-wide implementation of the policy is being facilitated by the GCF Task Force Secretariat and Country Directors.

11

Maintaining political support at governor level will ultimately require additional resources,

alongside the development of viable 'new forest economy' alternatives to deforestation and forest degradation, which politicians can 'sell' to their electorate. Mitigating political turnover, securing the necessary resources (financial, human, technical), and developing viable alternatives to business-as-usual deforestation are undeniably difficult to address without consistent, long-term financing.

12

Private sector engagement strategies appear critical to unlocking finance or REDD+/LED

but evidence of their impact is still needed to help jurisdictions assess which public-private partnerships are successful in reducing deforestation and forest degradation.

13

Embedding strategies in state legal and policy frameworks, including jurisdictional land-use planning, is key.

This is one way to mitigate against political turnover, while also signalling the political will that can help attract resources, including from national sources.

14

GCF Task Force Country Directors play a key role.

In **Brazil**, for example, the Country Director works closely with state environment secretariats and with the Brazilian Amazonian Governors Consortium to ensure a focus on the environmental agenda, while also maintaining dialogue nationally with the National REDD+ Commission (CONAREDD+) and the federal government, across different administrations. This role is particularly complex as it requires high-level information sharing and dialogue with state governors, whose agendas rarely provide space for detailed sessions and who may be receiving contradictory and incorrect information on climate and forest issues via the media and social media.

Conversely, the final evaluation found that a lack of Country Directors in the West African region had a negative impact on the three jurisdictions (**Cavally, Bélier** and **Cross River State**). The jurisdictions did not benefit from the additional support and collaboration with neighbouring states or provinces unlike their peers in Indonesia and Latin America.

15

Future GCF Task Force investments need to more explicitly target the drivers of deforestation and forest degradation, even though piloting low-emissions rural development is important.

They should also demonstrate the benefits to producers of changing their practices, as the **Jalisco** project has shown.



CASE STUDY: IN THE FACE OF CHALLENGES

While many challenges were universal, the impacts were more keenly felt in specific jurisdictions, undermining positive outcomes where a promising start had been made on REDD+ readiness. This can be attributed to a number of factors, principal among these were a lack of additional resources, competing priorities, and/or lack of political support.

Lack of resources

While a lack of resources was cited as a limiting factor across all jurisdictions, some states and provinces struggled more than others to continue the important planning processes after the end of readiness grants. In **Bélier**, the intervention had a positive impact on visibility of the region and led to the development a Territorial Climate Plan with emission reduction targets to 2030, to date is the only such plan to have been produced in the country. However, the implementation of the strategic plan has stalled with no new forest restoration funding or interventions having been generated on the back of the Norway Pledge funding. In **Cavally**, a lack of financial resources following the Norway Pledge was also a key barrier to implementation of the investment plan. Yet it did position the region for inclusion in a GEF-funded Food Systems, Land Use and Restoration (FOLUR) project.

Competing priorities

All 35 jurisdictions battled with competing priorities, including in some cases a perception that environmental agendas are inconsistent with economic development, as well as the severe impact of COVID-19. **North Kalimantan** houses some of Borneo's last remaining intact rainforest. As noted above, the readiness funds facilitated new planning processes, including land-use and safeguards. The province was also working on other innovative processes including Indonesia's first Ecological Fiscal Transfer funding mechanism to reward districts for climate change mitigation actions. But competing priorities appear to be threatening these steps: the province's economic development plans include major cross-border transport infrastructure, a significant expansion of logging, and planned conversion of 12 percent of the total forest area of the province (for settlement, hydroelectric power plant establishment, agriculture, industry and national defence). The Provincial Forestry Agency acknowledges that economic development has led to considerable conflict with forest communities, including Indigenous Dayak, in the province.

Waning political support

Jurisdictional programs are built on an assumption of continued political support to sustain the kind of long-term intervention needed to effect transformative change. Administrative change is one reason for waning political support, alongside competing priorities. In other cases, the political interest is simply directed elsewhere, as in the case of **Cross River State**. Cross River State has the highest forest cover in Nigeria and a long-running community-based REDD+ process. The state has a REDD+ strategy and developed a costed investment plan for the period 2021-2050. Since the end of the readiness fund, state forest governance has struggled, with rampant illegal logging, lack of incentives for community forestry, and missed forest restoration targets. The immediate solution is to rebuild political interest in the forest and climate agenda and improve governance at the highest levels of the state, particularly the Forestry Commission. The GCF Task Force does not unfortunately currently have the resources for a Country Director to engage with Cross River State's new governor and senior civil servants.

Administrative turnover

Many civil servants nominated to occupy public office at the subnational level are poorly remunerated and can be removed at any point. From 2018 – 2023 in the nine states of the Brazilian Legal Amazon, the government focal points for the regional Norway Pledge-funded project changed 17 times, including five changes in **Maranhão** alone. In **Peru**, CSO partners reported that on average 95 percent of civil servants change every four years with each new administration. In many instances, the departing staff did not leave any handover information for their successor, who had to adopt an 'archaeological approach' to find the necessary information and ensure continuity in their work. And it is not just civil servants but also key partners – in **Pastaza**, focal points for the Indigenous Nationalities also changed every two years. To overcome this, Pastaza made relevant plans and tools available on the Province's website. In **Indonesia**, Provinces found the GCF Task Force Country Director an effective focal point to induct new members and share information.

Engaging with obstacles

Where jurisdictions face these challenges, the GCF Task Force is committed to continued engagement with all actors in the network, regardless of their performance on combating deforestation and forest degradation, as states in **Brazil** and elsewhere have demonstrated that they can change direction in response to new incentives and political cycles.

NGO-State Collaboration Model

The NGO-state government partnerships were one of the most successful elements of the GCF Task Force approach to implementing the Norway Pledge. As the Norway Pledge stipulated that funding would flow through civil society implementing organisations, states partnered with a diversity of civil society organisations to deliver the initiative, a collaboration that proved very effective. It allowed for the creation of synergies at a global, regional, and state level between states, civil society, the GCF Task Force Secretariat, GCF Task Force Country Directors, and UNDP. This approach demanded a great deal of investment in building relationships, in joint thinking, and programming. Overall, engagement with civil society was viewed as an effective model, creating lasting relationships between states and their partners, and improving institutional memory to bridge across changes in public administrations.

It is important to note this model also carried some risks. At times, partners acted independently of jurisdictions or appeared to dominate the relationship. Some states felt partners viewed the collaboration as a way to bring in grant money to support their own operating budgets. There were also cases where the quality of work fell below the expected standard due to skill gaps or lack of personnel resource in the civil society partner. Ultimately, these challenges were outweighed by the overall positive view of what partners brought to the table and the enduring impact of the relationship.

Several jurisdictions noted that while some national or local NGOs were weaker in terms of processes, they brought a deeper understanding of context, relationships, and a stronger commitment to long-term actions in the jurisdiction. These aspects were emphasised in **Brazil** and **Mexico**, with organisations like Fundação Amazônia Sustentável firmly embedded in long-term implementation alongside **Amazonas** state agency, the Amazonas State Environment Secretariat (SEMA).

In addition, the NGO-state collaboration model created an ecosystem of partner organizations to support subnational governments, to engage with national and global governments and processes, and to help jurisdictions to access additional funds. Indeed, in many cases where states or provinces accessed external funding after the readiness phase, it was with the support of the same NGO partners. In **Brazil**, the NGO partners have been critical in supporting states to access the carbon markets, including advocating on their behalf with national governments and donors to increase access to climate finance.

Overall, the key lesson is that the NGO-state partnership model, with UNDP and GCF Task Force providing oversight and technical support, was a resounding success, though choice of partners and modalities of engagement can still be improved upon in future programs.

Eight Success Factors for Impact

The final review of both the readiness and implementation phases of the GCF Task Force funding found that jurisdictions that achieved the greatest impact exhibited many or all of the following success factors:

01

Complementary partnerships between civil society and public administration

02

Focus on understanding the specific drivers of deforestation and forest degradation at subnational level

03

Built on a foundation of established policies and programs for reducing deforestation and forest degradation

04

Development of a state-level framework before promoting forest carbon projects

05

Strong engagement of the state governor in the climate and forest agenda, including personal participation in global GCF Task Force actions

06

Cross-sector dialogue and collaboration across state secretariats and regional development agencies

07

Engagement of state secretaries and civil servants in experimentation and innovation through REDD+/LED processes

08

Engagement with lower levels of jurisdictional government, including municipalities and districts

The Way Forward

Overall, the Norway Pledge had a robust design and intervention logic, focusing on the subnational jurisdiction as the unit to effect change and recognising that strategic thinking and experimentation are critical to combat deforestation and forest degradation globally. Several states achieved substantial transformation in statewide engagement with the climate and forests agenda as a result of the targeted funding.

This report identifies key success factors in these processes, including supporting state-level frameworks and policies and promoting dialogue between state agencies on climate and forest issues, which environment agencies cannot tackle alone. The technical and convening roles played by UNDP and the GCF Task Force were critical to overall success, as was the delivery model that brought together public administrations and environmental NGOs.

The intervention encouraged a range of innovations and adoption of best practices, such as starting to translate social inclusion and gender from theory into practice in REDD+, developing pathways for deforestation-free commodities, promoting a new forest economy or bioeconomy, testing state-community collaborations and public-private partnerships, and encouraging states to develop robust climate and forests policy frameworks to regulate and guide action on the ground.

There is inevitably wide variation in the enduring impact of the Norway Pledge in the 35 participating GCF Task Force jurisdictions, ranging from jurisdictions where the strategy and investment plans are being updated and form the basis of state strategy on climate and forest, to jurisdictions where the plans are 'on the shelf' following political turnover or lack of resources for implementation.

Jurisdictions are calling upon international donors to continue to target funding to their climate and forest aspirations. The Norway Pledge was the first and the most significant international funding to date to focus on subnational jurisdictions on such a scale; the next step is to scale up this important program and replicate its successes.

ANNEX I: IMPACT TABLE

The following table outlines the high-level results from the readiness and implementation funds. More details on the REDD+ and LED strategies and investment plans are in Annex II.

Country	Jurisdiction	Jurisdictional strategies developed/updated	Investment plans developed	Impact on laws, policies and regulations	Readiness phase leveraged additional funding
Brazil	Acre	✓	✓	✓	✓
	Amapá		✓	✓	✓
	Amazonas	✓		✓	✓
	Maranhão	✓		✓	✓
	Mato Grosso	✓		✓	✓
	Pará	✓		✓	✓
	Rondônia	✓	✓	✓	✓
	Roraima			✓	✓
	Tocantins	✓	✓		✓

ANNEX I: IMPACT TABLE

Country	Jurisdiction	Jurisdictional strategies developed/updated	Investment plans developed	Impact on laws, policies and regulations	Readiness phase leveraged additional funding
Mexico	Campeche	✓	✓	✓	✓
	Chiapas	✓	✓	✓	✓
	Jalisco	✓	✓	✓	✓
	Oaxaca	✓		✓	✓
	Quintana Roo	✓	✓	✓	✓
	Tabasco	✓		✓	✓
	Yucatán	✓		✓	✓

ANNEX I: IMPACT TABLE

Country	Jurisdiction	Jurisdictional strategies developed/updated	Investment plans developed	Impact on laws, policies and regulations	Readiness phase leveraged additional funding
Peru	Amazonas	✓	✓	✓	✓
	Huánuco	✓	✓	✓	✓
	Loreto	✓	✓	✓	✓
	Madre de Dios	✓		✓	✓
	Piura	✓	✓	✓	
	San Martín	✓	✓	✓	✓
	Ucayali	✓	✓	✓	✓

ANNEX I: IMPACT TABLE

Country	Jurisdiction	Jurisdictional strategies developed/updated	Investment plans developed	Impact on laws, policies and regulations	Readiness phase leveraged additional funding
Colombia	Caquetá			✓	
Ecuador	Pastaza	✓		✓	✓
Nigeria	Cross River State		✓	✓	
Côte d'Ivoire	Bélier	✓		✓	
	Cavally	✓		✓	✓
Indonesia	Aceh	✓			
	Central Kalimantan	✓	✓	✓	✓
	East Kalimantan	✓	✓	✓	✓
	West Kalimantan	✓		✓	✓
	North Kalimantan	✓			
	Papua	✓			✓
	West Papua	✓	✓	✓	✓

ANNEX II: REDD+/LED PLANS, STRATEGIES, REGULATIONS

The following table includes the policies, strategies and related laws known to have been developed under with Norway Pledge support and their status. This list is not exhaustive and these outputs are not necessarily directly attributable to the readiness funding as other partners and institutions were also providing important support during this time period.

Country	Jurisdiction	Strategies, Plans, Laws (original language)	Status
Brazil	Acre	Plano de Agronegócios de Baixas Emissões de Carbono do Estado do Acre	Draft
		ISA Sociobiodiversidade	Approved
		ISA Regulação do Clima	Approved
		Plano Estratégico para a Piscicultura no Acre	Draft
	Amapá	Política Estadual De Clima e Incentivos aos Serviços Ambientais do Estado Do Amapá (Sistema Estadual de Clima e Incentivos aos Serviços Ambientais)	Still draft as of 2024
		Plano de Prevenção e Controle do Desmatamento, Queimadas e Incêndios Florestais (GIZ supported)	Approved in 2023
		Resolução CONAREDD+ nº 10 em 29 de Agosto de 2022 (making the state eligible to receive federal carbon payments).	Approved
	Amazonas	Minuta de Norma Regulamentadora do Subprograma de REDD+, do Programa de Clima e Carbono, Criado no Âmbito da Política do Estado do Amazonas de Serviços Ambientais	Under consideration by SEMA
		Minuta de Norma Regulamentadora do Subprograma de REDD+, do Programa de Clima e Carbono, Criado no Âmbito da Política do Estado do Amazonas de Serviços Ambientais	Draft

ANNEX II: REDD+/LED PLANS, STRATEGIES, REGULATIONS

Country	Jurisdiction	Strategies, Plans, Laws (original language)	Status
Brazil	Maranhão	Política de Redução de Emissões por Desmatamento e Degradação, Conservação, Manejo Florestal Sustentável, Manutenção e Aumento dos Estoques de Carbono Florestal (REDD+), da Gestão dos Ativos Ambientais e do Pagamento por Serviços Ambientais do Estado do Maranhão, denominada de Sistema Jurisdicional de REDD+ e PSA.	Draft
	Mato Grosso	Subprograma Territórios Indígenas REM/MT	Approved
	Pará	Plano Estadual Amazônia Agora-PEAA	Approved
		Lei da Política Estadual sobre Mudanças Climáticas (PEMC)	Approved
		Política Estadual sobre Mudanças Climáticas do Pará (PEMC/PA)	Approved
		Decrees 254 and 343 upgrading ⁴ Fórum Paraense de Mudanças e Adaptação Climática (FPMAC) and defining FPIC rules and membership, respectively	Approved
		Plano Estadual de Bioeconomia do Pará (Plan Bio)	Approved
		Plano de Recuperação da Vegetação (PRVN-PA)	Approved

⁴ To better provide for the participation of representatives of Indigenous Peoples, Quilombolas, other traditional communities and family farmers.

ANNEX II: REDD+/LED PLANS, STRATEGIES, REGULATIONS

Country	Jurisdiction	Strategies, Plans, Laws (original language)	Status
Brazil	Rondônia	Estratégia Estadual de REDD+ do Estado de Rondônia	Approved
		Política Estadual de Governança Climática e Serviços Ambientais – (PGSA) e cria o Sistema Estadual de Governança Climática e Serviços Ambientais (SGSA) – Lei N. 4.437 de 17 de dezembro de 2018.	Approved
		Draft and regulation of the Fórum Estadual de Mudanças Climáticas (FEMC-RO).	Prepared
	Roraima	Índice de Norma de Serviços Ambientais e Redução de Emissões por Desmatamento e Degradação, Conservação, Manejo Florestal Sustentável, Manutenção e Aumento do Estoques de Carbono Florestal (REDD+) do Estado de Roraima	Draft
Mexico	Campeche	Planeación Municipal, Ordenamiento Ecológico y Programas Ambientales: Hacia una gestión óptima del territorio. Municipio de Campeche	Draft
		Planeación Municipal, Ordenamiento Ecológico y Programas Ambientales: Hacia una gestión óptima del territorio. Municipio de Champotón	Draft
		Planeación Municipal, Ordenamiento Ecológico y Programas Ambientales: Hacia una gestión óptima del territorio. Municipio de Hopelchén	Draft

ANNEX II: REDD+/LED PLANS, STRATEGIES, REGULATIONS

Country	Jurisdiction	Strategies, Plans, Laws (original language)	Status
Mexico	Chiapas	Plan Estatal de Inversiones: Para la Acción Climática en el Desarrollo Rural Sustentable de Chiapas	Draft
		Chiapas Visión 2030	Draft
	Jalisco	Plan Estatal de Inversión Como Acción para la Implementación de la Estrategia Estatal REDD+ Jalisco	Final
		Estrategia del Estado de Jalisco para la integración de la biodiversidad en los sectores agropecuario, pesquero-acuícola y forestal	Final
	Oaxaca	IUCN y Gobierno de Oaxaca 2020. Oportunidades de restauración funcional del paisaje en el Estado de Oaxaca, México	Published
		Plan de inversión para el desarrollo rural bajo en emisiones del Estado de Oaxaca 2020	Final
	Quintana Roo	Plan de Intervención AMUSUR	Final
	Tabasco	Estrategia estatal de Reducción de Emisiones por Deforestación y Degradación Forestal de Tabasco (EEREDD+ Tabasco)	Approved
	Yucatán	Estrategia Estatal de REDD+	Awaiting publication
		Programas de Ordenamiento Ecológico Local (POEL) for 5 municipalities (Tekax, Tzucacab, Oxkutzcab, Santa Elena y Muna)	Draft

ANNEX II: REDD+/LED PLANS, STRATEGIES, REGULATIONS

Country	Jurisdiction	Strategies, Plans, Laws (original language)	Status
Peru	Amazonas	Estrategia Regional de Desarrollo Rural Bajo en Emisiones Región Amazonas	Approved
		Plan de Inversión	Approved
	Huánuco	Estrategia Regional de Desarrollo Rural Bajo en Emisiones de Huánuco	Approved
		Plan de Inversión	Approved
	Loreto	Estrategia Regional de Desarrollo Rural Bajo en Emisiones de Loreto	Approved
		Plan de Inversión	Approved
	Madre de Dios	Estrategia Regional de Desarrollo Rural Bajo en Emisiones de Madre de Dios – Nuestra Tierra	Approved
	Piura	Estrategia Regional de Desarrollo Rural Bajo en Emisiones de Piura	Approved
		Plan de Inversión	Approved
	San Martín	Estrategia Regional de Desarrollo Rural Bajo en Emisiones de San Martín	Approved
		Plan de Inversión	Approved
	Ucayali	Estrategia Regional de Desarrollo Rural Bajo en Emisiones de Ucayali	Approved
		Plan de Inversión	Approved

ANNEX II: REDD+/LED PLANS, STRATEGIES, REGULATIONS

Country	Jurisdiction	Strategies, Plans, Laws (original language)	Status
Colombia	Caquetá	La Guía de orientaciones y recomendaciones para las administraciones municipales de Caquetá para incluir los lineamientos de cero deforestación y adaptación al Cambio Climático en el Ordenamiento en el marco de la Sentencia 4360 de 2018” (to support municipios to comply with the regulation / sentencia)	Published
		Decree 00135 adopting the “Lineamientos Estratégicos de Política Pública para el Desarrollo Rural Sustentable del Caquetá” (2019)	Approved
Ecuador	Pastaza	Plan de Implementación y Acciones REDD+ de Pastaza	Approved
		Acuerdo Ministerial 056 (Ministerio de Ambiente y Agua del Ecuador, Autoridad Nacional REDD+)	Approved
		Updating of the ‘Ordenanza de creación del AEDSPP’ (Área Ecológica de Desarrollo Sostenible Provincial de Pastaza)	In progress
Nigeria	Cross River State	Cross River State REDD+ Investment Plan: 2021 – 2050 investment period	Approved
Côte d’Ivoire	Bélier	Plan Stratégique Régionale de Restauration de Paysages Forestiers dans la Région de Bélier	Approved
		Plan Climat Territorial	Approved
	Cavally	Plan Stratégique de Production Agricole Zéro-déforestation de la Région de Cavally	Approved

ANNEX II: REDD+/LED PLANS, STRATEGIES, REGULATIONS

Country	Jurisdiction	Strategies, Plans, Laws (original language)	Status
Indonesia	Aceh	Integrated Low Emission Development Strategy in Aceh (ILEDSA – Strategi Terpadu Pembangunan Rendah Emisi Aceh)	Final
	Central Kalimantan	REDD+ Strategy Seruyan District	Final
	East Kalimantan	Regional Regulation on Sustainable Plantation Development (Perda Pembangunan Perkebunan Berkelanjutan)	Approved
		Governor's Regulation on Recognition and Protection of Indigenous Peoples (Peraturan Gubernur tentang Pengakuan dan Perlindungan Masyarakat Hukum Adat)	Approved
		Regional Regulations on Climate Change Adaptation and Mitigation	Approved
	West Kalimantan	Mekanisme Pembagian Manfaat Dalam Kegiatan Pengurangan Emisi Dari Deforestasi Dan Degradasi Hutan Provinsi Kalimantan Barat	Final
		Penetapan Target Penurunan Emisi Dari Deforestasi Dan Degradasi Hutan Pada Kabupaten / Kota Se - Kalimantan Barat Tahun 2020 – 2030	Signed
		Perlindungan Dan Pengelolaan Ekosistem Gambut dan Mangrove	Final
		Pengelolaan Hutan Jangka Panjang di Kabupaten Kubu Raya oleh KPH Kubu Raya periode 2019-2028	Signed
		Mekanisme Penyaluran Dan Pengelolaan Dana Lingkungan Hidup Provinsi Kalimantan Barat	Final

ANNEX II: REDD+/LED PLANS, STRATEGIES, REGULATIONS

Country	Jurisdiction	Strategies, Plans, Laws (original language)	Status
Indonesia	West Papua	REDD+ Strategy: The Province of West Papua	Approved
		Special regional regulation (Peraturan Daerah Khusus) of West Papua province No.10 of 2019, defining a development pathway that integrates all aspects and institutions that enhance the process of sustainable livelihood development)	Approved

ANNEX III: READINESS PHASE GRANTS

The following table lists the 35 GCF Task Force jurisdictions that received readiness funding, including project title and total value of the grant in USD.

Country	Jurisdiction	CSO Partner	Value (US\$)	Project title <i>(Translated from Spanish / Portuguese / French)</i>
Indonesia	Aceh	Fauna & Flora International	399,962	<i>An Integrated Low Emission Development Strategy for Aceh</i>
	Central Kalimantan	EII	391,314	<i>An overarching strategy for low-emission development in Central Kalimantan</i>
	East Kalimantan	TNC	325,000	<i>Mobilizing resources and building capacity for the implementation of emission reduction efforts in East Kalimantan</i>
	North Kalimantan	TNC	350,000	<i>Technical support to the implementation of low carbon development in North Kalimantan</i>
	West Kalimantan	IDH	400,000	<i>Strengthening strategy and capacity of West Kalimantan province to support national target and jurisdictional approach in reducing carbon emissions from deforestation and degradation</i>
	Papua	IDH	350,000	<i>Building Robust Jurisdictional Strategies and Investment Plans to Reduce Deforestation and Promote Low Emissions Development in Papua</i>
	West Papua	EII	337,219	<i>A strategy for green and inclusive growth in West Papua</i>

ANNEX III: READINESS PHASE GRANTS

Country	Jurisdiction	CSO Partner	Value (US\$)	Project title <i>(Translated from Spanish / Portuguese / French)</i>
Mexico	Campeche	TNC	364,421	<i>Collaboration for the implementation of the state REDD+ strategy in Campeche</i>
	Chiapas	TNC	351,950	<i>State investment plan. Transitioning towards sustainability: A resilient and low emissions Chiapas</i>
	Jalisco	TNC	359,339	<i>State investment plan: strengthening the implementation of REDD+ in Jalisco</i>
	Oaxaca	IUCN	386,882	<i>Investment plan for low emissions rural development in the state of Oaxaca</i>
	Quintana Roo	TNC	371,350	<i>Building technical and financial capacity to a jurisdictional REDD+ strategy in Quintana Roo</i>
	Tabasco	CI	202,819	<i>Building consensus for a REDD+ strategy in the state of Tabasco</i>
	Yucatán	TNC	377,120	<i>Strengthening the implementation of the REDD+ strategy and investment plan in Yucatán</i>

ANNEX III: READINESS PHASE GRANTS

Country	Jurisdiction	CSO Partner	Value (US\$)	Project title <i>(Translated from Spanish / Portuguese / French)</i>
Colombia	Caquetá	EII	399,148	<i>Investment plan to Support the low emissions development strategy in Caquetá: A productive, sustainable and peaceful territory</i>
Ecuador	Pastaza	NCI	398,035	<i>Developing an implementation plan for REDD+ actions and measures in the province of Pastaza</i>
Peru	Amazonas	EII	389,996	<i>Planning low emission rural development: participatory design for a strategy and investment plan to promote low emissions rural development and reduce deforestation in the region of Amazonas</i>
	Huánuco	EII	389,889	<i>Planning low emission rural development: participatory design for a strategy and investment plan to promote low emissions rural development and reduce deforestation in the region of Huánuco</i>
	Loreto	EII	399,284	<i>Participatory design of a strategy and plan to promote low emissions rural development and reduce deforestation in the region of Loreto: preserving forests and benefiting the population</i>
	Madre de Dios	WWF	200,000	<i>Participatory Development of a jurisdictional strategy and investment plan for low emissions rural development: reducing deforestation, strengthening leadership of the regional government of Madre de Dios</i>

ANNEX III: READINESS PHASE GRANTS

Country	Jurisdiction	CSO Partner	Value (US\$)	Project title <i>(Translated from Spanish / Portuguese / French)</i>
Peru	Piura	EII	389,140	<i>Planning low emission rural development: participatory design for a strategy and investment plan to promote low emissions rural development and reduce deforestation in the region of Piura</i>
	San Martin	EII	389,301	<i>Building an investment plan to promote low emissions rural development in the region of San Martín with a focus on production, protection, and inclusion</i>
	Ucayali	EII	389,996	<i>Building and promoting low emissions rural development in the region of Ucayali with a focus on production, protection, and inclusion</i>
Brazil	Acre	EII	388,250	<i>Strengthening the SISA in Acre: improving its programs and valuing the assets and financial sustainability of a low emissions economy</i>
	Amapá	CI	398,401	<i>Forests for climate: a jurisdictional REDD+ and environmental services system in Amapá</i>
	Amazonas	FAS	372,425	<i>Regulation and Implementation of the State Environmental Services Law of Amazonas, Brazil</i>
	Maranhão	IPAM	400,000	<i>Valuing environmental assets in Maranhão: a jurisdictional REDD+ system</i>
	Mato Grosso	ICV	399,448	<i>Valuing the forests of Mato Grosso</i>
	Pará	TNC	400,000	<i>Structuring a transition to a low carbon economy in Pará</i>

ANNEX III: READINESS PHASE GRANTS

Country	Jurisdiction	CSO Partner	Value (US\$)	Project title <i>(Translated from Spanish / Portuguese / French)</i>
Brazil	Rondônia	BVRio	365,109	<i>Climate government for the state of Rondônia</i>
	Roraima	IPAM	400,000	<i>Roraima for the planet: developing a jurisdictional REDD+ system</i>
	Tocantins	IDESAM	372,120	<i>Sustainable country – implementing a sustainable product strategy in Tocantins</i>
Côte d'Ivoire	Bélier	UNDP	150,000	<i>Development of a strategic plan for sustainable agricultural production and restoration of forest landscapes in the regions of Bélier and Cavally</i>
	Cavally	UNDP	150,000	<i>Development of a strategic plan for sustainable agricultural production and restoration of forest landscapes in the regions of Bélier and Cavally</i>
Nigeria	Cross River State	UNDP	399,710	<i>Implementation of REDD+ in Cross River State</i>

ANNEX IV: IMPLEMENTATION PHASE GRANTS

Country	Jurisdiction	NGO Partner	Value (US\$)	Project title <i>(Translated from Spanish / Portuguese / French)</i>
Brazil	Pará	TNC	1,200,000	<i>Preparing a Carbon-neutral Sustainable Territory</i>
Ecuador	Pastaza	NCI	914,892	<i>Joint implementation between the Provincial Government and the Indigenous Nationalities of Pastaza, to reduce deforestation and conserve the Province's natural ecosystems</i>
Indonesia	West Kalimantan	IDH	1,426,491	<i>Jurisdictional Model Implementation in Kubu Raya towards Subnational Contribution for REDD+ and National NDCs</i>
Mexico	Jalisco	FONNOR	849,998	<i>Deforestation-free meat in free-grazing systems: a model for production and commercialization in Jalisco</i>
	Yucatán	WWF	614,883	<i>Actions to implement the State REDD+ Strategy (EEREDD+) in the State of Yucatán for public-private investments into sustainable rural development: sustainable enterprises in Mayan maize, apiculture, as well as biocultural and innovative PES.</i>
			TOTAL: 5,506,264	