Draft Monitoring Framework
Support to National REDD+ Action
2013-2014

UN-REDD Programme Tenth Policy Board Meeting

June 2013, Lombok, Indonesia

Outline of presentation
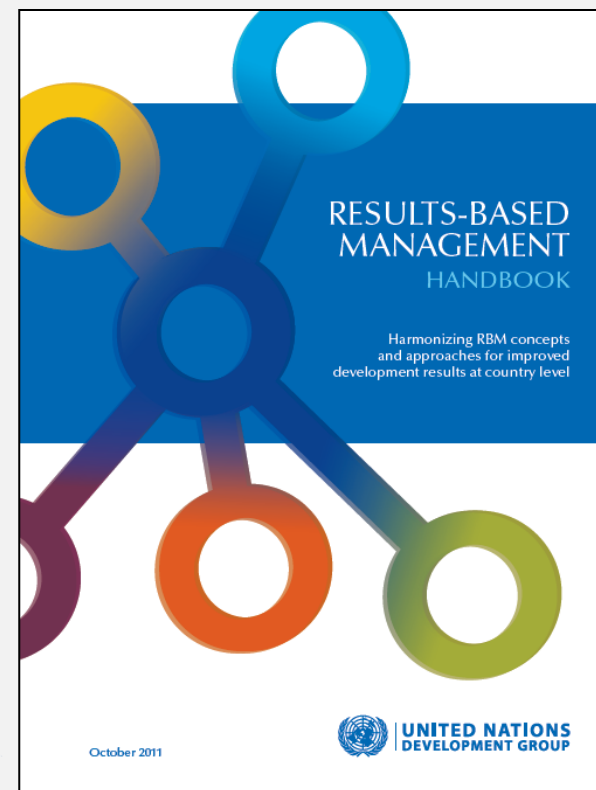
1. Elements of Results-Based Management
2. Background and approach
3. Key improvements made
4. Conclusions and recommendations
5. Next steps

Elements of Results-Based Management

According to the UNDG Handbook, RBM

1. is "A management strategy by which all actors ... ensure that their processes, products and services contribute to the achievement of desired results (outputs, outcomes and goals)."

2. "...requires monitoring and self-assessment of progress towards results, including reporting on performance."

RESULTS-BASED MANAGEMENT HANDBOOK

Harmonizing RBM concepts and approaches for improved development results at country level

October 2011

UNITED NATIONS DEVELOPMENT GROUP
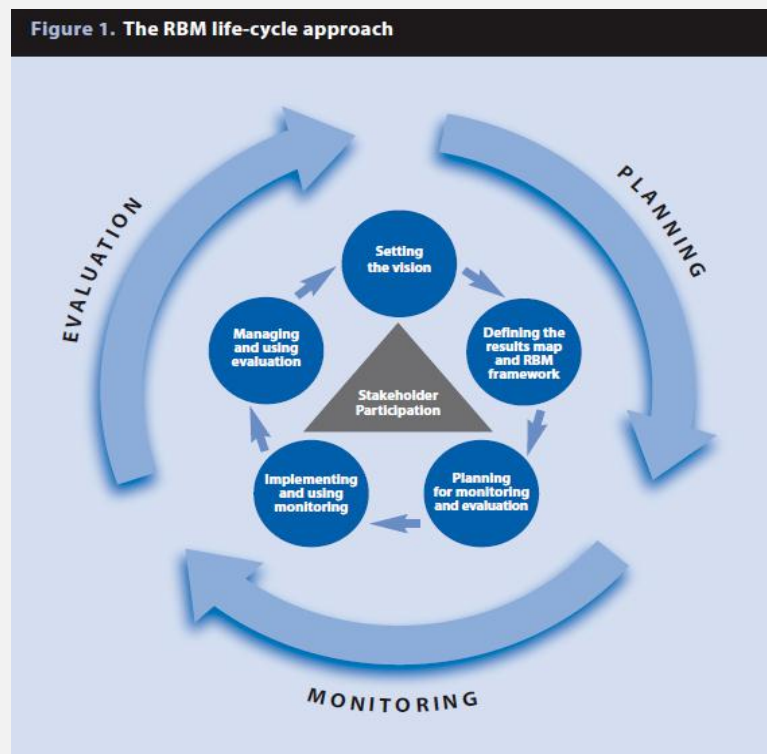
Elements of Results-Based Management

Three pillars:

1. Management/ Planning
2. Monitoring of implementation
3. Reporting/ Evaluation

Figure 1. The RBM life-cycle approach
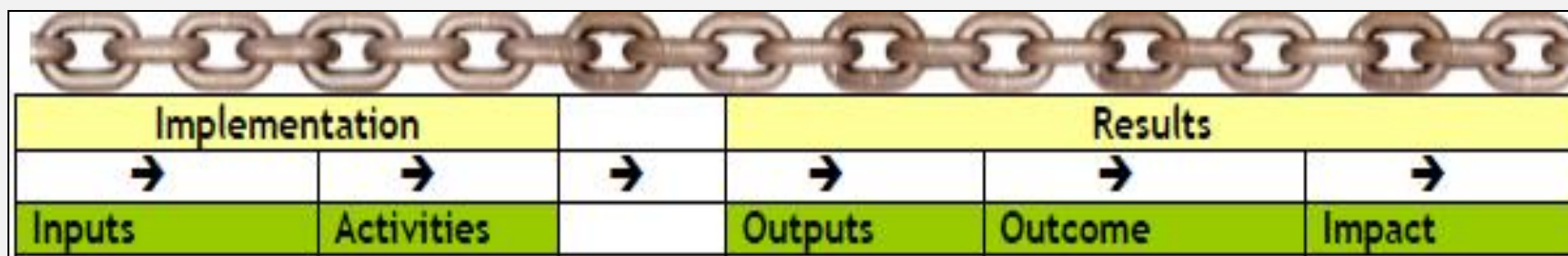
Elements of Results-Based Management

Results:

- changes in a state or condition, a cause-and-effect relationship.

Results chain:

Implementation			Results		
→	→	→	→	→	→
Inputs	Activities		Outputs	Outcome	Impact

Monitoring and reporting of Results

Background and approach

1. Requests for UN-REDD Secretariat to develop a results based monitoring framework and to improve reporting (PB7 and PB9).

2. Development of a monitoring framework for the SNA budget revision 2013-2014 building on the monitoring framework presented within the "Support to National REDD+ Action - Global Framework Document 2011-2015".

3. Alignment of monitoring and reporting frameworks for SNA and NPs ensuring a harmonized consolidated UN-REDD Report.

Methodology

1. based on UNDG RBM Handbook

2. consultative and participatory: all 3 UN agencies and Secretariat – individuals, Working Groups and Management Group

3. alignment with National Programme's monitoring framework

4. monitoring frameworks of other initiatives - FCPF and FIP – drawing on advantages/ disadvantages

Key improvements:

1. **Outcome level Indicators** (Baselines and Targets) simplified, reduced to one per Outcome, made specific to Outcome level, to 2013-2014

2. **Output text** changed to reflect Results, not Activities

3. **Outcome and Output Indicators, Baselines and Targets** more consistent, SMART, better reflect the operating context of UN-REDD Programme

4. Greater balance of **quantitative with qualitative measures** – e.g. Number of countries achieving a defined standard.

5. **Means of Verification** provide more objective measures

6. **Programme narrative** improved, capturing coordination of all agencies in cross-cutting technical areas in Outcomes/ Outputs, towards objectives of UN-REDD Programme as a whole

Examples of Monitoring Framework revision

Results	Indicators (SMART)	Baseline	Target	Means of verification	Risks	Assumptions
Outcome X						
Output X.1						
Output X.2						

Comparison – Before/ after revision of post-Budget Review draft

Outcome Indicators simplified, clear specific, Outcome level
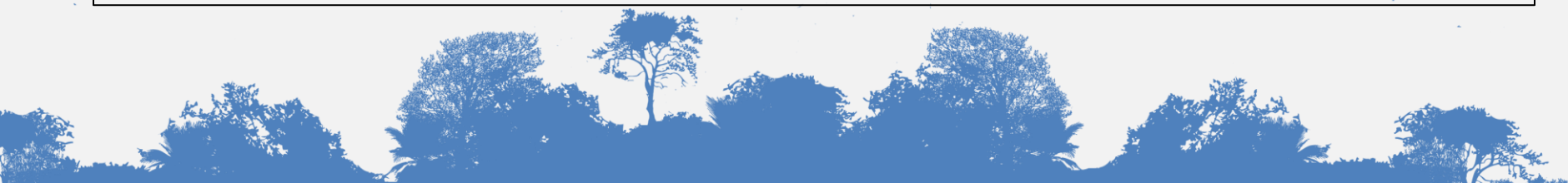
Outcome 2 Credible, inclusive national governance systems

Indicators Original text:

- Number of countries where the process and outcomes of governance assessments are incorporated into the National REDD+ Strategy
- Results from institutionalized participatory governance assessment are easily accessible and publicly and regularly shared, with relevant information
- The importance of participatory governance assessment are used to demonstrate the progression of countries through the phases of REDD+

Changed to:

Percentage of REDD+ strategies, roadmaps or phase 2 documents that have been developed inclusively and have proposed robust legal, institutional and fiduciary arrangements

Output text reflects results, not activities

Output 5.2
Original text:

"Support to countries to address and respect safeguards"

Changed to:

"Countries make use of support to develop approaches to address and respect safeguards"

Indicators, Baselines, Targets SMARTer, in UN-REDD context

Output 2.3 Forest related legal frameworks analyzed, strengthened

Original text:

Indicator: Number of countries receiving legislative support on forest and land for implementing REDD+ programmes and strategies

Target: By 2014, max. 8 countries have received support to analyze and strengthen legal frameworks for implementing REDD+ and strategies at the country level.

Changed to:

Indicator:

a. Number of UN-REDD countries that have assessed their legal frameworks for forests and land for implementing REDD+ programmes and strategies.
b. Number of UN-REDD countries enacting legal reforms for implementing REDD+

Target:

a. By 2014, at least 8 countries have acted to analyze and strengthen legal frameworks for implementing REDD+ and strategies at the country level.
b. At least 3 countries have enacted legal reforms necessary for implementing REDD+

Indicators, Baselines, Targets quantitative and qualitative

Output 6.2 Technical advice supports REDD+ investment options, strategies

Original text:

Indicator:

- Clear inter-agency strategy is elaborated on links between different outputs and the green economy work area
- Approach has been elaborated by the Programme on how to ensure integration

Changed to:

Indicator:

a. Approach to guidance on integration of REDD+ and development planning has been developed in a participatory process with the UN-REDD Programme and partner country governments.

b. Number of countries where clear inter-agency strategy is elaborated on links between different outputs and the green economy work area

Means of verification more objective, available to constituency

Output 1.2 Country-level capacities to implement monitoring, MRV

Original text:

Plans, and GHGs inventories.

Changed to:
- National Communications and Biennial update reports, including GHG inventories, submitted to UNFCCC;
- National documents, reports, plans

(All of these should be produced through country-led processes and institutional arrangements.)

Risks and Assumptions better identified

Output 5.2 Countries make use of support, approaches to safeguards

Original text:

Risks
- None identified

Assumptions
- None identified
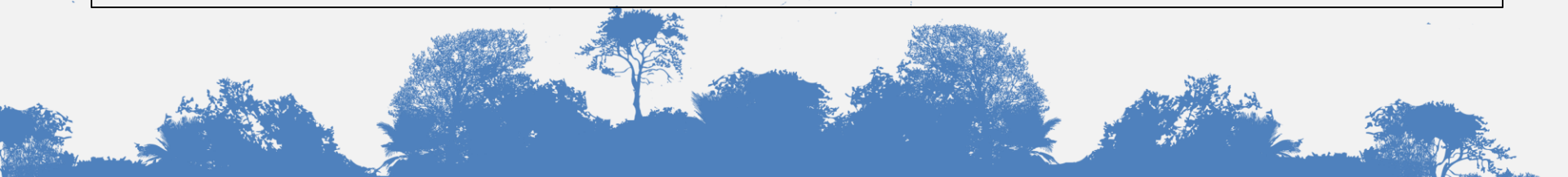
Changed to:

Risks
- Changes in priorities at the national or international level result in difficulties to finalize safeguard approaches

Assumptions
- It will be possible for countries to reach consensus on key REDD+ safeguards
- Information will be shared effectively across institutions, with good collaboration between national government agencies

Conclusions and recommendations

1. The process of improvement to the SNA Monitoring Framework 2013-2014 has made significant progress and, when finalized, will provide a valuable tool for practical application of RBM.

2. The effective involvement of agency and Secretariat staff, assisted through the Working Group and Management Group, is very important to ownership of results monitoring, requiring high levels of commitment.

3. There is need for a "Performance Management Framework", with specific allocation of responsibility and resources for results monitoring.

Next steps

The Monitoring Framework remains a work in progress. Still need to:
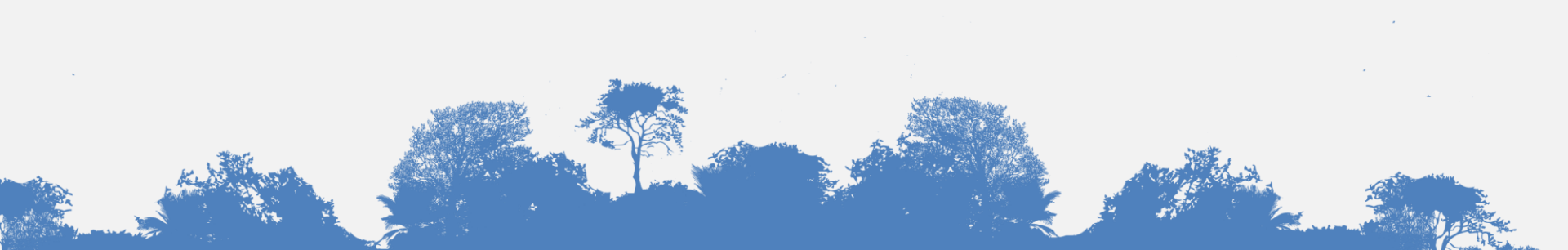
1. define baseline values of Indicators for several Outputs.
2. link the Monitoring Framework to reporting of results so that the entire process can be truly described as "Results-Based".
3. ensure that results are reported clearly at Outcome and Output level
4. provide clear lines of evidence to decision-makers, so that progress or delays towards achievement of results can be addressed effectively.

Next steps

Feedback received from the Policy Board, revision

- Comments in writing welcomed by 31 July.

- Comments addressed, finalised Monitoring Report and Reporting Framework produced by PB 11.

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Thank You

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