

UN-REDD
PROGRAMME



Support to National REDD+ Action: Global Programme Framework 2011- 2015 (SNA)

Monitoring Framework 2013-2015

UN-REDD PROGRAMME THIRTEENTH
POLICY BOARD MEETING

3-7 November 2014

Arusha, Tanzania

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Outcome 1: REDD+ countries have systems and capacities to develop and implement MRV and monitoring

Outcome level (2013-2015)	Indicators	Baseline	Target (31 December 2015)	Means of Verification	Risks	Assumptions
<p>REDD+ countries have systems and capacities to develop and implement MRV and monitoring.</p>	<p>Number of UN-REDD countries with institutional arrangements in initial stages of development to perform monitoring and measurement, reporting and verification functions for REDD+, including institutions with capacities and information to meet reporting requirements of UNFCCC in relation to REDD+.</p>	<p>12-13 countries are starting to establish comprehensive monitoring approaches, with capacities and information base at different levels in almost all REDD+ countries.</p>	<p>30 countries receiving support from the UN-REDD Programme have achieved initial stages in development of institutional arrangements for ensuring monitoring and MRV functions for REDD+ are carried out, including capacities and information base.</p>	<ul style="list-style-type: none"> • Evaluations of UN-REDD Programme outcomes • Progress reports on country REDD+ strategies • Evaluations of monitoring training and knowledge sharing by country institutions' staff • Assessments of country monitoring approaches 	<ul style="list-style-type: none"> • Sufficient level and quantity of international expertise not available (medium risk) • International expertise fails to converge on monitoring approaches and framework (medium risk) • Countries do not sufficiently incorporate REDD+ monitoring in broader development contexts (medium to high risk) • Monitoring approaches and strategies are insufficiently connected to the needs of policy processes, and/or policy processes fail to incorporate knowledge and information from REDD+ monitoring (high risk) 	<ul style="list-style-type: none"> • UN-REDD countries commit human and financial resources towards the development of capacity for MRV.

Outputs	Indicators (SMART)	Baseline (in 2012)	Target by the end of 2015	Means of verification	Risks	Assumptions
Output 1.1: Activities, tools and methods for MRV and monitoring are developed by UN-REDD Programme and shared across UN-REDD countries.	<p>a. Number of methods, tools, documents developed by UN-REDD Programme to support countries.</p> <p>b. Number of UN-REDD countries participating in joint training and support in applying tools and methods, for developing the various components of NFMS and MRV, including GHG inventories.</p>	<p>a. 1 document, the NFMS and MRV Framework, and 1 manual for allometric equations were developed.</p> <p>b. 13 countries have shared experiences through joint activities in developing their NFMS and implementing their MRV.</p>	<p>a. 5 documents/ tools are developed to help countries in developing their RELs/RLs and different components of the NFMS.</p> <p>b. 30 UN-REDD partner countries have shared experiences through joint activities on knowledge and skills on the various components of NFMS and MRV.</p>	<p>a. Assessment of countries' MRV capacity and the needs/ gap remaining</p> <p>a. Technical papers, datasets and analysis compiled on MRV and NFMS</p> <p>a. Tools and methodology report/ documents/ resources on UN-REDD website</p> <p>b. Reports from joint training workshops</p>	<ul style="list-style-type: none"> High staff turnover of those in the countries who have been trained leads to loss of institutional memory 	<ul style="list-style-type: none"> Country level human resources are sufficient to benefit from support.
Output 1.2: Country-level capacities to implement monitoring and MRV functions are developed.	Number of UN-REDD Programme partner countries and institutions at early stages of developing capacities to meet UNFCCC requirements in relation to the establishment of NFMS, MRV and GHG inventories ¹ .	12 UN-REDD member countries have started to develop or improve their own NFMS and MRV systems, including national GHG inventories.	A total of 24 countries have started to develop or improve their own NFMS and MRV systems.	<ul style="list-style-type: none"> National Communications and Biennial update reports, including GHG inventories, submitted to UNFCCC; National documents, reports, plans on NFMS and MRV (All of these should be produced through country-led processes and institutional arrangements.) 	<ul style="list-style-type: none"> REDD+ specific GHG inventory work may not be linked up to broader GHG inventory work in the country depending on the effectiveness of institutional arrangements. High staff turnover of those in the countries who have been trained leads to loss of institutional memory 	<ul style="list-style-type: none"> Country level human resources are sufficient to demonstrate capacity built by producing their own MRV materials.
Output 1.3: National preparation of	Number of countries supported by the UN-	None ²	3 countries developed FRLs/FERLs	Documented RFLs/RFELs are	Countries do not have interest in developing	Country level human resources are

¹ This includes initiating data collection, analysis for forest inventories and monitoring methods, MRV action plans, and development of different components of their NFMS, including national GHGs inventories.

² Output 1.3 was approved in July 2014 for year 2015. The baseline for this new output is as of end 2014.

<p>Forest Reference Emission Levels and Forest Emission Levels (FREL/FRL)</p>	<p>REDD Programme that developed or improved existing forest reference levels and or Forest Emissions Reference levels in the context of demonstration activities or for submission to the UNFCCC.</p>			<p>publically available or submitted.</p>	<p>now RELS since there is not clear financial channels operational under the UNFCCC.</p> <ul style="list-style-type: none"> • Countries may not find initiatives where to engage to test the result base payments. 	<p>sufficient.</p> <ul style="list-style-type: none"> • Countries are confident to develop interim subnational reference levels and test them, including through the UNFCCC.
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Outcome 2: Credible, inclusive national governance systems are developed for REDD+ implementation.

Outcome level (2013-2015)	Indicators	Baseline	Target (31 December 2015)	Means of Verification	Risks	Assumptions
	Percentage of strategies, roadmaps or phase 2 documents supported by the UN-REDD Programme that have been developed inclusively and have proposed robust legal, institutional and fiduciary arrangements ³ .	The UN-REDD Programme has been actively involved in the development of only two phase 2 proposals (Viet Nam and DRC), while assessments on the robustness of governance sections of existing national REDD+ strategies have not been conducted systematically.	50% of strategies, roadmaps or phase 2 documents supported by the UN-REDD Programme have been developed inclusively and are deemed robust on governance.	<ul style="list-style-type: none"> External assessments of REDD+ strategies, roadmaps or phase 2 documents, if they exist Assessment by the UN-REDD Programme of such documents Survey of national stakeholders on inclusiveness of strategy development process 	<ul style="list-style-type: none"> Political: Efficiency and effectiveness during policy implementation is prioritized at the expense of equitable management of REDD+ policies and measures (safeguards) Social: the design of REDD+ policies is influenced by existing powerful actors; institutional frameworks rely on champions rather than structural processes Operational: Phase 1 of the readiness process takes longer than expected. 	Governments are committed to carrying out the reforms and changes necessary to develop inclusive and transparent governance systems for REDD+

³ As per the guiding framework of the UN-REDD Social and Environmental principles and Criteria (SEPC), adopted by the UN-REDD Programme Policy Board. Externally, the World Resources Institute has analyzed eight core needs, listed on page2 here:

http://theredddesk.org/sites/default/files/resources/pdf/2013/putting_the_pieces_together_for_good_governance_of_redd.pdf

For fiduciary arrangements, evaluation tools include the UNDG harmonized Approach to cash transfer and the upcoming MPTF fiduciary assessment tool, and as well as other standards such as the Public Expenditure and Financial Assessment (PEFA).

Outputs	Indicators (SMART)	Baseline (in 2012)	Target by the end of 2015	Means of verification	Risks	Assumptions
<p>Output 2.1: Nationally owned credible and inclusive systems of analyzing, assessing and addressing governance challenges and collecting and sharing governance data.</p>	<p>a. No. of UN-REDD countries that complete their first Participatory Governance Assessments (PGAs)⁴ or institutional context analyses (ICAs)</p> <p>b. % of countries (from a.) that have incorporated governance recommendations from the PGAs into their REDD+ planning processes.</p> <p>c. % of countries (from a.) where the PGAs feed into relevant parts of the national Safeguards Information System (SIS).</p> <p>d. No. of UN-REDD countries that begin preparing for PGAs or ICAs with initial analyses.</p>	<p>a,b,d. The PGA for REDD+ is initially piloted in 4 UN-REDD partner countries, and no governance data had been generated by end of 2012. Most other UN-REDD countries lack a coherent plan to address governance issues related to their REDD+ strategy, and rarely collect and disseminate governance data on a regular basis.</p> <p>c. By end 2012, any national Safeguards Information Systems under development have rarely built on governance data collection efforts, such as PGAs.</p>	<p>a. 6 countries complete their first PGA or ICA.</p> <p>b. At least 75 % of the above incorporate governance recommendations from their PGAs into their REDD+ planning processes.</p> <p>c. At least 75 % of the above integrate PGA results into relevant parts of their SIS.</p> <p>d. At least 3 new PGAs or ICAs are initiated by UN-REDD Partner Countries.</p>	<p>a. National planning documents.</p> <p>b. National Safeguards Information Systems/ reports.</p> <p>a-d. National REDD+ strategies, policies and action plans.</p> <p>a-d. National UN-REDD Programme documents (and other UN-REDD supported plans describing activities in the countries).</p> <p>a-d. NGOs campaign materials referring to the results of PGAs.</p> <p>c. Safeguards and SIS programmatic documents.</p>	<ul style="list-style-type: none"> • Political will is lacking within countries to undertake governance reform that provides prospects for effective REDD+ implementation. • Distrust exists between civil society actors and local communities on the one hand and government actors on the other may jeopardize the collaboration. • “Participation fatigue” by civil society actors and local communities jeopardizes actors willingness to initially join the PGA process . 	<ul style="list-style-type: none"> • Commitment to governance reform by countries is sufficient for them to participate fully in analyses and the PGA for REDD+, and to initiate the necessary reform. • Capacity exists or can be built within countries for analysing and addressing governance challenges during the reporting period. • Governance data resulting from joint decisions on priorities and methodology, extensive rounds to ensure the validity of the data is more likely to be seen as credible and robust than data results which are merely being presented to relevant stakeholders • Involvement in the process of analyzing the governance situation and proposing recommendations for

⁴ The third party assessment provides analyses that form the basis for addressing governance challenges.

						reform, and getting data to support this, creates an ownership with the involved stakeholders for further follow-up
Output 2.2: National implementation of REDD+ readiness strengthened through National Programme support.	<p>a. % of countries with a National Programme or with targeted support that have expressed need for technical and policy backstopping support (through missions or dedicated meetings) that actually receive it.</p> <p>b. % of countries without a National Programme or targeted support receiving initial support (= at least one technical or advisory mission).</p>	<p>a. Close to 60% of countries that have requested assistance have received it through in-country UN-REDD or joint missions.</p> <p>b. 70% of REDD+ partner countries without a National Programme have benefited from at least one technical or advisory UN-REDD mission.</p>	<p>a. 80% of countries that have expressed need for assistance receive it.</p> <p>b. 80% of countries without a National Programme or targeted support receiving at least one technical or advisory mission.</p>	<p>a. Reports on targeted support under the SNAP.</p> <p>b. Mission reports.</p>	<ul style="list-style-type: none"> • Delivery rates affected by external factors – such as political changes or as a result of the UNFCCC negotiation process. 	<ul style="list-style-type: none"> • Capacity exists or can be strengthened to take up National Programme workplans.

<p>Output 2.2: bis Strengthened country-specific national REDD+ strategies and action plans</p>	<p>a. UN-REDD stand-alone document on developing National REDD+ Strategies that support rapid progress towards results-based action that can be recognised under the UNFCCC process.</p> <p>b. Requesting targeted support for National REDD+ Strategies or Action Plans.</p> <p>c. Number of UN-REDD countries applying multi-stakeholder platforms in developing their National REDD+ Strategy or Action Plan.</p> <p>d. Number of UN-REDD countries posting a link to their National REDD+ Strategy or Action Plan on the UNFCCC information hub</p>	<p>a. Regional workshops on development of national REDD+ strategies have been conducted in Africa and Latin America but no document drafted.⁵</p> <p>b. Approximately 7 countries have received support for developing their national strategies while the rest have received support on discrete elements that will inform the strategy.</p> <p>c. While a number of UN-REDD countries are using multi-stakeholder platforms (such as set out in UN-REDD stakeholder engagement guidance, PGA guidance, or for the Green Commodity Programme), no information is available on how these measures are contributing to NS/AP processes</p> <p>d. No countries have provided a link.</p>	<p>a. Document on developing National REDD+ Strategies that support rapid progress towards results-based action finalized and released publicly.</p> <p>b. At least 5 additional countries.</p> <p>c. Comprehensive data is available for all countries receiving support; and at least 5 additional countries apply multi-stakeholder platforms in 2015.</p> <p>d. 2 UN-REDD countries have posted a link to their National REDD+ Strategy or Action Plan on the UNFCCC information hub</p>	<p>a. UN-REDD web site.</p> <p>b. UN-REDD Secretariat targeted support records, targeted support documents and reports.</p> <p>c. Reports from multi-stakeholder platform meetings.</p> <p>d. UNFCCC information hub website.</p>	<ul style="list-style-type: none"> • No shared understanding of quality standards for a National REDD+ Strategies. • REDD+ countries are not rewarded (i.e. receive Results-Based Payments) for developing national REDD+ Strategies or Action Plans. • Strategies or Action Plans that focus on rapid results-based actions that can be recognized under the UNFCCC process. • Fragmented approaches in terms of analytics and stakeholder engagement 	<ul style="list-style-type: none"> • Country Ownership. • Countries are willing to apply multi-stakeholder platforms in developing their National REDD+ Strategy or Action Plan.
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⁵ Output 2.2bis was approved in July 2014 for year 2015. The baseline for this new output is as of end 2014.

<p>Output 2.3: Forest related Legal Frameworks analyzed and strengthened for implementing REDD+ programmes and strategies at country level.</p>	<p>a. Number of UN-REDD countries that have assessed/analyzed their legal frameworks for forests and land for REDD+.</p> <p>b. Number of UN-REDD countries preparing for and undertaking legal reforms for implementing REDD+.</p>	<p>a. 3 countries have received UN-REDD legal advice and targeted legislative support for the implementation of REDD+ at the country level, and have initiated an analysis of their legal frameworks.</p> <p>b. UN-REDD countries are in the very early stages of enacting legal reforms.</p>	<p>a. At least 9 countries have completed an analysis of their legal frameworks for implementing REDD+ at the country level.</p> <p>b. At least 4 countries are undertaking legal reforms necessary for REDD+.</p>	<p>a. Implementation reports,</p> <p>b. Agreement documents by countries</p> <p>b. Legal reforms proposed for adoption</p>	<ul style="list-style-type: none"> • Political obstacles prevent legal reform 	<ul style="list-style-type: none"> • National legal frameworks are sufficiently transparent for analysis • Political will exists for analysis and necessary change of legislation
<p>Output 2.4: National capacity for performance based payments and inclusive benefit distribution systems (BDS) enhanced.</p>	<p>a. No. of UN-REDD countries that have appropriate, well-defined financial structures (national REDD+ plans or other mechanisms) to manage REDD+ funding according to the priorities of the REDD+ strategy and to international standards.</p> <p>b. No. of countries that have defined Benefit Sharing Systems (including non-cash positive incentives) in accordance with UN-REDD criteria (equity, transparency, inclusive process, grievance mechanism).</p>	<p>a. 2 UN-REDD countries (Viet Nam and DRC) are proceeding to the design phase of a national financial architecture.</p> <p>b. Although work has been done to develop a benefit sharing system and some existing systems can be adapted (e.g. Ecuador, Vietnam, Costa Rica, Mexico, Indonesia, DRC), no UN-REDD country has a finalized or piloted a national BDS for REDD+.</p>	<p>a. At least 7 countries have well defined financial structures to receive and manage REDD+ funding</p> <p>b. At least 5 countries have defined benefit sharing systems for sharing REDD+ finance in accordance with UN-REDD criteria within their REDD+ finance management structures.</p>	<p>a-b. National REDD+ Strategies, Action plans or other Government policies that lay out a well defined financial structure or benefit sharing system for REDD+ funding.</p>	<ul style="list-style-type: none"> • Financial management systems in countries are not sufficiently robust, flexible or transparent to permit the development of a payment system acceptable according to international standards. • Similar constraints exist for the development of effective BDS. 	<p>REDD+ strategies will progress sufficiently to start defining BDS in detail.</p>

Output 2.5: Policies and measures related to sustainable forest management (SFM) are identified and promoted at national level.	Number of UN-REDD countries implementing and promoting improved sustainable management practices in the forest in the context of addressing mitigation and adaptation.	While some work has been initiated, no UN-REDD Programme countries have implemented SFM in the context of REDD+.	3 countries have implemented and promoted improved sustainable management practices in the forest in the context of addressing mitigation and adaptation.	<ul style="list-style-type: none"> • New government policies or practices by government and civil society to promote sustainable management of forest. • Progress report in the implementation of the VGs. 	<ul style="list-style-type: none"> • Competing economic incentives, including external markets, work against sustainable forest management. 	<ul style="list-style-type: none"> • Capacity exists within relevant government agencies to enact and implement SFM policy.
Output 2.6: Corruption risks in REDD+ are assessed and managed.	<p>a. Number of UN-REDD countries that finalize corruption risk assessments or integrate corruption analyses in other REDD+ readiness assessments, such as studies on drivers.</p> <p>b. % of countries (from a.) that develop risk mitigation measures against corruption for REDD+.</p> <p>c. % of countries (from a.) that use the results of such work to inform their national REDD+ strategies, roadmaps or national UN-REDD programmes.</p>	a,b,c. 8 UN-REDD countries have initiated corruption risk assessments as part of their PGA or specific targeted support while one (Viet Nam) has a developed proposal to counter corruption in its phase 2 proposal; no country has finalized those.	<p>a. 12 countries finalize corruption risk assessments or integrate corruption analyses in other assessments.</p> <p>b. At least 75% of countries in a.</p> <p>c. At least 50 % of countries in a.</p>	<p>a. Corruption Risk assessment reports</p> <p>a. Capacity.</p> <p>a. National analytical studies on drivers, REDD+ fund management, benefit sharing systems.</p> <p>b. REDD+ national strategies.</p> <p>a. and b. National UN-REDD Programme documents and RPPs</p> <p>a. Studies on drivers.</p> <p>c. Safeguards and SIS programmatic documents .</p>	<ul style="list-style-type: none"> • Powerful interests influence the results of the assessments or minimize the breadth or reach of the actions proposed. 	<ul style="list-style-type: none"> • Sustainable partnerships can be fostered between national REDD+ teams, civil society organizations and anti- corruption bodies to carry on the efforts.
Output 2.7: Institutional capacity for land tenure (with a view to also address drivers of deforestation and forest degradation) is strengthened.	a. Number of UN-REDD countries that have assessed their national tenure systems (both formal and customary) for REDD+.	a., b. While countries recognize the importance of tenure for REDD+, almost none has engaged in a thorough assessment of their national tenure	<p>a. At least 6 countries have conducted an assessment of their national tenure systems for REDD+.</p> <p>b. At least 4 countries have developed a clear work plan to</p>	<p>a. Reports on assessments of national tenure systems for REDD+</p> <p>b. Minutes of meetings held to promote guidelines and documents.</p>	<ul style="list-style-type: none"> • Opposition by powerful interests to land tenure reform. 	<ul style="list-style-type: none"> • Capacity and political will exists for land tenure reform. • Resources for targeted support are available.

	b. Number of UN-REDD countries developing specific measures for the development of enabling tenure conditions for REDD+.	systems.	set up enabling tenure conditions for REDD+.	b. National guidelines b. National workplans and meeting reports.		
Output 2.8: REDD+ strategies are gender sensitive and women participate effectively in national REDD+ systems.	<p>a. Number of countries that integrate activities to strengthen women's effective participation and decision making into their UN-REDD national programmes, work plans, national REDD+ strategies and other UN-REDD supported activities</p> <p>b. Number of countries that use tools, such as gender analysis, gender sensitive monitoring and evaluation to ensure that their national REDD programmes and other UN-REDD supported activities are gender sensitive.</p> <p>c. Number of countries that use gender responsive budgeting to ensure</p>	<p>a. Approximately 2-4 countries have undertaken significant UN-REDD supported activities to strengthen women's effective participation and decision making in REDD+ readiness processes</p> <p>b, c. Knowledge and evidence based data on gender issues for REDD+ is scarce but more attention is being given to the issue than in earlier years.</p>	<p>a. At least 7 countries, including 4 countries receiving targeted support, have integrated gender equality principles and women's empowerment activities in their national REDD+ systems, and other UN-REDD supported activities.</p> <p>b. 7 countries.</p> <p>c. At least 3 countries.</p>	<p>a-c. National REDD+ Strategies and Action Plans</p> <p>a-c. UN-REDD quarterly and annual work plans</p> <p>a-c. UN-REDD semi-annual and annual reports.</p> <p>a-c. Other reporting and monitoring, websites⁶ and publications.</p> <p>b. Local or national Gender Analysis for REDD+</p>	<ul style="list-style-type: none"> Evidence base could prove hard to develop in many countries Social resistance to gender equality in participation and decision making. 	<ul style="list-style-type: none"> Political will exists for enhancement of gender equality.

⁶ Such websites include those of national REDD+ governments, the UN-REDD Programme, UN agencies, as well as those on climate change/REDD and gender NGOs, CSOs, forums and alliances (GGCA, GenderCC, REDD desk, etc.) which publish reports and documents being done at the country level on integrating gender into REDD+ activities.

	that their UN-REDD national programmes, workplans, national REDD+ strategies and other UN-REDD supported activities are gender sensitive.					
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Outcome 4: Indigenous peoples, local communities, civil society organizations and other stakeholders participate effectively in national and international REDD+ decision making, strategy development and implementation.

Outcome level (2013-2015)	Indicators	Baseline	Target (31 December 2015)	Means of Verification	Risks	Assumptions
	Number of UN-REDD Programme countries that have activities and mechanisms to support the full and effective participation of indigenous peoples, local communities CSO and other stakeholder organizations in REDD+ decision making, strategy development and implementation.	17 UN-REDD Programme countries where national-level representation of indigenous peoples and CSO stakeholder organizations is mentioned in their NPDs, and implementation has begun.	30% increase in the number of countries that have activities and mechanisms to support the full and effective participation of indigenous peoples, local communities CSO and other stakeholder organizations in REDD+ decision making, strategy development and implementation.	<ul style="list-style-type: none"> • Policy Board and international meeting reports • UN-REDD National Programme annual reports and evaluation reports. 	<ul style="list-style-type: none"> • Countries unwilling to support participation of stakeholders. • Indigenous peoples, local communities, CSOs and other stakeholders refuse to participate in REDD+ readiness. • Indigenous peoples lack legal and political recognition in some countries. 	<ul style="list-style-type: none"> • National governments will be willing to engage meaningfully with indigenous peoples and civil society stakeholders as per national and international rights-based instruments • The majority of key indigenous peoples and civil society stakeholders will continue to engage with UN-REDD Programme activities.
Outputs	Indicators (SMART)	Baseline (in 2012)	Target by the end of 2015	Means of verification	Risks	Assumptions
Output 4.1: Indigenous peoples, local communities, civil society organizations, and other relevant stakeholders are informed of national and international REDD+ processes, policies and activities.	a. Number of relevant UN-REDD+ stakeholder (including indigenous and civil society) organizations at the regional and international level who have participated in REDD+ informing activities, such as workshops and training. b. Number of UN-REDD Programme countries with National	a. Approximately 130 relevant stakeholder organizations at the regional and international level that have participated in REDD+ informing activities b. UN-REDD Programme countries with UN-REDD Programmes or targeted support activities with relevant stakeholder organizations at the national level who have been fully informed of	a. 30% increase in no. of UN-REDD+ stakeholder organizations at the regional and international level who have participated in REDD+ informing activities, such as workshops and training. b. 30% increase in no. of countries with relevant stakeholder organizations or networks at the national level that are fully informed on REDD+.	a-b. REDD+ information workshop reports a-b. Participant lists for similar training events a-b. Post workshop evaluations of stakeholder knowledge	<ul style="list-style-type: none"> • There are social obstacles at national level for inclusion of indigenous groups in UN-REDD programmes. 	<ul style="list-style-type: none"> • Most indigenous peoples / CSO stakeholders will be open to engaging with UN-REDD initiatives.

	Programmes or Targeted Support activities with relevant stakeholder organizations at the national level who have been fully informed of REDD+ through Programme activities.	REDD+ through Programme activities.				
Output 4.2: Principles, guidelines and procedures for stakeholder engagement in national and international REDD+ processes developed through inclusive consultation.	Number of guidelines and tools made available to UN-REDD countries in the appropriate format.	Joint FCPF/UN-REDD Stakeholder Engagement Guidelines have been developed.	At least one other set of guidelines covering the key issues of FPIC and/or grievance and accompanying tools is available in key languages for all countries receiving direct support from the UN-REDD Programme.	<ul style="list-style-type: none"> • Documentation of guidelines and tools. • Documentation of the process by which they were developed, in UN-REDD publication(s). 	<ul style="list-style-type: none"> • Capacity constraints prevent completion of the documents/ tools. 	<ul style="list-style-type: none"> • It will be possible to reach a mutual consensus on standards and principles for stakeholder engagement. • Staff and funding resources are available to UN-REDD personnel to undertake participatory drafting of the documents.
Output 4.3: Implementation of effective stakeholder engagement practices and guidelines supported in REDD+ countries.	<p>a. Number of countries with UN-REDD National Programmes or Targeted Support that have activities (workplans, national REDD+ strategies and other UN-REDD supported activities) that demonstrate uptake and application of the joint FCPF/ UN-REDD Guidelines on Stakeholder</p>	<p>a. The joint FCPF/UN-REDD Stakeholder Engagement Guidelines are being applied in 17 countries in the development and implementation of National Programme and R-PPs, but not applied systematically.</p> <p>b. 6 partner countries have activities to support FPIC and grievance procedures.</p>	<p>a. 50% increase in number of countries with UN-REDD National Programmes or Targeted Support that have activities that demonstrate uptake and application of the joint FCPF/ UN-REDD Guidelines on Stakeholder Engagement, FPIC and grievance.</p> <p>b. 30% increase in no. of countries with UN-REDD National Programmes that have activities to</p>	<p>a-b.National Programme and R-PP documents including REDD+ stakeholder engagement/participation strategies</p> <p>a-b.National annual and semi-annual reports</p> <p>a-b.Activity reports and documents</p>	<ul style="list-style-type: none"> • Countries lack the resources to implement fully the recommendations in guidelines. • Political/ social obstacles to full implementation of some guidelines, such as FPIC and grievance procedures. • Activities originating before relevant guidelines were developed cannot be retrospectively 	<ul style="list-style-type: none"> • Governments agree to support the application of standards and principles included in the guidelines that are developed

	<p>Engagement, FPIC and grievance.</p> <p>b. Number of countries with UN-REDD National Programmes that have activities to support the implementation of FPIC and grievance procedures.</p>		<p>support the implementation of FPIC and grievance procedures.</p>		<p>brought up to standard in the timeframe of the National Programme/R-PP funding</p>	
<p>Output 4.4: Stakeholders are supported to engage in and influence national and international REDD+ processes.</p>	<p>a. Number of UN-REDD National Programmes that have concrete mechanisms to support the inclusion of stakeholders in national REDD+ processes, (such as stakeholder fora, technical working groups, or steering committees with decision-making roles) that have been developed inclusively.</p> <p>b. Number of indigenous peoples and civil society organizations supported by the UN-REDD Programme to participate in international REDD+ processes.</p>	<p>a. 9 countries with longer running National Programmes have developed stakeholder engagement plans, and/or have national level decision making mechanisms that include key stakeholders, and have piloted stakeholder engagement activities.</p> <p>b. Approximately 100 Indigenous peoples / CSO organizations participating in key regional and international REDD+ processes and meetings over 2011-2012, including Policy Board meetings.</p>	<p>a. 50% increase in number of countries with UN-REDD National Programmes that have concrete mechanisms to support the inclusion of stakeholders in national REDD+ processes.</p> <p>b. 30% increase in indigenous peoples and civil society organizations participating in regional and international REDD+ processes and meetings.</p>	<p>a. National Programme and R-PP documents, including REDD+ stakeholder engagement/participation strategies</p> <p>a. National REDD+ annual and semi-annual reports</p> <p>b. Reports and minutes from global REDD+ meetings</p> <p>a-b. Inputs submitted by IP and CSO stakeholders are reflected in formal statements, work plans, technical notes and similar official REDD+ documents.</p>	<ul style="list-style-type: none"> • Indigenous peoples, local communities, civil society organization and other relevant stakeholders refuse to participate in national and international REDD+ readiness. • Political/ social obstacles to full engagement in some REDD+ processes. 	<ul style="list-style-type: none"> • Resources are available to support participation by IPO and CSO members in national and international processes • IPOs and CSOs have the human resource capacity for this participation; training needs have been assessed and implemented.

<p>Output 4.5: Private sector engagement in REDD+ readiness and broad stakeholder consensus on private sector engagement is built.</p>	<p>a. Number of UN-REDD partner countries with specific plans for private sector engagement developed through a consultative process. b. Number of private sector actors who have participated in UN-REDD events such as workshops and training at the national, regional and international levels.</p>	<p>a,b. The UN-REDD Programme has not supported any countries on the formal engagement of the private sector as part of REDD+ planning.</p>	<p>Three countries with work plans for private sector engagement that has been developed through a series of active engagement with key sections of the private sector and a broad range of relevant stakeholders.</p>	<p>a. National workplans for private sector engagement or National workplans for private sector engagement or National Strategies/Action Plans with private sector components. b. National platforms for engaging all stakeholders including the private sector. b. REDD+ workshop reports. b. Participant lists for events. a. Signed public-private partnerships</p>	<ul style="list-style-type: none"> The private sector is not a homogenous sector and in some countries may be too weak for it to play a significant role, or too powerful for there to be stakeholder consensus over its role. 	<ul style="list-style-type: none"> Private sector is interested in engagement in the REDD+ process. It is possible to achieve broad stakeholder consensus on the role to be played by the private sector.
<p>Output 4.6: Stakeholders at the community level engage in and contribute to the implementation of REDD+ readiness through 'Support to Community-Based REDD+.</p>	<p>a. Number of CBR+ Country Strategies adopted. b. Number of communities or indigenous peoples, with capacity to design, propose and implement CBR+ projects. c. Number of CBR+ projects identified for implementation. d. Number of CBR+ projects under implementation.</p>	<p>a. No CBR+ Country Strategies developed or adopted. b. No communities or indigenous peoples have received training or support to design or implement CBR+ projects and awareness of the initiative is low c. No CBR+ projects have been identified for implementation. d. No CBR+ projects are under implementation.</p>	<p>a. Six CBR+ Country Strategies developed and adopted (one per CBR+ pilot country) b. 40 proposals submitted for CBR+ grants across the six CBR+ pilot countries in a first call for proposals c. At least 18 CBR+ projects (three per country) identified for implementation. d. At least six CBR+ projects under implementation, across the six pilot countries.</p>	<p>a. CBR+ Country Strategies. b-d. SGP National Coordinator (NC) reports. a-d. CBR+ Annual Report. b. CBR+ project proposals received in each country (or list of proposals received in each country). a and c. Minutes of CBR+ NSC meetings.</p>	<ul style="list-style-type: none"> SGP country teams may lack the capacity to absorb the additional funds and workload brought about by CBR+. 	<ul style="list-style-type: none"> Local communities and indigenous peoples are interested in engaging in CBR+. Local communities and IPs are interested in participating effectively in REDD+ readiness and implementation. National REDD+ task forces and steering committees will be receptive to knowledge and ideas generated at the community level.

Outcome 5: Safeguards are addressed and respected and multiple benefits of REDD+ are realized.

Outcome level (2013-2015)	Indicators	Baseline	Target (31 December 2015)	Means of Verification	Risks	Assumptions
	<p>Number of countries having identified core elements of a national approach to safeguards minimizing social and environmental risks and enhancing benefits, which enables them to manage information on how safeguards are addressed and respected.</p>	<p>Beyond initial design considerations, there is limited evidence that countries have comprehensive roadmaps or approaches in place to address and respect safeguards, or take additional social and environmental benefits into account in their planning for REDD+.</p>	<p>At least 8 UN-REDD Programme partner countries have identified core elements of a national approach to safeguards and/or incorporated multiple benefits into their REDD+ planning.</p>	<p>Published regulations and other policy documents; web platforms providing stakeholders information on safeguards; proceedings or reports of safeguards workshops and consultations; relevant parts of national strategy documents.</p>	<ul style="list-style-type: none"> • Non-market, benefits of forests are ignored, despite their critical economic and ecological importance • Land-use and forest management decision-making remains narrowly sectoral. 	<ul style="list-style-type: none"> • It will be possible for countries to reach consensus on safeguard policy frameworks within which multiple benefits can be taken into account. • Based on demand, there is a need to develop, within a national REDD+ strategy explicit measures to assure the flow of multiple benefits from forests under REDD+. • Future negotiations on REDD+ continue to recognize that forests under REDD+ need to deliver multiple benefits.
Outputs	Indicators (SMART)	Baseline (in 2012)	Target by the end of 2015	Means of verification	Risks	Assumptions
<p>Output 5.1: Countries make use of tools, guidance and support to develop approaches to capture multiple benefits.</p>	<p>a. Number of UN-REDD partner countries utilizing multiple benefits tools and analyses to inform their REDD+ decision-making. b. Number of new countries undertaking analysis of multiple benefits</p>	<p>Although six countries have begun multiple benefits assessments, the results have yet to be incorporated in REDD+ strategies and decision-making. Note: Tools and guidance have been developed focusing on mapping, impacts of different</p>	<p>a. At least 8 countries which have started using multiple benefits tools and analyses, incorporate the results into REDD+ decision-making. b. At least 7 new countries undertake analysis of multiple benefits utilizing tools</p>	<p>a-b. National annual and semi-annual reports. a-b. Mission reports. a. Evidence that REDD+ decisions informed by multiple benefits tools and analyses have been taken. This evidence would include National REDD+ strategies.</p>	<ul style="list-style-type: none"> • Countries become concerned solely with the carbon value in forests and lose interest in the assessment of multiple benefits. 	<p>National REDD+ decision-making and planning advances within the timeframe</p>

	utilizing tools and assessments.	REDD+ actions on multiple benefits, and monitoring of these; and on application of SEPC to programme and strategy development. These have been applied to different extents in some countries (Indonesia, Bhutan, DRC, Tanzania, Nigeria and Ecuador). Economic valuation of ecosystem services and spatial decision support tools are in early application.	and assessments.	<p>b. Guidelines for the selection of pilot projects.</p> <p>b. Phase 2 proposals.</p>		
Output 5.2: Countries make use of support to develop approaches to address and respect safeguards.	<p>a. Number of countries that have developed a plan for operationalizing a national approach to safeguards, using CAST or an equivalent approach.</p> <p>b. Number of UN-REDD partner countries that have conducted an assessment of policies, laws and regulations to the safeguards, using BerT or an equivalent approach.</p>	<p>a. UN-REDD Programme coordinated approach is fully defined but requires further consideration of the roles of and linkages between relevant tools and support, both UN-REDD and those of external initiatives⁷.</p> <p>b. 4 countries with NPs are working on national approaches to safeguards (Indonesia, Ecuador, DRC, Philippines), supported to varying degrees by UN-REDD tools.</p>	<p>a. At least 8 countries have developed a plan for operationalizing a national approach to the safeguards, using CAST or an equivalent approach.</p> <p>b. At least 6 countries have conducted an assessment of policies, laws and regulations to the safeguards, using BerT or an equivalent approach.</p>	<p>a. UN-REDD and UN agency policy documents and communications materials.</p> <p>a-b. UN-REDD Semi-Annual and Annual Reports.</p> <p>b. Draft national action plans on safeguards</p> <p>b. UNFCCC submissions by the partner countries on safeguards.</p> <p>b. Assessment of policies, laws and regulations relevant to the safeguards and identification of reforms</p>	<ul style="list-style-type: none"> Changes in priorities at the national or international level result in difficulties to finalize safeguard approaches. 	<ul style="list-style-type: none"> It will be possible for countries to reach internal consensus on the approach to REDD+ safeguards. Information will be shared effectively across institutions, with good collaboration between national government agencies

⁷ At the time of the baseline, tools such as CAST and BerT developed by the UN-REDD Programme were not yet available.

				/amendments .		
<p>Output 5.3: Countries make use of support to provide information on how safeguards are addressed and respected.</p>	<p>a. Number of UN-REDD countries in which there is a clear design process outlined for the national safeguard information system (SIS). b. Number of UN-REDD countries which have identified information sources or systems that can contribute to the SIS. c. Number of countries that have established institutional arrangements to make their SIS operational.</p>	<p>a., b., c. Initial scoping and consultations for safeguard information system designs have begun but there are no UN-REDD countries where the process has been taken further.</p>	<p>a. At least 5 countries have elaborated a design for a SIS. b. At least 5 countries have identified information sources or systems that can contribute to the SIS. c. At least 3 countries have established institutional arrangements in relation to their SIS.</p>	<p>a. Documentation of SIS design process. b. Summary of information on safeguards included in the first biennial update report in 2014, if applicable, or through the UNFCCC web platform. b. UNFCCC submissions by countries on safeguard information systems. c. Documentations of arrangements established between national institutions.</p>	<ul style="list-style-type: none"> • Capacity for designing and implementing a SIS is limited. 	<ul style="list-style-type: none"> • Information will be shared effectively across institutions, with good collaboration between national government agencies

Outcome 6: Green economy transformation and REDD+ strategies and investments are mutually reinforcing.

Outcome level (2013-2015)	Indicators	Baseline	Target (31 December 2015)	Means of Verification	Risks	Assumptions
	Number of UN-REDD Programme countries with national or sub-national development strategies that recognize REDD+ based investments as a means for transformation, and number of investment agreements based on forest multiple benefit investment options.	Development strategies have not reached the point of recognizing REDD+ based investments as a means for transformation, nor have multiple-benefit investment agreements.	Three UN-REDD Programme country strategies recognize REDD+ based investments, with at least three investment agreements recognizably based on multiple benefit investment options.	<ul style="list-style-type: none"> • UN-REDD country strategy documents • Relevant policy instruments, strategies and plans • Investment agreements (FIP, MDBs, bilateral investors, etc.) 	<ul style="list-style-type: none"> • Economic or ecological shocks force the search for short term coping solutions, rather than long-term solutions for development, mitigation and adaptation. • National investment plans are narrowly sectoral and continue to ignore externalities • Best evidence and practice related to the use of discount rates continues to be ignored • Political economy of destructive forest uses remains unchanged 	<ul style="list-style-type: none"> • In 2011 a number of countries have identified ‘low carbon development’ trajectories or ‘green economy’ goals, although fewer than five of these have explicitly linked such outcomes to a pivotal role for REDD+ • REDD+ continues to be a viable instrument for investments in climate change mitigation. and generates a significant level of public sector funding
Outputs	Indicators (SMART)	Baseline (in 2012)	Target by the end of 2015	Means of verification	Risks	Assumptions
Output 6.1: A strong business case for REDD+ is made.	a. Number of case studies and UN-REDD country reports of investment opportunities and challenges for REDD+. b. Global report on the “investment case”	a,b. No case studies, global peer-reviewed report or country reports explicitly about the investment case for REDD+ have been undertaken by the UN-REDD Programme. ⁸	a. At least 5 case studies and country reports, prepared in collaboration with partner countries, to identify investment opportunities and challenges. b. At least one peer-reviewed and	a. Completed case studies and country reports a. Mission reports b. Global report	<ul style="list-style-type: none"> • Waning interest in some countries and concerns on what REDD+ can deliver 	<ul style="list-style-type: none"> • Investment opportunities relevant for REDD+ can be identified and demonstrated.

⁸ Note: Initial work is being undertaken to analyze forest-related investment opportunities; however given waning interest in some countries and concerns on what REDD+ can deliver, this work will advance knowledge and identify opportunities only in specific countries in the forest and related land use sectors.

	for REDD+ in multi-functional landscapes.		published global report on the investment case for REDD+.			
Output 6.2: Countries develop investment options and strategies for REDD+, with technical advice provided	<p>a. Information on investment options for multi-landscape multiple benefits developed.</p> <p>b. Number of countries where a baseline situation analysis of REDD+ investment potential is undertaken.</p>	<p>a. Information on multi-landscape investment options is limited.</p> <p>b. There are countries where discussions have been held about investment potential but there have not been in-depth quantitative or qualitative analyses of the situation.</p>	<p>a. One report on investment options across landscapes to produce multiple benefits.</p> <p>b. In at least 3 countries a baseline situation analysis on REDD+ investment potential is undertaken.</p>	<p>a. UN-REDD strategy documents</p> <p>b. National REDD+ strategy documents</p> <p>b. Annual reports</p>	<ul style="list-style-type: none"> • Most REDD+ strategies have some indication of multi-sectoral interventions but more explicit links to national development planning and investment options across sectors are needed. 	<ul style="list-style-type: none"> • There is political will to mainstream REDD+ and sufficient cross-sectoral coordination
Output 6.3: Countries make use of technical advice and support to develop transition strategies for addressing drivers of deforestation and forest degradation in the context of a green economy.	<p>a. Number of UN-REDD countries with transition processes addressing land use change based on drivers of deforestation and forest degradation in the context of a green economy.</p> <p>b. Number of additional countries requesting and receiving technical support on REDD+ and green economy linkages.</p> <p>c. Number of new country analyses on the value of forest ecosystem and the feasibility of payments for ecosystem services schemes.</p>	<p>a. Although initial work has begun, no UN-REDD countries where transition processes have been linked to REDD+ processes.</p> <p>b. 2 countries provided with initial technical support on concepts and initial brainstorming on the green economy.</p> <p>c. One analysis to date (Kenya, published in 2012).</p>	<p>a.2 UN-REDD Programme countries where the transition processes are linked with REDD+ in the context of a green economy.</p> <p>b. Support requested by and provided to 3 additional countries on the green economy.</p> <p>c. At least 3 countries conduct studies on forest ecosystem valuation and the feasibility of payments for ecosystem services schemes.</p>	<p>a. National reports on transition processes.</p> <p>a. National development strategies.</p> <p>b. Mission reports.</p> <p>c. Published national forest ecosystem valuation studies</p>	<ul style="list-style-type: none"> • National economic and development planning lacks the capacity or will to develop cross-sectoral transition strategies that will address drivers of deforestation. 	<ul style="list-style-type: none"> • National governments support the green economy development paradigm • Ministers and sectors relevant to drivers of deforestation are willing to participate fully in the development of transition strategies

Outcome 7: UN-REDD Programme knowledge is developed, managed, analyzed and shared to support REDD+ efforts at all levels (lead/coordinated by the Secretariat).

Outcome level (2013-2015)	Indicators	Baseline	Target (31 December 2015)	Means of Verification	Risks	Assumptions
	Rating of recognition and use by stakeholders at all levels of UN-REDD Programme and its Knowledge products as a key source of knowledge on REDD+.	UN-REDD Programme products and events are developing recognition as a source of knowledge and information on REDD+ but recognition and use is not widespread.	The UN-REDD Programme achieves at least 80% positive rating by key stakeholders at all levels as a source and hub of knowledge on REDD+. Use of UN-REDD knowledge products increased by at least 20% compared to the 2012 baseline.	<ul style="list-style-type: none"> Feedback by Policy Board members and partners. Satisfaction survey of Programme Knowledge product users and event/ participants. Website, social media and Workspace user engagement activity.. 	<ul style="list-style-type: none"> Lack of clarity about roles and responsibilities for sharing knowledge Siloed information and lack of systematic approach to knowledge sharing. Waste of resources through lack of coordination between countries or programmes in organizing events or preparing knowledge products. 	<ul style="list-style-type: none"> UN-REDD Programme provides what countries actually need in knowledge development and sharing. UN-REDD Programme staff complying with and contributing to agreed upon knowledge and communication systems.
Outputs	Indicators (SMART)	Baseline (in 2012)	Target by the end of 2015	Means of verification	Risks	Assumptions
<p>Output 7.1. Knowledge management (KM) resources and systems are developed and improved.</p>	<p>a. Percentage of UN-REDD Programme workspace country pages reflecting updated information.</p> <p>b. Percentage of website active pages reflecting updated information.</p> <p>c. Sustained or increased user engagement on (i) UN-REDD website, (ii) UN-REDD</p>	<p>a. 30% of workspace country pages present updated information not older than six months.</p> <p>b. Website pages not consistently reflecting up-to date information</p> <p>c. (i) UN-REDD website had 212,971 visits and 126,283 unique visitors during Jan-Dec 2012; 1,059 members registered to the workspace at the end</p>	<p>a. Workspace country pages are up-to-date with 80% of country pages with updates no more than 3 months old.</p> <p>b. Website active pages are kept up-to-date with news and information posted on a monthly basis.</p> <p>c. (i) UN-REDD website has traffic of at least 20% more visits and unique visitors per</p>	<p>a. & b. Workspace, website and social media user engagement analytic.</p> <p>b. Countries' pages on workspace and website.</p> <p>c. Web analytics.</p> <p>d. Publication of newsletter and distribution of Miniround up.</p>	<ul style="list-style-type: none"> IT tools – e.g. WebTrends, Google Analytics – don't provide accurate information on website/ workspace usage. Technical capacity of website servers to maintain the site. Technical capacity of current workspace to meet user needs. 	<ul style="list-style-type: none"> Knowledge management and dissemination is given a high priority at all levels of UN-REDD Programme Systems are in place to administer and maintain website & workspace and their analytics. Roles and responsibilities for maintaining KM systems are clear.

	<p>Programme online workspace, iii) social media tools. .</p> <p>d. Programme newsletter is produced on a regular monthly basis with news and information across the programme – and miniround up email distributed weekly.</p>	<p>of 2012; (ii) 26,209 workspace visits during Jan-Dec 2012 with 224 new workspace users registered in 2012. (iii) Social media baseline: Facebook 3,000 followers (2013); Twitter 5,500 followers (2013); Blog average annual views 5,513 (2010-2014) average monthly views 459; YouTube: 184 subscribers, 23,000 views (from Sepy. 2009).</p> <p>d. Newsletter has experienced gaps of non production due to capacity issues. Miniround up produced weekly.</p>	<p>year; (ii) UN-REDD workspace has annually at least 20% more workspace visits, active⁹ members and new workspace users registered, compared to 2012. (iii) social media user engagement increased by 25%.</p> <p>d. Newsletter is produced on a consistent monthly basis, reflecting current news and information across Programme and Miniround up production on weekly basis remains consistent..</p>			
<p>Output 7.2: REDD+ knowledge is continuously generated, adapted and shared in various and innovative formats for learning, advocacy, promotion and capacity development.</p>	<p>a. Number of Knowledge Products (KPs)¹⁰ published.</p> <p>b. Access: Number of regional knowledge exchange workshops and number of participants.</p> <p>c. Number of regional knowledge exchange workshops and number of participants.</p>	<p>a. Two Lessons Learned publications and one Policy Brief have been published.</p> <p>b. No estimate of 2012 baseline number of hits is available, since the software to establish baseline was not applied in 2012.</p> <p>c. No regional knowledge exchange</p>	<p>a. At least 6 strategic KPs produced (2 Lessons Learned Booklet and 4 Policy Briefs)</p> <p>b. At least 500 views of each product.</p> <p>c. At least two regional exchange workshops (with at least 20 participants)</p> <p>d. At least 80% satisfaction and</p>	<p>a. Information from agencies on reports produced.</p> <p>b. Workspace and website statistics.</p> <p>c. Reports from regional exchange workshop(s).</p> <p>d. Satisfaction survey to key stakeholders and knowledge events participants.</p>	<ul style="list-style-type: none"> Capacity limitations for generating and sharing information in innovative formats. Lack of coordination in design and delivery of Knowledge exchange events. 	<ul style="list-style-type: none"> It is possible to get a clear and objective measure of country knowledge needs Regional workshops aid the generation and uptake of REDD+ knowledge Lessons Learned publications and policy briefs are valued KPs that promote capacity

⁹ The distinction is made of “active” members, who regularly use the workspace (at least once per year), in contrast to irregular users.

¹⁰ A Knowledge Product can be defined as explicit knowledge (knowledge that can be articulated, codified and stored), which is designed to assist in the transfer of knowledge to the end user. For example, publications, videos or web pages could be considered knowledge products.

	d. Satisfaction on KP and events delivered.	workshop held. d. No satisfaction survey has been implemented.	positive rating of products and events delivered.			development and learning.
Output 7.3: Design, develop and deliver a REDD+ Academy with associated resources and tools for REDD+ capacity development	<p>a. Percentage of UN-REDD partner countries represented in three REDD+ Academy regional sessions designed based on regional capacity needs.</p> <p>b. Number of users (downloads) by end of 2015 of the modules developed and delivered for the regional Academy sessions in 2014 and 2015.</p> <p>c. Number of developing country participants working in sectors other than forestry trained on key REDD+ elements.</p> <p>d. Number of participants in the Massive Open Online Course (MOOC) by end of 2015.</p>	The UN-REDD Programme has not delivered a REDD+ Academy with associated resources and tools. ¹¹	<p>a. Three consultation sessions with partner countries on the design of the REDD+ Academy are organized in Africa, Asia-Pacific, Latin America and the Caribbean (LAC).</p> <p>a. Three regional sessions of the REDD+ Academy are organized in Africa, Asia-Pacific and LAC.</p> <p>a. 80% of partner countries are represented in the REDD+ Academy sessions.</p> <p>b. At least 300 downloads of the REDD+ Academy on-line modules.</p> <p>c. At least 30% of participants are from sectors other than forestry.</p> <p>d. At least 300 participants complete the MOOC.</p>	<p>a. Meeting reports</p> <p>a. Evaluation forms completed by participants</p> <p>a. & c. List of participants</p> <p>b & d. Website statistics (WebTrends, Google Analytics) and survey on usership, requests, workspace country pages</p> <p>b & d. Operating system statistics</p>	<ul style="list-style-type: none"> Changes in government limit the multiplication effect of the knowledge generated by the Academy. 	<ul style="list-style-type: none"> Institutions and individuals in REDD+ countries support a capacity development initiative that synthesizes key information on all REDD+ areas while contextualizing it to their country needs. Parties to the UNFCCC request that information on REDD+ be better coordinated in order to address the wide range of tools and information available. South-south exchanges of knowledge and experience on REDD+ readiness and implementation are a strong capacity-building tool.

¹¹ The baseline provided for Output 7.3 is as of end 2013.

Outcome 8: Timely and effective UN-REDD Programme Secretariat services provided to the UN-REDD partner countries, Policy Board and the UN agencies.

Outcome level (2013-2015)	Indicators	Baseline	Target (31 December 2015)	Means of Verification	Risks	Assumptions
	Procedures and practices provided or coordinated by the Secretariat, for helping agencies and the Policy Board fulfil their mandates in the UN-REDD Programme, are in full, effective implementation.	Policy Board and Secretariat established and functioning, based on existing Rules of Procedure and Terms of Reference. Country needs not systematically collected or known to the UN-REDD Programme. The Programmed beyond 2015 not reviewed.	By end of 2015, procedures and practices have been enhanced to ensure effectiveness, transparency and accountability of the support to the Policy Board to the satisfaction of its members; country needs are better known to the Programme for more tailored support; the Programme has a clear post 2015 vision.	<ul style="list-style-type: none"> • UN-REDD website: clear rules of procedure, foundation documents, ToRs and decisions of the Policy Board • Feedback from PB constituencies via website • UN-REDD Consolidated Annual Reports and Semi-Annual Updates • Surveys on functioning of the Policy Board and Secretariat. • Needs assessment at country/regional level. • UN-REDD Programme post 2105 strategy established. 	<ul style="list-style-type: none"> • Increased tasks and constituency, and unsecure donor base • Shifts in external environment and potential over expectations 	<ul style="list-style-type: none"> • Sufficient human and financial resources are available so that the Secretariat is in a position to meet unanticipated requests from the Policy Board. • UN agencies, countries and other stakeholders coordinate fully with the Secretariat, and provide information and feedback on its functions, to meet the needs of the Policy Board members.
Outputs	Indicators (SMART)	Baseline (in 2012)	Target by the end of 2015	Means of verification	Risks	Assumptions
Output 8.1: Secretariat effectively managed, and overall efficient and effective interagency quality assurance and coordination mechanisms created.	<ul style="list-style-type: none"> a. % implementation of recommendations from External Programme Evaluation b. % completion / implementation of review of MoU, Programme Strategy and Secretariat ToR. 	<ul style="list-style-type: none"> a. No external Programme Evaluation undertaken. b. Review of MoU and Strategy not started; Secretariat ToR revised in 2012 but requiring further updates. 	<ul style="list-style-type: none"> a. Completed Programme Evaluation, 100% (full) implementation of Management Response recommendations relevant to time period b. 100% completion of 	a. Report from the Programme Evaluation; monitoring of Management Response by Policy Board, assisted by Secretariat (Policy Board Meeting minutes).	<ul style="list-style-type: none"> • Constraints of harmonising Programme needs and agencies internal requirements/ systems. • Increased tasks and constituency beyond Secretariat's capacity. 	<ul style="list-style-type: none"> • UN agencies and the Secretariat have the capacity to meet all standards and administrative processes including compatible operational systems and other databases and tools.

			revision of the MoU, Programme Strategy and Secretariat ToR; fully (100%) coordinated and in use.	b. Revised and adopted MoU, Programme Strategy and Secretariat ToR endorsed by Policy Board (in relevant meeting report).		
Output 8.2: Interagency quality assurance for National Programmes provided.	<p>a. Number of NPs presented to the Policy Board and approved.</p> <p>b. Number of NPs which have had recommendations from NP independent reviews and have incorporated them in the NP documents.</p> <p>c. Number of completed final NP evaluations.</p>	<p>a. 2 NPs presented to and approved by the Policy Board during the last 12 months.</p> <p>b. 2 NPs independently reviewed. 1 NP subject to final external evaluation and 6 NPs externally evaluated (3 planned for 2013).</p> <p>c. No completed final evaluations in 2012.</p>	<p>a. 11 new NPs submitted and approved by Policy Board.</p> <p>b. Recommendations from independent reviewers' evaluations of all NPs in Target a., relevant to the time period, incorporated in the NP documents.</p> <p>c. 10 final evaluations completed.</p>	<p>a. Comments and decisions by Policy Board recorded in meeting reports.</p> <p>b. Independent technical review reports and final National Programme documents with recommendations incorporated and response matrices.</p> <p>c. Final evaluation reports posted on the UN-REDD website.</p>	<ul style="list-style-type: none"> • Changes in Government focal points or Project personnel that affect completion of the NPDs and evaluations. • Delays in implementation impact the completion of evaluations. • Complexity of submission process hinders the submission of National Programmes or their completion. 	<ul style="list-style-type: none"> • The incentives and technical support provided by the Programme are sufficient. • Countries have capacity to meet all standards and administrative processes. • Demand for UN-REDD support via National Programme modality is commensurate with targets.
Output 8.3: Interagency quality assurance for the Support to National REDD+ Actions (SNA) provided.	<p>a. % of decisions or agreed recommendations for process, strategies and actions for SNA coordination made in SNA/GPCG12 and CCWG meetings that were acted on by the Secretariat and agencies by the end of the reporting</p>	<p>a. No tracking system available.</p> <p>b. No Policy Board meeting assessment form available.</p>	<p>a. 100% of recommendations acted on.</p> <p>b. 80 % positive feedback</p>	<p>a. Quarterly reports of consolidated recommendations an updates by SNA/GPCG and CCWG.</p> <p>b. Policy Board meeting reports, Policy Board meeting assessment form and Policy Board inter-sessional communications to the Secretariat.</p>	<ul style="list-style-type: none"> • Increased tasks resulting from recommendations require substantial additional time and human resources. • Lean Secretariat staff structure does not allow for additional production of minutes and feedback assessment. 	<ul style="list-style-type: none"> • Policy Board meeting reports will register comments related to progress in SNA coordination and UN-REDD Programme Annual & Semi-Annual reports. • Secretariat has in place a registry of inter-sessional PB feedback on the progress of SNA

¹² Country Coordination Working Group and SNA ./ Global Programme) Coordination Group.

	<p>period.</p> <p>b. % of positive comments from the Policy Board on the progress of the SNA and on the SNA content of UN-REDD Programme Annual Report and Semi-Annual updates.s.</p>					<p>coordination and on the UN-REDD Programme Annual reports & Semi-annual updates.</p> <ul style="list-style-type: none"> • High proportion of meeting attendees fills the Policy Board assessment form.
<p>Output 8.4 Policy Board, Strategic Group and Management Group is operational and effective</p>	<p>a. % of Policy Board decisions acted on</p> <p>b. % positive rating of Policy Board meeting organisation and documentation.</p>	<p>a. 85% of decisions acted on by the next Policy Board meeting</p> <p>b. No Policy Board meeting assessment form available.</p>	<p>a. Full set (100%) of Policy Board decisions acted on by the time of the next PB meeting.</p> <p>b. 80% positive feedback of Policy Board meetings.</p>	<p>a. Official communication to the Policy Board including PB reports, inter-sessional decisions documentation.</p> <p>b. Policy Board meeting assessment form</p>	<ul style="list-style-type: none"> • Increased tasks and constituency - comprehensive PB/SG/MG decisions requiring substantial time and human resources. • Lean Secretariat staff structure that does not allow for ad-hoc capacity constraints. • Difficult to report on results when there are delays in implementation, e.g. due to political and socio-economic changes in countries, changes of staff, etc., with adverse impact on expected results. 	<ul style="list-style-type: none"> • The Policy Board Review recommends that 2 Policy Board meetings are maintained per year • High proportion of meeting attendees fills the assessment/feedback form.

<p>Output 8.5 Result-based management, including monitoring and reporting, implemented across the UN-REDD programme</p>	<p>a. UN-REDD Programme Annual reports and Semi-annual updates meeting the standards¹³ for results-based reporting, on a scale of 1-5. b. Improved tool for results based reporting and monitoring has been agreed and is in use.</p>	<p>a. UN-REDD Programme semi-annual report 2012 including National Programme and SNA achieving a rating of 2 on a scale of 1-5 for results-based reporting. b. National Programmes and agencies use reporting templates not fully-results based and no project tracker or similar tool in use.</p>	<p>a. All UN-REDD Programme Annual reports and Semi-annual updates achieve a rating of 4 out of 5 for results-based reporting. b. Collection tool of information (improved template or project tracker) agreed and used by all National Programmes and agencies for reporting and monitoring.</p>	<p>a. Feedback on reports from the Policy Board; external Programme reviews and evaluations. a. Rating of UN-REDD annual report/semi-annual update in the Policy Board Meeting Report b. Information fully transmitted using the improved template or tracker.</p>		<ul style="list-style-type: none"> • Workplan targets realistically assessed, based on existing capacity and unique country situation. • Agreement on level of reporting (Outcomes and Outputs).
<p>Output 8.6 External partnerships enhanced and resource mobilization strengthened</p>	<p>a. Number and funding amounts of renewed/enhanced donor commitments to the Programme. b. Number of joint and/or back-back meetings with other relevant REDD+ initiatives. c. Number of coordination arrangements/engagement strategies with other multi-lateral REDD+ initiatives.</p>	<p>a. One new donor, making a total of 5 donors, during 2012 and an annual SNA budget of US\$ 25.6 million and US\$ 8 million for NPs. b. 3 joint and/or back-to-back meetings during 2012.¹⁴ c. One coordination /co-operation arrangement (Secretariat services for REDD+ Partnership).</p>	<p>a. Funds for 2015 raised at the same level as previous years (a total of approximately US\$ 30 million annually), with at least one additional donor. b. 1 joint and 2 back-to-back meetings with FCPF per year. c. Strategy to engage systematically with key REDD+ players developed.</p>	<p>a. Programme funding status. a. Donor representation in Policy Board. b. Policy Board meeting reports. c. Partnership involvement agreements and strategies.</p>	<ul style="list-style-type: none"> • Economic crisis in developed countries could affect the level of international development assistance in general and for REDD+ in particular. • Establishment of other international REDD+ initiatives and programmes could divert funds from the existing programmes, including UN-REDD. • Donors may decide, explicitly or implicitly, to consolidate all funding for REDD (readiness, implementation, 	<ul style="list-style-type: none"> • Support for REDD remains high and fatigue for slower-than expected delivery does not set in • REDD+ continues to make good progress in the UNFCCC process. • Countries continue showing results and demanding support for their REDD+ readiness activities.

¹³ Criteria based on UNDG's RBM Handbook, GEF evaluation guidelines UNDP audit terms.

¹⁴ UN-REDD Policy Board and FCPF Participants' Committee meetings and one Country Needs Assessment (CNA).

					investment and carbon finance) under the World Bank.	
Output 8.7. Secretariat effectively provides for country leadership towards more integrated and better coordinated programmes and readiness activities	Number of country/regional needs assessments conducted by countries outlining needs and opportunities in the REDD+ readiness process.	No systematic and harmonized approach to country needs assessment.	At least 7 countries or regions ¹⁵ have identified opportunities to engage in, or complete REDD+ readiness; and have identified needs, if any, in their REDD+ process based on national circumstances.	<ul style="list-style-type: none"> • Needs assessments reports. • Documentation on country engagement. • Demand for targeted support for specific REDD+ aspects. • Presentations at Policy Board meetings of preliminary results by countries. 	Limited time available, which can cause delay for multi-component or multi-country assessments.	Timely technical and operational support provided to countries as required.

¹⁵ With regional meaning multi country assessments, envisaged as an efficient tool to maximize synergies among countries' readiness processes and enhance south-south cooperation.