

UN-REDD PROGRAMME



Food and Agriculture
Organization of the
United Nations



Follow-up to the External Evaluation of the UN-REDD Programme

UN-REDD PROGRAMME

17 August 2015

No.	Recommendation	Response and follow up action as of August 2015
1	<p>The Policy Board should re-examine the overall purpose and strategic objectives of the UN-REDD Programme, to address both the significant challenges that REDD+ faces and the dynamic context within which it operates.</p> <p>Furthermore the development of a more robust and resilient Programme should:</p> <ul style="list-style-type: none"> a) Support country-driven solutions that incorporate a mix of performance and non-performance-based approaches (i.e., solutions that are not reliant on compensatory incentives or rewards); b) Tackle the underlying factors that condition land use and land cover change at local and global levels (e.g., agrarian and rural development policies, tenure, economic policies, global supply chains, trade agreements, legal and illegal market demands, etc.) 	<p>The overall purpose and the strategic objectives of the UN-REDD Programme have been substantially revised and enhanced through the development of the new strategic framework, 2016-2020, based on a new <i>Theory of Change</i>.</p> <p>The new strategy responds directly to both the current international context for REDD+ (notably the so-called <i>Warsaw Framework for REDD+</i>) and the challenges of designing and implementing REDD+ at country level. It emerged from several months of expert design efforts coupled with stakeholder consultations; in fact, it has been based on a comprehensive participatory process including all stakeholders of the Programme (REDD+ representatives from countries, civil society and indigenous peoples' representatives, donors, collaborating partners, agency personnel, etc.). This process was undertaken in several steps from August 2014 and included both online and regional consultations as well as the circulation and discussion of draft documents and proposals. The Policy Board endorsed unanimously the strategic direction at the 14th meeting in May 2015.</p> <p>Acknowledging the complexity of REDD+, at the heart of the new strategy is the focus on tailored, country-driven approaches through in-depth assessment and multi-stakeholder deliberations around the underlying factors that condition land use and land cover change at both the national and global level. The Programme will focus on the design of policies and measures for REDD+, which are likely to be related to land use; both land-use policy and planning. In combining support that is consistent with both the UNFCCC provisions for REDD+ and with the sustainable development goals, there will be a mix of performance and non-performance-based approaches to tackle such underlying factors. This is clearly illustrated through the two expected impacts of the new Programme. Thus, countries will be supported to meet the requirements of the UNFCCC for REDD+ readiness leading to results-based payments based on measured, reported and verified (MRVed) emissions reductions and removals on one hand, and countries will be supported to</p>

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		<p>implement policies and measures with which to deliver REDD+ results-based actions producing both carbon as well as non-carbon benefits on the other. There is also a focus on four key cross-cutting themes (stakeholder engagement, governance, tenure, and gender equality) that are consistent with UN principles and will be critical for achieving the impacts and the ultimate development goal of the new Programme.</p> <p>It is also worth mentioning that various actions to develop a more robust and resilient Programme are already underway, for example:</p> <ul style="list-style-type: none"> • Providing support to Chile, Costa Rica, Ecuador, Panama and Peru to assess the role of the private sector in implementing REDD+. This includes cost-benefit analysis of possible policies and measures, and analyses of alternative options for REDD+ finance. • Addressing the ‘economic invisibility of nature’ as an underlying driver through forest ecosystem valuation studies in Ethiopia, Indonesia, Nepal, Nigeria, Panama, Tanzania, Uganda and Zambia. • Analyzing fiscal policies – e.g. in Ecuador and Indonesia - with a view to identify and address underlying drivers of deforestation such as agricultural subsidies. <p>The Programme’s agencies are also involved in the GEF VI signature Programme on Commodity Supply Chains and have built links between REDD+ and the sustainable production of beef, soy, palm oil and other forest-risk commodities into the GEF programmatic approach.</p>

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2	<p>In consultation with country partners and other stakeholders, the UN-REDD Programme Management Group (MG) should develop a robust Theory of Change (ToC) that explains what the Programme aims to accomplish and how it will achieve such ends (i.e., link theory to action).</p> <p>In support of this process:</p> <ul style="list-style-type: none"> a) Clarify the purpose and rationale of existing programming components (i.e., SNA-GP and NP) with the aim of strengthening complementarities; b) Revise the scope of the Programme (focus and reach) and implementation modalities (e.g., hiring more national/regional staff and technical experts); <p>Validate assumptions and intended results with key development partners and possibly an external panel of experts that could contribute objective advice and perspectives on how best to achieve development results and impact.</p>	<p>The MG has developed a theory of change (ToC) to underpin the new strategic framework 2016-2020. This was endorsed by the Policy Board of the UN-REDD Programme in May 2015.</p> <p>The ToC is based on the international policy framework for REDD+, notably the UNFCCC’s Warsaw Framework for REDD+, as well as on the experience of the UN-REDD Programme at country level from 2009 to 2015, while reflecting both the priorities of UN-REDD partner countries and the views of donors as expressed through the process. As noted above, consultation with the Programme’s stakeholders provided opportunities for critical assessment of the proposed development results and impact, by involving a broad constituency of REDD+ experts. The work on the ToC has provided the basis for the results-based monitoring framework and lays the foundation for what the new Programme aims to achieve and how it proposes to do that, with two main impacts and three outcomes, including four key cross-cutting themes.</p> <p>The first core principle of the strategic framework 2016-2020 is geared towards tailoring technical support to country needs. As such, there is no longer any separation between the National Programmes (NPs) and the Support to National REDD+ Action: Global Programme Framework 2011-15 (SNA). The SNA and the earlier Global Programme were essential in the first phases to develop tools and methods at the global and regional level and have them tested in a few partner countries. The SNA has enabled countries to contribute to the development of technical guidelines, promote increased expertise on REDD+ and promote exchange of experiences, including South-South cooperation. The support delivered through the participating UN agencies both at regional and global levels and across technical work areas has contributed to a harmonized approach.</p> <p>In future, technical support will be provided and applied at country level using existing, tried and tested tools and approaches. Country needs assessments</p>

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		<p>are already being carried out. Knowledge management across the Programme, including through South-South learning and the REDD+ Academy, will assure a continuous improvement of tools and approaches while also ensuring links between theory and action.</p> <p>Another key principle of the new Programme is improved delivery. For instance, inter-agency country support teams will be established (led by one lead advisor); institutional context analyses will be undertaken to determine appropriate tailored country support arrangements; and alignment of financial and administrative arrangements between the three agencies will be accompanied by unified contractual and reporting arrangements through one empowered lead agency per country. The selection of countries for different forms of support, as well as enhanced reporting based on an agreed results framework is also critical.</p>
3	<p>UN partner agencies should further their collaboration with the World Bank's Forest Carbon Partnership Facility (FCPF) with a view to fully harmonise standards and approaches, eliminate the duplication of effort, and strengthen joint delivery on the basis of core agency competencies.</p>	<p>The strategic framework, 2016-2020 elaborates the approach that will be taken to enhance collaboration with the FCPF in particular, as well as identifying other key partners for strengthened collaboration, notably the Green Climate Fund (GCF) and the GEF.</p> <p>Together with the FCPF, discussions have been ongoing to explore options for further collaboration and greater synergy, focusing on what is essential is for the two multilateral initiatives - as well as the other REDD+ initiatives - to work together to support countries in accordance with their REDD+ objectives and in line with the decisions of the UNFCCC as well as in ways that are consistent and complementary. This implies strategic alignment that articulates improved arrangements for joint planning and implementation at country level as well as possibilities for resource sharing.</p> <p>In the context of the emerging governance arrangements for the 2016-2020 UN-REDD Programme, it is envisaged that all main decisions impacting in-</p>

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		<p>country delivery will be taken by National Steering Committees (NSC). At the Policy Board's 14th meeting, it was decided that the design of NSC's should be done in a way that encourages other initiatives to also be considered under one body, meaning that any one NSC could also act to guide or steer other national REDD+ activities regardless of the source of funds, thus further reinforcing coordination between REDD+ initiatives in any given country. The Policy Board also suggested that NSCs could be clustered on a regional basis, in order to foster cross-border learning.</p> <p>Coordination is being enhanced, case by case, at country level. This applies to the design of REDD+ readiness programmes, as well as their implementation. Joint UN-REDD Programme and FCPF missions - for planning, policy dialogue and readiness implementation - take place regularly at country level. From DRC - probably the first and a fine example of UN-REDD Programme and FCPF joint planning and support - to most recently, Uganda and Chile, the UN-REDD agencies and the FCPF conduct joint planning, sharing roles in providing technical and capacity support to country stakeholders. These joint efforts are deployed on the basis of their respective comparative advantages, in both operational and technical terms, on a country-by-country basis. The UNDP is delivery partner for some FCPF country programmes, which facilitates coordination between FCPF and UN-REDD funding streams for readiness. Also regular discussions and coordination on an ad hoc basis are held for specific topics or countries.</p> <p>Other proposals have been tabled for developing collaborative work plans for the two initiatives, e.g. in the knowledge management sphere. The UN-REDD Programme has been working with the FCPF and with other partners such as the GEF, the CIF-FIP, the BioCF, and bilateral agencies to contribute to more integrated knowledge sharing and exchange of lessons learned for the benefit of REDD+ countries, including through the UNFCCC web platform.</p>

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4	<p>UN partner agencies should work with partner countries to strengthen country ownership over all aspects of national REDD+ efforts, including the development of a more bottom-up approach.</p> <p>Sub-recommendations are:</p> <ul style="list-style-type: none"> a) Give full priority to national and regional experts wherever feasible; b) Use existing structures or coordination mechanisms to implement and scale up REDD+ across levels of government; c) Strengthen country capacity to coordinate REDD+ investments, using national financial management and accountability mechanisms, where feasible, e.g., UNDP's national execution (NEX) approach; d) Solicit national contributions, whether in-kind or through dedicated budget lines, in alignment with the Paris Declaration on aid effectiveness; e) Apply strict subsidiarity principles, by delegating decision-making authority and operational management to the level closest to the field, while applying basic principles for robust resource governance such as downward accountability and the decentralisation of collective decision-making processes. 	<p>The UN-REDD agencies fully subscribe to this recommendation to strengthen country ownership of all aspects of the REDD+ process. Indeed this has been the stance of the Programme from the outset. The new strategic framework, governance arrangements and implementation modalities have been designed to further this.</p> <p>As mentioned earlier, strengthening country ownership and capacity for REDD+ readiness, while supporting a bottom-up approach to national REDD+ efforts, are at the core of the new strategic framework and of its delivery and implementation modalities. The new strategic framework is strongly aligned with the UNFCCC requirements for REDD+, hence ensuring that UN-REDD support enables countries to meet UNFCCC agreements. Concerning the sub-recommendations:</p> <ul style="list-style-type: none"> a) and b) As priorities for the Programme's support to countries, these are being further emphasised. In addition, through its capacity building efforts such as the REDD+ Academy (now underway in several countries and regions), the Programme is aiming to increase the pool of national and regional experts available. The implementation of NPs is supported by regional inter-agency teams, which will be structured in country teams. <p>The increased focus on South-South exchanges or on new initiatives such as the scheme to tackle the illegal timber trade in East Africa, all aim to further foster regional cooperation and strengthen regional networks, while broadening the stakeholder base of the Programme. Supporting dialogue that could result in inter-departmental and inter-ministerial arrangements to address cross-sectorial issues is another priority for the Programme.</p> <ul style="list-style-type: none"> c) This is already being done in some countries, and will be further implemented within all new Country Programmes, and also within existing NPs. In the design of Country Programmes and in ongoing NPs and Targeted

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		<p>Support, improved scoping for consistency with existing structures and financial mechanisms will also be included. For example, the Indonesia Investment Board partnered with UNORCID and UN-REDD in April 2015 to organize the Tropical Landscapes Summit as a broad platform to attract and align land-use investments in Indonesia, including for REDD+.</p> <p>d) The UN agencies will ensure national contributions are captured in subsequent reporting. In the 2014-15 round of Expression of Interest (EOIs), national contributions in kind or in cash were one of the parameters for the selection of countries. Similarly this is now included in the reporting format for current NPs.</p> <p>e) These principles are already being applied as much as possible depending on the presence of the different agencies in each country. Furthermore, the establishment or consolidation of National Steering Committees for REDD+ will be a step towards decision making and operational authority being undertaken “closest to the field.”</p> <p>In general, the introduction under the SNA of Country Needs Assessments, approved by the Policy Board at its 11th meeting, has provided an opportunity for focused analysis of the ways in which the UN-REDD agencies can continue to respond effectively to the plans and proposals for REDD+ that are developed in different countries. The assessments (country and regional) are ensuring that support is increasingly tailored to actual needs and expected to not only to inform the design of future assistance but also to function as a national coordination tool that will contribute to further integrating countries’ overall readiness efforts. They are intended to maximize impact and improve the efficiency and focus of support to national REDD+ readiness and ensure country leadership and capacities to implement national REDD+ strategies.</p>

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5	<p>As part of the revision to the Programme's strategy, UN partner agencies and participating countries should place greater emphasis on integrated cross-sectoral approaches to REDD+ and should advocate for higher-level political support and capacity building across national government entities.</p>	<p>A significant new focus of the Programme is on the design and implementation of policies and measures for REDD+, which will inevitably trigger cross-sectoral collaboration. The Programme will continue to assist in nurturing multi-sectoral platforms and cross-sectoral dialogues that are required to address the multi-faceted dimensions of the drivers of deforestation and of appropriate policies and measures for REDD+.</p> <p>The importance of cross-sectoral approaches to REDD+ is emphasized in the design of national REDD+ strategies and action plans which will define the proposed policies and measures (reforms) to reduce emissions from deforestation and forest degradation. As such, building on the comparative advantages of the UN-REDD agencies and their engagement with different ministries (e.g. FAO with forestry and agriculture, UNDP with planning and UNEP with the environment), as well as on the coordinating work of UN Resident Coordinators and UNDP and FAO country offices, greater attention has been given to ensuring inter-ministerial communication and coordination in REDD+ activities in the countries. Most of the recent National Programmes prioritise the cross-sectoral dialogues, policies and measures that are required to address the drivers of deforestation and forest degradation: e.g. in Argentina, Côte d'Ivoire and Uganda (all approved in 2014).</p> <p>Furthermore, in a number of countries such as Indonesia, Kenya, Panama and Zambia the Programme partners have been engaging directly with key sectors such as mining, construction, agriculture, transport and energy, based on the analyses of key drivers of deforestation and forest degradation and will continue to do so where relevant. Countries can thus drive these processes forward with backing and advice from the UN-REDD agencies. A concerted effort is also being made in number of countries to ensure that high level political support for REDD+ is forthcoming.</p>

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6	UN partner agencies and country partners should initiate joint actions to address the key drivers of deforestation and forest degradation, by tackling issues and engaging relevant stakeholders (especially the private sector) early in the REDD+ readiness phase.	<p>The new strategy, 2016-20 includes a specific outcome aiming to assist countries with the implementation of policies and measures that will yield REDD+ results.</p> <p>Acknowledging that a broad range of stakeholders need to be involved in REDD+ capacity building and advocacy efforts in order to ensure sufficient buy-in and the needed political impact, building on the successful work in the area of stakeholder engagement over the past five years, the Programme continues to assign a high priority to stakeholder engagement in policy making as a cross-cutting theme in the new strategic framework, 2016-20. This responds to the need to ramp up joint initiatives to address key drivers together with relevant stakeholders early on in the process; and specifically to identify strategic opportunities for achieving results-based actions and with whom joint actions should be undertaken.</p> <p>In terms of country programmes, the identification of drivers of deforestation and forest degradation feeds into national REDD+ strategies and action plans. Recently, the Programme has provided assistance to some countries to broaden the understanding of drivers to also include underlying factors such as fiscal policies, which drive private sector behavior. For instance, support is being provided to governments in engaging with the private sector in particular on “eliminating deforestation and degradation from supply chains,” using agency centers of excellence such as the UNDP Green Commodities Platform and the UNEP Finance Initiative. This type of support will be further intensified in the next phase of the Programme, building on national platforms for private sector engagement.</p> <p>In this context it is worth mentioning the case of DRC, where the UN-REDD Programme has supported key governmental stakeholders identifying and agreeing on the inclusion of 5 REDD+ indicators in the national economic governance matrix, which guides international cooperation across sectors.</p>

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		<p>Thus, the UN-REDD Programme has been sustaining a national dialogue on two crucial – and complex – reforms that will yield REDD+ results: land-use planning and land-tenure policy. The Ministry of Finance, the Ministry of Environment, the UN, the donors and other actors are now discussing specific actions, priorities, institutional arrangements and funding to implement such joint actions, which intend to yield REDD+ results in the long term.</p>
7	<p>The PB should make tenure a priority area for Programme interventions, building on existing initiatives and expertise at the national, regional, and global levels. To this end, the Programme should support country efforts to clarify the land and resource rights of forest-dependent populations, including carbon rights and the related distribution of benefits.</p>	<p>Tenure is one of the cross-cutting priority themes of the new strategic framework, 2016-20.</p> <p>As an expressly cross-cutting issue in the strategic framework 2016-2020, tenure is given prominence as a feature that underpins the success of REDD+ efforts across outcomes and outputs. Insecurity of tenure continues to impact on efforts to tackle deforestation and forest degradation in many countries, from DRC to Peru, from Cambodia to Paraguay. Concrete steps have already been taken in advance of finalizing the strategy to reflect and introduce this topic in a systematic way. For instance, at the 13th Policy Board meeting in November 2014 an information session was organized during which a full range of issues were tabled for discussion with stakeholders present, including reference to the Voluntary Guidelines on the responsible Governance of Tenure (VGGT). For some countries this could act as a guiding framework. Additionally, the Programme will continue to support country efforts to resolve tenure issues in response to increasing demand.</p>
8	<p>Responsible units within the UN partner agencies, with the support of partner countries, should continue efforts to streamline social and environmental safeguards for REDD+, especially with regards to benefit sharing mechanisms, and support country efforts to provide information on how safeguards are addressed and respected.</p>	<p>The new UN-REDD strategy, 2016-20, specifically mainstreams social and environmental safeguards, both in terms of designing national strategies for REDD+ (outcome 1) and in their implementation (outcome 3).</p> <p>Considerable emphasis has been given to this issue by designing outputs within two outcomes 1 (design) and 3 (implementation) that aim to streamline social and environmental safeguards. Thus, in response to a more</p>

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		<p>detailed internal review of safeguards performance conducted at the end of 2014, the Programme is now rolling out support to developing country approaches to safeguards, coordinated by an inter-agency unit (Safeguards Coordination Group - SCG). The SCG operates as an internal service provider to technically backstop regional and country teams to build in-country capacities on implementing country approaches to safeguards.</p> <p>The country approach to safeguards facilitates a government-led process to respond to international REDD+ safeguard requirements (UNFCCC Cancun safeguards and other safeguards as appropriate), in a way that is harmonious with national policy goals, by building on existing governance arrangements: i) polices, laws and regulations; ii) institutional arrangements; and iii) information systems. To streamline the systematic roll-out of country approaches to safeguards the Programme has taken the following operational and technical actions:</p> <ul style="list-style-type: none"> • Installed a full-time interagency Safeguards Coordinator, accountable to the MG, and chairing the SCG; • Established regular (bi-monthly) reporting on progress against SCG work plan to the MG; • Clarified the SCGs role as a dedicated internal service provider on safeguards and SIS to global, regional and country teams; • Instigated dialogues with other nascent thematic technical teams, within the Programme to explore synergies with other pillars of the Warsaw framework for REDD+; • Renewed dialogues on improved coordination at global and specific country levels with other safeguard initiatives (FCPF; REDD+ SES); • Developed a package of 6 internal knowledge products on the country approach to safeguards – overview schematic figure; modular series of slides/webinars; generic Terms of reference; glossary of key terms; illustrative framework for clarifying Cancun safeguards; benefit and risk assessment framework;

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		<ul style="list-style-type: none"> • Supported a series of regional facilitated dialogues on the country approach back-to-back with South-South knowledge exchange events on safeguards and SIS; • Produced a number of external knowledge products on safeguards and SIS: Benefit & Risk Assessment Tool v2.0 (BeRT); SIS design considerations; national forest inventory and SIS synergies; indicators for SIS; and the REDD+ Academy learning journal; • Commissioned a global review of experiences and emerging lessons from applying the country approach in coordination with other initiatives; and • Quality controlled technical content on safeguards of key Programme documents: strategic and results frameworks 2016-2020; 2014 annual report; rolling portfolio updates; common understanding of REDD+ under UNFCCC ‘rule book.’
9	<p>Responsible units within the UN partner agencies, with the support of partner countries, should intensify efforts to mainstream gender equity across the Programme, providing sufficient resources and relevant training to ensure a more comprehensive and systematic approach.</p> <p>Sub-recommendations are:</p> <ol style="list-style-type: none"> a) Appoint and adequately resource a gender focal point in each of the regions; b) Adopt equity and rights-based approaches to programming; c) Provide training opportunities for Programme staff and stakeholders; d) Build on existing contributions from the UN and development partners. 	<p>Gender mainstreaming is a corporate priority; and one of the cross-cutting themes in the 2016-20 strategic framework. Greater emphasis has been placed on promoting and embedding gender at all levels and stages.</p> <p>In annual progress reporting, gender sensitive and sex disaggregated data across the Programme’s outputs is also now being collected to help monitor the work on promoting gender equality and women’s empowerment, as well as identifying areas for improvement and follow up action. The Programme is also promoting gender equality through its support at national, regional and global levels. Since the evaluation was undertaken, this work has ranged from:</p> <ul style="list-style-type: none"> • Collaborating with other gender focused organizations to help bring in gender responsive measures into demonstration activities, e.g. promoting gender responsive REDD+ in provincial action plans in Viet Nam. • Incorporating gender considerations into various national assessments, guidelines, programming and planning for REDD+ action.

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		<p>This includes, for example, within the participatory governance assessments for Viet Nam and Nigeria, the PNG’s Guidelines on Free, Prior and Informed Consent, in 5 of the 6 final drafts of the CBR+ Country Plans and increasingly in submitted R-PPs and National Programmes. While this work still varies in terms of gender sensitivity, positive and systematic steps are nevertheless being made to integrate gender in a cross-cutting and comprehensive fashion.</p> <ul style="list-style-type: none"> • Integrating gender and REDD+ concepts into training and information sharing opportunities: for instance, gender and REDD+ capacity building workshops with government stakeholders/staff in Cambodia and Vietnam were held; a key regional CSO/IP capacity-building event in Asia-Pacific integrated training on concepts and approaches for gender mainstreaming; a global dialogue on forests and gender was held with women indigenous leaders during the 2015 UNPFII; and a regional workshop on stakeholder participation, gender and knowledge management processes was held for staff from REDD+ operating units within several UN-REDD partner countries in LAC. • Bringing in gender responsive guidance within global tools, including BeRT, CAST and the REDD+ Academy modules, such as those on stakeholder engagement, policies and measures, governance, and REDD+ national strategies/action plans (currently being finalized). • Guidance on gender action has been provided in the “Guidance Note on Gender Sensitive REDD+” (accessible here). Gender considerations and a gender breakdown are also further emphasized in annual and semi-annual progress reporting. <p>Going a step further is the recognition and application of gender equality as part of the core principles laid out in the strategic framework. In addition, the importance of a human-rights based approach to delivery is similarly stressed in the strategic framework document while both gender equality and human-rights based approaches are embedded in a systematic manner to ensure the</p>

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		<p>support provided by the Programme is undertaken in accordance with these guiding principles. Moreover, collaboration with the relevant specialized organizations has been and will continue to be pursued through the Programme. Efforts will therefore be made to ensure that the understanding of the approach to human rights-based programming and mainstreaming gender equality are explicit in the terms of reference and performance requirements of all personnel. This also implies ensuring that personnel take part in specialized training as provided by the UN agencies.</p>
10	<p>Country partners and UN partner agencies should strive to ensure the fair and verifiable representation of CSOs, IPs, and other forest-dependent populations in NP decision-making processes.</p>	<p>Stakeholder engagement is another of the cross-cutting themes in the new strategic framework. This will focus on three key constituencies: indigenous peoples as rights holders in the forest arena, civil society to ensure participatory governance and the private sector, to ensure that the most intractable drivers of deforestation are addressed.</p> <p>Configuring stakeholder engagement towards national readiness processes has been vital in the development of the strategic framework 2016-2020. In addition, although past and current efforts to advance a rights-based approach to REDD+ implementation have been recognized, the need to continue encouraging multi-stakeholder decision making processes at country level is acknowledged and further strengthened, notably in the light of the governance structure proposed at the 14th Policy Board meeting. The PB decided that <i>“The current Policy Board constituencies (which include self-selected IP and CSO representatives) will have the right to be represented at all levels of Programme governance.”</i> This has further been specified in the proposed governance arrangements. The fact that the Programme advocates the principle of free, prior and informed consent; and that it requires the participation of IPs and CSOs in National Steering Committees is a hallmark achievement of UN-REDD and unusual in similar funds and programmes.</p>
11	<p>The Policy Board and UN partner agencies should revise and simplify</p>	<p>A new set of governance arrangements for UN-REDD has been designed,</p>

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	<p>the UN-REDD governance structure to reduce overlap, strengthen the strategic and substantive functions of the PB, and clarify the roles and responsibilities of the MG and Secretariat.</p> <p>Additional sub-recommendations are:</p> <ol style="list-style-type: none"> a) Clarify the boundaries of country-driven modalities so as to limit confusion on the respective roles and responsibilities of UN partner agencies and those of country partners, in terms of setting programming priorities and making decisions relative to the use of Programme funds; b) Disaggregate the PB's knowledge-sharing function from the Board's mandate to provide fiduciary oversight and strategic guidance to the Programme; c) Revise the Terms of Reference of the different UN-REDD management structures to eliminate overlap, clarify roles and responsibilities, assign decision-making authority to the different bodies (including the Secretariat), and ultimately strengthen the Programme's capacity to "Deliver as One"; d) Assign NP management oversight to country partners, where feasible. Pursuant to Recommendation 2 and existing standards for risk assessment, NP management should be assigned to country partners, where possible. To this end, UN partner agencies, REDD+ implementation partners (e.g., FCPF), and participating countries should consider developing a single-form reporting requirement for all relevant stakeholder groups. 	<p>responding to the recommendation. This is currently in the last stages of consultation at the level of the Policy Board.</p> <p>The main recommendation and all sub-points are addressed through the current proposal for revised governance arrangements, which has been tabled following a broad consultation process. The proposal comprises:</p> <ul style="list-style-type: none"> • A broad multi-stakeholder Policy Board, with roles in international coordination/dialogue and knowledge-management; • A small Executive Board, to improve the efficiency of operational decisions and fund allocation; and • Multi-stakeholder National Steering Committees (NSC), systematically created for every National Programme, to guide and oversee implementation at the national level. <p>The three governing bodies should perform their functions guided by the following principles: Inclusiveness; Participation; Transparency; Accountability; and Consensus-based decisions. The NSCs will respect country context and national circumstances. Single-form reporting arrangements will be possible under this decision making structure.</p> <p>Each of the five core UN-REDD constituencies is meant to participate in each of the mentioned bodies; namely: REDD+ countries; donor countries; indigenous peoples; civil society organisations; and the UN-REDD agencies.</p> <p>The MoU that is being prepared for the 2016-20 Programme will include revised terms of reference for the management structures.</p>

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12	The UN-REDD Programme Secretariat should continue efforts to develop and implement results-based planning, monitoring and reporting tools across the breadth of the Programme, to support adaptive management tools, report achievements to both internal and external audiences and draw lessons from implementation.	<p>In concurring with this recommendation, a results-based planning, monitoring and reporting system is under development.</p> <p>This will provide the basis for more consistent, transparent and well-structured reporting on all achievements as well as both adaptive management, taking stock of lessons learned and better impact monitoring tools associated with the new M&E plan. Furthermore, the design of a results-based framework with specification of indicators, means of verification, etc. is underway.</p> <p>At the 12th Policy Board meeting in Lima, the PB gave the green light for the design of a decision support system that aims at enhancing portfolio management across the cycle. Referred to as the RADAR, this decision support system has been further developed and now incorporates performance, risk and REDD+ parameters to provide a full picture of progress at country level. Furthermore, it services all delivery modalities of the Programme irrespective of source of funds thus providing a holistic view of the Programme contributions and REDD+ progress at country level.</p> <p>Finally it is worth noting that an impact analysis of the UN-REDD Programme was conducted with a review of all Programme reports and updates from 2009 until 2014 inclusive. The results of the analysis were presented at the 14th Policy Board meeting in May 2015. Achievements in terms of outputs and outcomes were mapped in this study which also defined the impact of the Programme as follows: <i>Twenty countries are in the process of establishing one or more operational elements of REDD+ readiness and eight countries have completed and established one or more operational elements of REDD+ readiness at country or jurisdictional levels.</i></p>