Midterm Evaluation Report

Global project on Support to REDD+ Implementation
(ATLAS Project ID 00101619)

30 March, 2022

Project Information		
Project Title	Global Project on Support to REDD+ Implementation	
Atlas ID	00101619	
Country/Region	Global project	
Date project document signed	21 September 2018	
Project dates	**Start**	**Planned end**
	September 2018	31 December 2025 (extended) 31 December 2020 (original date)
Project expenditure at the time of evaluation	USD 34,254,749	
Funding source	Multi-Partner Trust Fund (MPTF) for the UN-REDD Programme, the Special Agreement with Norway on the Governors' Climate & Forests Task Force (GCFTF), and the Cost Sharing Agreement with the Italian Government.	
Implementing party	United Nations Development Programme	

Evaluation Information		
Evaluation Type	Project midterm review	
Period under evaluation	**Start**	**End**
	2018	2021
Evaluator	Ana Karla Perea Blazquez	
Evaluator email address	anakar.perea@gmail.com	
Evaluation dates	**Start**	**Completion**
	January 17th, 2022	March 30th, 2022

Content

Acronyms and Abbreviations

AFOLU	Agriculture Forestry and Land Use and Land Use Change
DAC	Development Assistance Committee
FAO	The Food and Agriculture Organization of the United Nations
FDP	Forest Declaration Platform
GCF	Green Climate Fund
GEF	Global Environment Facility
GCFTF	Governors' Climate & Forests Task Force
GHG	Green House Gases
GIORNI	Global Italian Initiative on REDD+ National Implementation
GPN	Global Policy Network [UNDP]
LEAF	Lowering Emissions by Accelerating Forest Finance
MPTF	Multi-Partner Trust Fund
MTE	Mid-term Evaluation
NCE	Nature, Climate and Energy Cluster
NDCs	Nationally Determined Contributions
NS/AP	National Strategies/Action Plans
NYDF	New York Declaration on Forests
OECD	Organization for Economic Cooperation and Development
QA	Quality assurance
RBPs	Results-based payments
REDD+	Reducing emissions from deforestation and forest degradation, and the role of conservation, sustainable management of forests, and enhancement of forest carbon stocks
SDGs	Sustainable Development Goals
ToC	Theory of Change
UNDP	United Nations Development Programme
UN Environment	United Nations Environment Programme
UNFCCC	United Framework Convention on Climate Change
UN-REDD Programme	United Nations Programme on Reducing Emissions from Deforestation and Forest Degradation
VCM	Voluntary Carbon Market

Executive Summary

Project Description and background

Reducing greenhouse gas (GHG) emissions is essential to fulfil the commitments to the Paris Agreement and limit global mean temperature increase to 1.5°C above pre-industrial levels. To avoid an irreversible climate crisis, the world needs to halve global emissions by 2030, and have carbon-neutral economies by 2050. Over the last decade, considerable efforts have been made by national governments and international partners to establish the policy and institutional frameworks required for reducing GHG emissions from deforestation and forest degradation through REDD+[1]. Achieving REDD+ requires coordinated action at various scales to address: (i) the multiple drivers (causes) of deforestation and forest degradation; and (ii) the barriers to conservation and restoration of forests. It will also require strengthening the countries' enabling environment for REDD+, including implementing a range of national reforms and measures that change the use and management of natural resources, strengthening governance, and developing and sustaining readiness capacities that allow to fulfil the requirements of the UNFCCC to access results-based payments (RBPs).

The *Global Project on Support to REDD+ Implementation* seeks to provide capacity building, technical assistance, and policy advice to forested developing countries to effectively harness REDD+ opportunities and the potential for emissions reductions and enhanced forest carbon stocks as agreed in the United Nations Framework Convention on Climate Change (UNFCCC). The overall outcome expected from the project is: *Forested developing countries reduce emissions from deforestation and forest degradation.* The project document has outlined three outputs to achieve the overall outcome:

- Output 1: National and jurisdictional REDD+ Strategies and Action Plans, including policies and measures
- Output 2: REDD+ Strategies and Action Plans, including policies and measures, financed and implemented and climate finance institutional frameworks, developed and adopted.
- Output 3: REDD+ results-based actions are integrated into Nationally Determined Contributions, recognized and rewarded.

Mid-term evaluation objectives and methodology

The Midterm Evaluation (MTE) of the *Global Project on Support to REDD+ Implementation* aims to assess whether the project has been an effective vehicle to coordinate and implement the portfolio from the United Nations Development Programme (UNDP) focused on supporting forested countries to reduce emissions from deforestation and forest degradation. The evaluation covered the period from the start of the project, September 2018, to December 2021. The objectives of the MTE were to:

- Assess early signs of project success, structural challenges, or potential failure with the aim of identifying the necessary changes to be made in either the design or the implementation in order to set the project on track to achieve its intended results.

---

[1] Policy approaches and positive incentives for activities related to reducing emissions from deforestation and forest degradation, and the role of conservation, sustainable management of forests, and enhancement of forest carbon stocks in developing countries

- Gather evidence on the effective and efficient use of resources by the Climate & Forests Programme, the performance of the team, the combination of different sources of finance, and the project's role and contributions within UNDP.
- Review the progress achieved from the project's inception in 2018 through the end of 2021, against its objectives and result indicators as stated in the project's results framework.

The MTE was conducted in accordance with UNDP's Evaluation Guidelines (2021) and guided by the Organization for Economic Cooperation and Development (OECD) Development Assistance Committee (DAC) criteria of relevance, coherence, effectiveness, efficiency, and sustainability. Key evaluation questions in the Terms of Reference (ToR) were framed around those criteria and the findings and conclusions are presented according to that structure (with relevance and coherence combined). Given that social inclusion and gender equality are included as cross-cutting issues, specific questions on these issues were included for each one of the criteria and the findings are presented alongside the findings from each evaluation criteria. The evaluation criteria and questions are detailed in Annex 1.

The evaluation captured and analysed qualitative and quantitative data. Secondary data was collected through a continuous comprehensive desk review process, including analysis of relevant global and country level progress assessment reports, project-related work plans and budgets, project quality assurance reports, minutes of the Project Board meetings, reports on lessons learned and UNDP Transparency Portal (open.undp.org). Primary data was gathered through semi-structured interviews and online questionnaires conducted with a wide range of stakeholders, including UNDP staff at the global and regional level, government counterparts from 14 countries, Project Board members, key donors and project partners. Overall, the evaluation engaged 39 individuals (18 men, 21 women). Detailed information on the individuals engaged through the MTE is included in Annex 2. The MTE also attempted to analyse progress towards targets for the 31 output indicators indicated in the project results framework.

Challenges and limitations encountered during the MTE included:
- Limited consistency on output indicators and expected results across various project documents including the PRODOC, the revised Results Framework, and assessment reports. Specific inquiries with the project management team and additional information sources to triangulate information and data allowed to overcome this challenge and assess progress towards outputs and indicators.
- The short period for the evaluation and the number of evaluators did not allow to conduct interviews with country stakeholders that would have provided more in-depth understanding on their perspectives regarding the results achieved so far by the global project. However, this challenge was addressed through online questionnaires which allowed to reach a higher number of country representatives.

Key findings and conclusions

a) Project relevance and coherence

The global project provides a flexible and comprehensive source of technical assistance that has allowed UNDP to address existing and emerging forests and climate change needs and priorities of various stakeholders. The theory of change (ToC) and intervention logic are relevant and well aligned with UNDP climate objectives, UNFCCC-related climate-forest provisions and current priorities, and the Sustainable Agenda 2030. It was found that the global project provides technical support tailored to the specific

country context and needs of different stakeholders, including national governments, representatives of states/jurisdictions, Indigenous Peoples and local communities.

The project's intervention logic and objectives are increasingly relevant to support global efforts to stabilize climate and implement the Paris Agreement, and in particular to halt deforestation by 2030. The project has been able to accommodate additional workstreams to respond to emerging international policy priorities and financing opportunities and is scaling up efforts to focus activities to enhance implementation and link climate and forests work at the national level to international climate commitments through the NDCs.

There is a clear link between outputs and expected results. The project intervention logic and ToC closely resemble requirements for REDD+ established at the international level, which facilitates alignment between outputs and expected results. However, at the level of activities and indicators, there is potential overlap between outputs 2 and 3, and further definition of the scope of these different activities is needed.

b) Project effectiveness

The project's overall progress is positive. Results of technical support are particularly notable in the development of national and jurisdictional REDD+ strategies/action plans and investment plans (outputs 1.1 and 1.2), and the project is on track to achieve its targets on the design, implementation and financing of REDD+ policies and measures (output 2). Factors contributing to these achievements include UNDP's global, regional and national presence, capacity to provide a global overview on financing opportunities at the international level, UNDP's policies standards and procedures, and significant technical capacity from the NCE team dedicated to the Climate and Forest Programme. In addition, since 2021, the Climate and Forest Programme has strived to help countries to increase the ambition of their NDCs by integrating forest sector mitigation actions (output 3.1). However, funding was not available to undertake activities under outputs 1.3, 3.2 and 3.3 up to 2021, and measuring progress is constrained by the lack of targets established for these outputs.

The Climate and Forests Programme supported by the project has strived to ensure that the technical assistance is aligned with country priorities and REDD+ strategies. The provision of assistance through the global project responds to the priorities and capacity needs of targeted stakeholders. The MTE found that the technical assistance provided by the Climate and Forests programme has helped to advance/implement national priorities related to forests and climate change. In addition, when supporting states/jurisdictions, the project recognizes that there is no single pathway nor one-size-fits-all jurisdictional program design and has provided the flexibility for jurisdictions/states to identify their own needs.

The project has generated positive results for gender equality and the empowerment of women. The MTE found considerable evidence of positive results for gender equality and the empowerment of women. The project has also integrated its own lessons learned over time towards achieving/integrating a gender responsive approach. The project's achievements in gender equality and women's empowerment could be scaled up by replicating good practices and lessons learned through the implementation of activities under UN-REDD, the GCFTF and GIORNI in new work streams.

The project structure and implementation arrangements have been critical to sustain long-term engagement and build trust with national counterparts working in REDD+ and broader climate and

forests issues as well as multiple partners, which strategically positions the UNDP team to scale up efforts to foster REDD+ implementation and access to finance. While the first period of project implementation is characterized by positive progress in the consolidation of REDD+ readiness requirements, the next period is expected to be focused on enhancing implementation and accessing finance that helps support systemic change. However, the achievement of these objectives is dependent on various conditions and factors at the international level (e.g., availability of sources of finance) and assumptions at the national level (e.g., political will).

The global project has made important contributions to the wider organisation. Through this project the Climate and Forests team has helped to advance knowledge inside UNDP on safeguards and social inclusion and climate finance, and particularly in relation to working with the GCF and the private sector. In addition, the global project has allowed UNDP to undertake cutting edge initiatives for mobilizing resources from the private sector and other sources of finance, including towards implementing NDCs. The project has also provided opportunities to explore innovative practices and open new frontiers. However, going forward and focusing on implementation and advancing NDCs, the project might need to consider enhancing synergies within the NCE team (e.g., continue integrating climate and forests work into other relevant UNDP initiatives – such as the Climate Promise and the Sustainable Finance Hub) and increase collaboration across NCE to boost expertise on a wider scope of topics relevant to forests and climate change (such as biodiversity).

c) Project efficiency

The project's structure and business model has facilitated the efficient deployment of technical expertise through UNDP staff to various country and local priorities and needs. The project's business model has provided the means and flexibility to build on previous readiness efforts to mobilize technical resources, pool experts, and work collaborative with various stakeholders. Overall, the stakeholders engaged during the MTE identified the team dedicated to the Climate and Forest Programme as a significant asset of the project.

The results framework outcomes are not systematically measured and output tracking is limited, which poses a challenge for the evaluation of current progress. Although annual reports from the project narrate a myriad of technical assistance activities provided by the project, it is not clearly explained how these activities contribute to the results framework. In addition, the team does not have an integrated monitoring system where the frequency of data collection and responsibilities are well defined. Strengthening the results framework and monitoring system could help UNDP better assess progress and results in the next period, take corrective actions, facilitate future evaluations, and help to assess the contribution of the project to the outcome and expected results.

d) Project sustainability

The project has fostered innovation through its design and implementation, identifying and promoting ways to implement innovative components in existing processes and strategies, as well as in how knowledge exchange and capacity building activities are designed and conducted. The project has fostered innovation through the support to specific jurisdictional initiatives (output 1.2), as well as by identifying and promoting more efficient and effective ways to implement and develop existing ideas to access finance (e.g., public-private partnerships, results-based finance) in a way that they are country specific and engaging various stakeholders. Innovation was also identified in the way that UNDP has been fostering participation and knowledge exchange.

Sustainability and enduring project impacts are embedded in the project design and further supported by various activities including policy reform, institutionalization of results, capacity building and knowledge exchange, as well as in supporting countries to access results-based finance. The technical assistance provided by the Climate and Forest Programme emphasizes national ownership, institutional learning, institutional capacity development, strengthening of national systems and networks, and the engagement of a broad network of global practitioners and technical experts. The project has also provided support to countries to access various sources of finance for REDD+ implementation, which contributes to diversify support and create the structures needed to sustain results over time.

The COVID-19 pandemic presented and unexpected risk to the project as all technical assistance had to be provided virtually due to restrictions put in place. Except for activities under the GCFTF (output 1.2), the project didn't face substantial delays in implementation, in part due to existing working relationships between the project team and various counterparts, as well as the swift transition of the Climate & Forests team to digital cooperation platforms. Main challenges related to the work that needed to engage local actors and support participatory processes. To address these challenges, UNDP developed guidance on how to conduct consultations that respected restrictions in place but are still inclusive, designed biosecurity protocols and upscaled investment in country-based presence.

Recommendations

1) **Project results framework and monitoring system.** Strengthen the project results framework and monitoring system by establishing clear definitions of what is measured with the indicators, defining the monitoring frequency, and establishing the responsibility for data collection and sources of information.

2) **Monitoring of results and lessons learned on gender equality and the empowerment of women.** Expand tracking of gender results across the project based on existing good practices and lessons learned for monitoring gender responsive actions implemented through UN-REDD. In particular it is recommended to include gender in monitoring frameworks for new initiatives (e.g., NYDF) in a way in which results can be compared and aggregated across initiatives.

3) **Enhance efforts to support activities focused on REDD+ implementation and finance.** Continue efforts to identify sources of finance for all activities under output 3 to provide an increased focus on implementation and financing of policies and measures to reduce emissions from deforestation and forest degradation. In addition, the team should continue to explore financing mechanisms and strategies as well as opportunities to support the development of financial packages to help countries scale up implementation of NDCs and strengthen efforts to increase knowledge and capacities in countries on carbon markets and results-based finance.

4) **Enhance UNDP's cross-team collaboration.** Integration with the broader work with the NCE and the GPN has improved over time but needs to continue to systematically identify synergies and opportunities of collaboration across UNDP teams. It is recommended to foster exchanges on lessons learned and results achieved through the global project to improve alignment between the Climate and Forests Programme, the Climate Promise initiative (UNDP's NDC hub) and the UNDP Sustainable Finance Hub.

1. Introduction

1.1 Purpose and objectives of the mid-term evaluation

The Midterm Evaluation (MTE) of the *Global Project on Support to REDD+ Implementation* aims to assess whether the project has been an effective vehicle to coordinate and implement the portfolio from the United Nations Development Programme (UNDP) focused on supporting forested countries to reduce emissions from deforestation and forest degradation. The evaluation covers the period from the start of the project, September 2018, to December 2021. The objectives of the MTE were to:

- Assess early signs of project success, structural challenges, or potential failure with the aim of identifying the necessary changes to be made in either the design or the implementation in order to set the project on track to achieve its intended results.
- Gather evidence on the effective and efficient use of resources by the Climate & Forests Programme, the performance of the team, the combination of different sources of finance, and the project's role and contributions within UNDP.
- Review the progress achieved from the project's inception in 2018 through the end of 2021, against its objectives and result indicators as stated in the project's results framework.

The evaluation recognizes that some activities have been started recently and/or are at an early stage of development given changes and emerging priorities in the climate and forests international context, and more time will be required to demonstrate results in particular outputs.

1.2 Scope and methodology

The MTE was conducted in accordance with UNDP Evaluation Guidelines (2021) and guided by the Organization for Economic Cooperation and Development (OECD) Development Assistance Committee (DAC) criteria of relevance, coherence, effectiveness, efficiency, and sustainability. Key evaluation questions in the Terms of Reference (ToR) were framed around those criteria (Table 1) and the findings and conclusions are presented according to that structure (with relevance and coherence combined). Given that social inclusion and gender equality are included as cross-cutting issues, specific questions on these issues were included for each one of the criteria and the findings are presented alongside the findings from each evaluation criteria.

The evaluation was undertaken in three main phases: 1) Inception phase, 2) Data collection; and 3) Integration of the Evaluation Report. The evaluation captured and analysed both qualitative and quantitative data. Secondary data was collected through a continuous comprehensive desk review process, including analysis of relevant global and country level progress assessment reports, project-related work plans and budgets, project quality assurance reports, minutes of the Project Board meetings, reports on lessons learned and UNDP Transparency Portal (open.undp.org). Primary data was gathered through direct engagement with a wide range of stakeholders through semi-structured interviews and online questionnaires. Informants included UNDP staff at the global and regional level, government counterparts from 14 countries, Project Board members, key donors and project partners. Overall, the evaluation engaged 39 individuals (18 men, 21 women).

Annex 1 includes the evaluation matrix and provides and overview of the evaluation questions and associated evaluation criteria. More details on the data collection methods and individuals engaged

through the evaluation are included in the methodological note in Annex 2. The ToRs for the MTE are included in Annex 3.

Table 1. Evaluation criteria and what is assessed

Evaluation criteria	What is assessed
Relevance/Coherence	• Degree to which the project considers the global and local contexts and the specific development problems. • The extent to which the project design is logical and coherent. • The extent to which the project can remain relevant in the years ahead, and/or what are the evolving directions the project could consider to remain relevant.
Effectiveness	• Progress toward the project's objectives compared to the overall project goal and key factors influencing the achievement or non-achievement of the objectives. • Extent to which the global project has generated results for gender equality and the empowerment of women. • Degree to which the technical expertise harnessed by the project has been relevant to support forested countries. • Extent to which the global project has fostered synergies across UNDP teams and leveraged collaborative partnerships to deliver results.
Efficiency	• Extent to which the project is progressing to produce the products and services it committed itself to deliver in an economic and timely way. • Extent to which monitoring systems provide data that allows to learn and adjust implementation accordingly (including on gender equality and the empowerment of women).
Sustainability	• Extent to which the project has produced innovative interventions that can be sustained over time. • Extent to which mechanisms and procedures are in place to allow project stakeholders to carry forward the project results, including those on gender equality and the empowerment of women. • Extent to which the project has supported partners and project beneficiaries to increase knowledge and capacities on topics related to REDD+, including gender equality and stakeholder engagement.

The significant amount of data generated during the data collection phase was summarized and analysed using the evaluation criteria. Triangulation allowed the verification of findings from different sources. The MTE attempted to analyse progress towards targets for the 31 output indicators. However, the scope of analysis was constrained by issues with the quality and availability of data and lack of targets for particular output indicators as well as lack of indicators for the project outcome. Additional limitations encountered during the MTE included:

● The Global project has developed various reporting streams and associated documents to respond to specific requirements from the various initiatives and associated funding sources integrated by the project, which in some cases has resulted in limited consistency on output indicators and expected results across various documents including the PRODOC, the revised Results Framework, and assessment reports. In addition, output indicators have not been defined explicitly in the Project's Results Framework which created a challenge to triangulate information on results. However, these challenges were addressed through specific inquiries with the project management team and the

review of additional sources of data to triangulate information and assess progress towards outputs and indicators.
- The short period for the evaluation and the number of evaluators did not allow to conduct interviews with country stakeholders that would have provided more in-depth understanding on their perspectives regarding the results achieved so far by the global project. However, this challenge was addressed through online questionnaires which allowed to reach a higher number of country representatives.

1.3 Structure of the MTE report

Following this introduction, Section 2 provides an overview of the project's background and context, objectives, and implementation arrangements. Section 3 provides an overview of the findings from the MTE organized according to the evaluation criteria and evaluation questions. Section 4 sets out the conclusions, and section 5 describes the recommendations and corrective actions for the design, implementation, monitoring and evaluation of the project.

2. Project background and description

2.1 Background and context

Reducing greenhouse gas (GHG) emissions is essential to fulfil the commitments to the Paris Agreement and limit global mean temperature increase to 1.5°C above pre-industrial levels. To avoid an irreversible climate crisis, the world needs to halve global emissions by 2030, and have carbon-neutral economies by 2050. It is estimated that the agriculture, forestry, and other land use (AFOLU) sector contributes 23% of GHG emissions globally (IPCC 2019). The sector is also crucial for developing countries to achieve their NDC targets: 75% of the new or updated NDCs included mitigation measures in the AFOLU sector, with many developing countries highlighting REDD+ as priority measures (UNFCCC 2021). The Paris Agreement calls explicitly for all countries to make use of a full range of land-based climate mitigation options, including taking action on reducing emissions from deforestation and degradation (REDD+)[2]. REDD+ approaches can substantially contribute to achieving the goal of the Paris Agreement by providing opportunities to deploy climate action at scale while generating important co-benefits such as the protection of biodiversity and ecosystem services, strengthening local governance and respecting Indigenous Peoples rights.

Over the last decade, considerable efforts have been made by national governments and international partners to establish the policy and institutional frameworks required for REDD+ implementation. Since 2008, UNDP has provided technical assistance to forested developing countries to prepare for and implement REDD+ approaches in line with UNFCCC requirements and particularly, through the United Nations Programme on Reducing Emissions from Deforestation and Forest Degradation (UN-REDD Programme), implemented in partnership with the Food and Agriculture Organization (FAO) and the UN Environment Programme (UN Environment). Through the *Global Project on Support to REDD+ Implementation,* UNDP aims to build on many of the lessons learned from participation in the UN-REDD programme, as well as from cooperation in pioneer REDD+ countries and participation in other partnerships like the World Bank's FCPF and early experiences with the Green Climate Fund (GCF), and provide expertise in stakeholder engagement, social and environmental safeguards, governance, institutional coordination, strategic planning, implementation of policies and measures to address drivers of deforestation, access to innovative climate finance and results-based payments. The project has also been designed with a focus on supporting the enhancement of the nature-based contributions toward NDC targets.

2.2 Project objectives and expected results

Achieving REDD+ requires coordinated action at various scales to address: (i) the multiple drivers (causes) of deforestation and forest degradation; and (ii) the barriers to conservation and restoration of forests. It will also require strengthening the countries' enabling environment for REDD+, including implementing a range of national reforms and measures that change the use and management of natural resources, strengthening governance, and developing and sustaining readiness capacities that allow to fulfil the requirements of the UNFCCC to access results-based payments (RBPs).

---

[2] Policy approaches and positive incentives for activities related to reducing emissions from deforestation and forest degradation, and the role of conservation, sustainable management of forests, and enhancement of forest carbon stocks in developing countries

The *Global Project on Support to REDD+ Implementation* seeks to provide capacity building, technical assistance, and policy advice to forested developing countries seeking to engage in REDD+. The overall development goal of the project is to contribute meaningfully to Sustainable Development Goals (SDG) 13–*Climate action*[3] and 15–*Life on land*[4]. To achieve this goal, the project is supporting forested developing countries to effectively harness REDD+ opportunities and the potential for emissions reductions and enhanced forest carbon stocks as agreed in the UNFCCC. Through associated social inclusion, women's empowerment and governance efforts, the project also aims to contribute to SDG 5. The overall outcome expected from the project is: ***Forested developing countries reduce emissions from deforestation and forest degradation***. The project document has outlined three outputs to achieve the overall outcome (Figure 1):

- Output 1: National and jurisdictional REDD+ Strategies and Action Plans, including policies and measures
- Output 2: REDD+ Strategies and Action Plans, including policies and measures, financed and implemented and climate finance institutional frameworks, developed and adopted.
- Output 3: REDD+ results-based actions are integrated into Nationally Determined Contributions, recognized and rewarded.
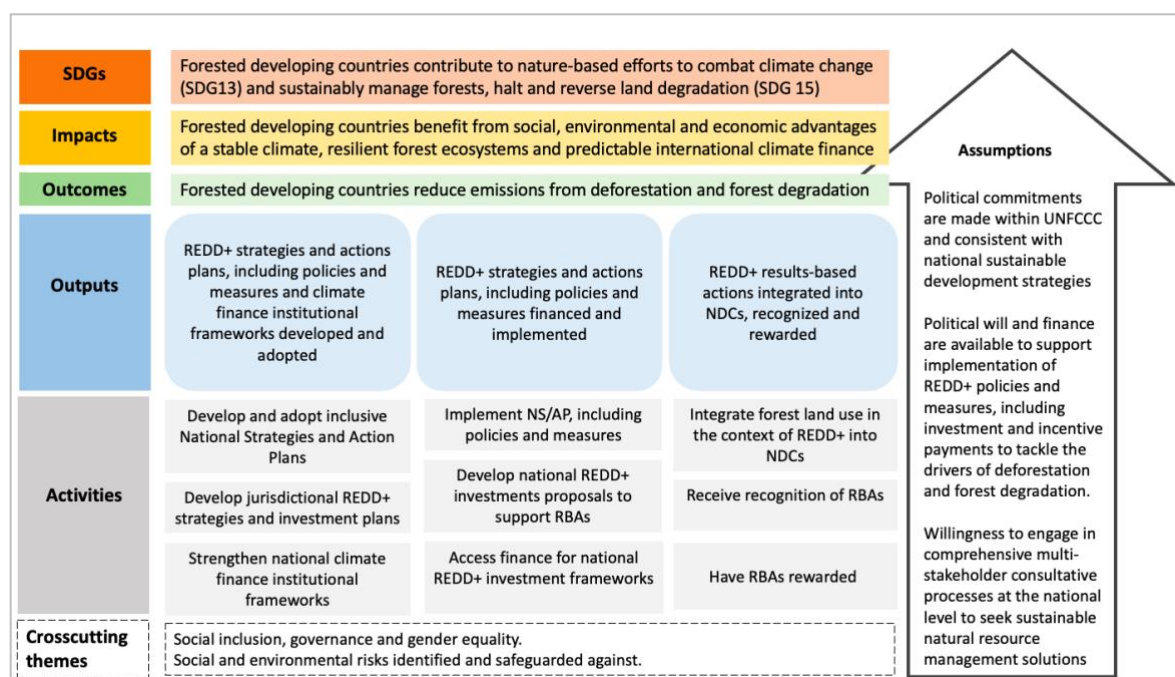
Figure 1. Theory of Change (ToC)

2.3 Project implementation arrangements

The *Global Project on Support to REDD+ Implementation* was established to coordinate a growing UNDP portfolio of funding and partnerships for REDD+. The Global Project provides an administrative home to the funds committed to UNDP under the Multi-Partner Trust Fund (MPTF) for the UN-REDD Programme, the Special Agreement with Norway on the Governors' Climate & Forests Task Force (GCFTF), and the Cost

---

[3] Take urgent action to combat climate change and its impacts,

[4] Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation and halt biodiversity loss.

Sharing Agreement with the Italian Government (Figure 2). More information on these initiatives is included in Annex 4.

The project commenced in 2018 and has been extended to 2025. The extension approved in October 2020 by the Project Board addresses the approval of a No-Cost Extension of the Special Agreement with Norway on the GCFTF through 30 June 2023. It also reflects the UN-REDD Programme Executive Board's approval of a new results framework 2021–2025, which has been corresponded by an extension of the UN-REDD Fund (in which UNDP is a member) until 2025 and a pledge of the Government of Norway to finance it at the same level of funding as in previous years. The additional funds and extension of the programme aims to enhance the delivery and geographic scope of UNDP's Global Project.

The Global project was also designed to accommodate UNDP's growing Climate & Forests portfolio of work and technical services. This is evidenced by the role of the team in co-hosting the Global Platform of the New York Declaration on Forests (NYDF), a voluntary and non-binding international declaration aimed at halting global deforestation by 2030. Activities under this stream of work started officially in February 2022. Simultaneously, the project team enlarged the scope of this platform, blending it with the anticipated efforts under the recent Glasgow Leaders' Declaration on Forests and Land Use—signed by leaders from 141 countries in November 2021[5], thus crafting a joint Forest Declaration Platform (FDP), which is meant to sustain and monitor progress of both forest declarations, while fostering synergies.
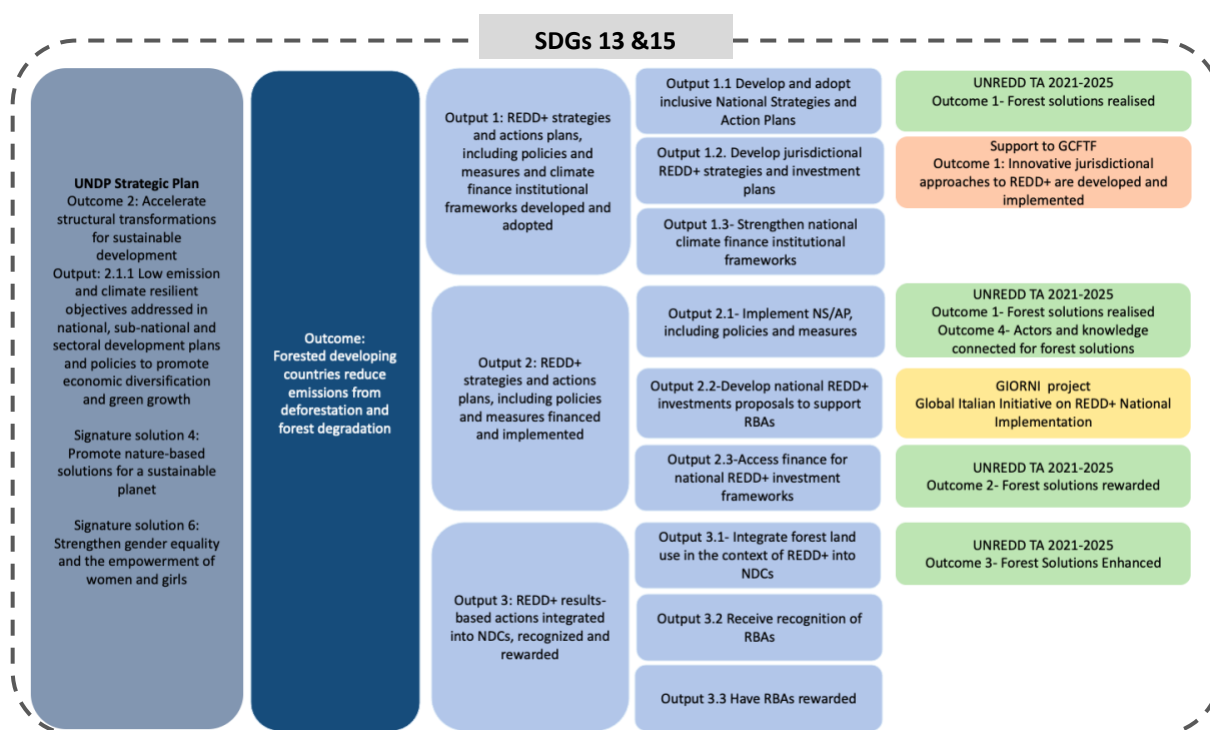
Figure 2. Key initiatives and partnerships under UNDP's Global Project and their contribution to project outputs.

The project is managed and implemented by the UNDP technical and administrative staff seated in the Bureau for Policy and Programme Support at UNDP headquarters in Geneva and New York and in UNDP regional centres in Panama, Bangkok and Nairobi. To ensure a cohesive UNDP-wide approach and to maximize the potential of in-house expertise towards achieving the project outcomes, the *Global Project*

---

[5] https://ukcop26.org/glasgow-leaders-declaration-on-forests-and-land-use/

on Support to REDD+ Implementation was designed to work in an integrated manner with other UNDP initiatives inside and outside the Nature, Climate and Energy Cluster (NCE), which houses the Climate and Forests Programme supported by the project. The Project Board is the group responsible for making, by consensus, management decisions when guidance is required by the Project Manager, including recommendations for approval of project plans and revisions. Figure 3 provides an overview of the project's governance and management arrangements. Figure 4 provides an overview of the project timeline and main milestones.
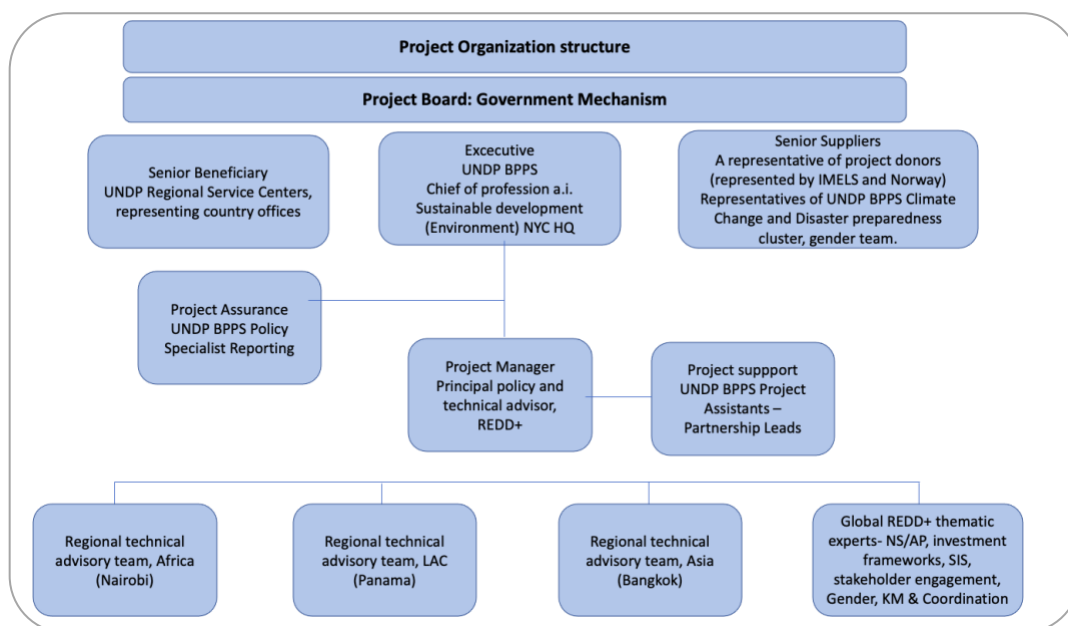

Figure 3. Governance and management arrangements for the Global Project on Support to REDD+ Implementation.
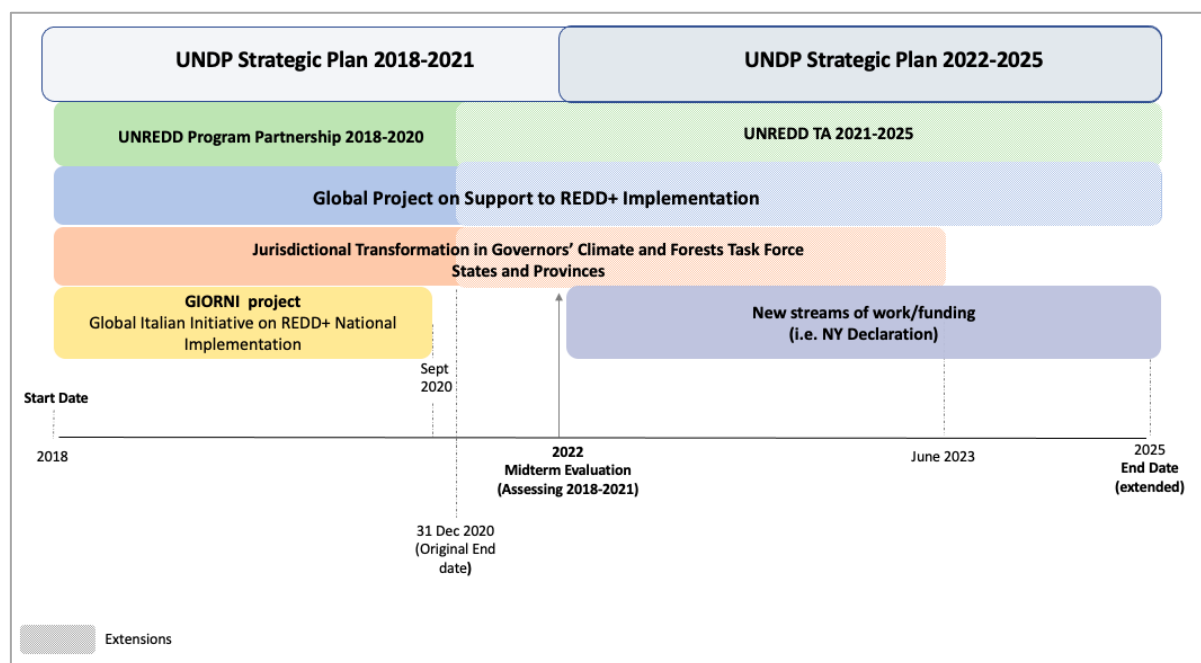

Figure 4. Project timeline and main milestones.

3. Findings

This section describes the detailed findings of MTE organized according to the evaluation criteria of relevance and coherence, effectiveness, efficiency, and sustainability. For each criterion, overall findings related to the evaluation questions are discussed. Findings were synthetized from the analysis of both primary and secondary information collected during the evaluation.

3.1 Relevance and Coherence

Evaluation questions:
- To what extent does the ToC and intervention logic are still relevant or need adjustment? (i.e., aligned UNDP objectives, UNFCCC-related climate-forest provisions, and current priorities, needs and NDCs in the relevant countries).
- To what extent does the project contribute to gender equality, the empowerment of women and the human rights-based approach?
- Is there a clear link between activities, expected results, and targets?

The project ToC is based on the premise that there is no single recipe or action to tackle the drivers of deforestation. Thus, supporting countries to tackle forest-related issues across diverse sectors, requires several avenues of technical assistance, advisory services and multi-stakeholder approaches tailored to specific country context and needs of the targeted stakeholders. The project aims to assist countries to fulfil the conditions to be eligible for RBPs (the Warsaw Framework for REDD+), as well as to implement policies and measures to address deforestation and forest degradation, and support access to finance. This support will help forested developing countries to reduce emissions from deforestation and forest degradation, which will contribute to stabilize climate, improve resilience of forest ecosystems, and generate various social, environmental and economic benefits.

The ToC closely resembles the rationale and requirements for REDD+ established at the international level in the context of the UNFCCC, which facilitates alignment between activities, expected results and targets, as well as with established and emerging priorities on forests and climate change at the international level. The project objectives are also aligned with UNDP's Strategic Plan (2022–2025) and contribute to Signature solution 4, which specifically calls upon UNDP to build on existing actions such as the UN-REDD Programme to "help Governments to identify and access new financing opportunities, promote policy coherence on natural resources and help transition to green economies".

A gender responsive approach was selected for the global project since its design. The project has applied the Gender Marker GEN 2, which is the highest gender degree, and which seeks to foster gender equality and women's empowerment and allow women and men to equitably and meaningfully inform and benefit from the project. The project integrates five work streams of technical assistance for mainstreaming gender and promoting women's empowerment: 1) Gender-responsive assessments and gender specific analyses; 2) Awareness raising and capacity building on gender; 3) Gender responsive participation; 4) Gender responsive planning and monitoring; and 5) Knowledge management on gender.

The provision of assistance through the global project responds to the priorities and capacity needs of national counterparts and targeted stakeholders. Review of documents and engagement with various stakeholders revealed that implementation of the global project has been characterized by technical support tailored to the specific country context and needs of different stakeholders, including national

governments, representatives of states/jurisdictions, Indigenous Peoples and local communities. All informants from country governments confirmed that updated NDCs in their countries have included commitments related to forests and/or land use, reflecting that the technical assistance provided by the project is aligned with recent national priorities and commitments on climate change. In addition, 90% of informants mentioned that they have received support from UNDP's NCE team through the Climate and Forests programme to advance/implement national priorities related to forests and climate change (Figure 5). Furthermore, when supporting states/jurisdictions, the project recognizes that there is no single pathway nor one-size-fits-all jurisdictional program design and has provided the flexibility for jurisdictions/states to identify their own needs.
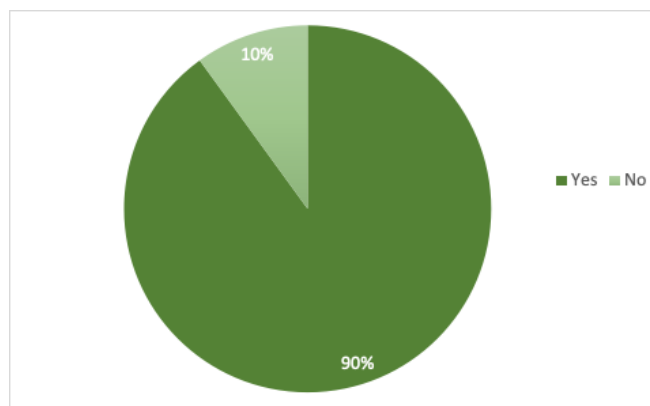

Figure 5. Responses by government officials in the online questionnaire regarding the extent to which UNDP's Climate and Forests Programme is supporting national priorities related to forests and climate change.

"The technical assistance provided by UNDP's Climate and Forest Programme is very valuable, is aligned with the annual work plans agreed with the government and contributes significantly to the achievement of planned targets" – Country government representative

The project's intervention logic and objectives are increasingly relevant to support global efforts to stabilize climate and implement the Paris Agreement. Several documents reviewed and stakeholders engaged highlighted the importance of taking action to halt deforestation by 2030. This is also reflected in recent developments and commitments at the international level, including increasing pledges from the private sector to tackle climate change and growing interest in voluntary carbon markets (VCMs), and the Glasgow Leaders Declaration on Forests, in which commitments are backed by funding pledges that amount to $19 billion in public and private funds.[6]

The project design and structure has allowed UNDP to respond with speed and agility to emerging issues on forests and climate. For example, in 2021 the project was able to support countries and jurisdictions interested in responding the LEAF Coalition requests for proposals.[7] The project design and structure has also allowed to accommodate additional work streams. For example, UNDP engaged with donors and countries to support the Glasgow declaration. Going forward, the Glasgow Leaders Declaration on Forests provides a critical global policy framework for the coming years. Thus, the technical assistance provided by the Global Project could help leaders develop implementation plans and define milestones for the achievement of their 2030 goals.

---

[6] https://unfccc.int/news/world-leaders-kick-start-accelerated-climate-action-at-cop26
[7] The Lowering Emissions by Accelerating Forest finance (LEAF) Coalition is a public-private initiative established with the goal to halt deforestation by financing large scale tropical forest protection. In 2021, the Coalition mobilized $1bn in financing to purchase national/jurisdictional REDD+ credits and issued its first call for proposals. https://leafcoalition.org/

Finally, the information collected through interviews, questionnaires and review of documents suggests that overall, the project ToC and intervention logic was found relevant with considerably clear linkages among objectives and outputs. However, at the level of activities and indicators, there is potential overlap between outputs 2 and 3, and further definition of the scope of these activities is needed.

3.2 Project Effectiveness

Evaluation questions:
- What progress has been made, based on the ToC and results framework of the project? To what extent will the project be able to achieve planned objectives and outcome by the end of implementation?
- To what extent has the project been responsive to the evolving needs of national stakeholders and partners?
- To what extent has the global project generated results for gender equality and the empowerment of women?
- Has the technical expertise harnessed by the project through the project team been relevant to support countries?
- To what extent has the project fostered synergies across UNDP teams and leveraged collaborative partnerships with other organisations to deliver results?

3.2.1 Overview of progress based on the project ToC and results framework

As described in section 2.2, the project intervention logic envisages that the overall objective of reducing emissions from deforestation and forest degradation in forested developing countries (project outcome) will be achieved through three outputs (Table 2).

Table 2. Project outputs and sources of funding in the 2018-2021 period.

Output	Source of funding
Output 1: National and jurisdictional REDD+ Strategies and Action Plans, including policies and measures and climate finance institutional frameworks, developed and adopted.	
Output 1.1 Select REDD+ countries develop and adopt National REDD+ Strategies/Action Plans.	Norway/Support to existing commitments
Output 1.2: Selected tropical forest states and provinces develop and adopt jurisdictional REDD+ strategies and (as relevant) investment plans.	Norway/GCFTF
Output 1.3 Selected REDD+ countries develop and adopt national climate finance institutional frameworks, capable of delivering REDD+ investment plans	To be defined
Output 2: REDD+ Strategies and Action Plans, including policies and measures, financed and implemented.	
Output 2.1 - Targeted REDD+ countries implement inclusive, gender-responsive, REDD+ policies and measures	UN-REDD TA Norway/UN-REDD TA
Output 2.2 – Targeted REDD+ countries complete investment proposals to support implementation of REDD+ policies and measures (results-based actions).	Italy/Italian Ministry for the Environment, Land and Sea
Output 2.3: Targeted REDD+ countries access international finance to deliver results-based actions.	UN-REDD TA
Output 3: REDD+ results-based actions are integrated into Nationally Determined Contributions, recognized and rewarded	

Output 3.1: Forest-related land use/land-use changes in the context of REDD+ are integrated into Nationally Determined Contributions under the UNFCCC.	UN-REDD TA 2021/2022
Output 3.2: Countries' results-based actions are reported and they receive recognition through the UNFCCC.	To be defined
Output 3.3: Countries' results-based actions are rewarded.	To be defined

Since its inception, the project has implemented a wide range of interventions to achieve the outputs outlined above, and the MTE found that considerable progress has been achieved based on the ToC and Results Framework. Key achievements, challenges and opportunities identified during the MTE for each output are summarized below.

Output 1: National and jurisdictional REDD+ Strategies and Action Plans, including policies and measures and climate finance institutional frameworks, developed and adopted.

The desk review conducted showed that the project has already achieved its end-of-project targets related to supporting forested developing countries to develop national strategies/action plans (NS/AP) through participatory and gender-responsive processes and including social inclusion indicators in monitoring systems for NS/AP (output 1.1). This was also evidenced by responses in the online questionnaires, where government representatives identified the development of national REDD+ NS/AP and strengthening participatory processes and stakeholder engagement as the main areas of support provided by UNDP's Climate and Forest Programme (Figure 6).
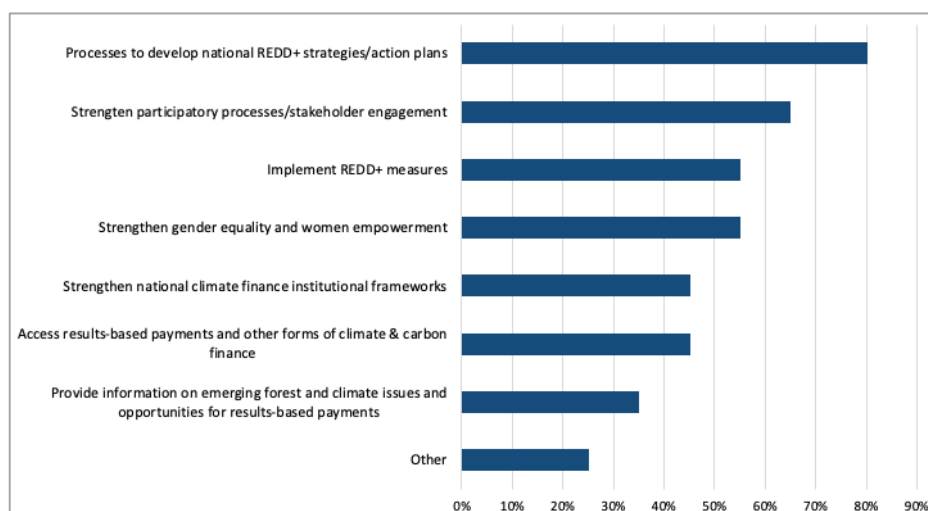
Figure 6. Areas of support by the UNDP Climate and Forest Programme identified by national government representatives.

The project is also on track to achieve the targets related to supporting tropical forest states and provinces develop and adopt jurisdictional REDD+ strategies and investment plans (output 1.2). Overall, the first round of funding (Window A) of the GCFTF project achieved its goals of supporting states to develop or update their jurisdictional REDD+ strategies and investment plans. Twenty states and provinces[8] developed a new REDD+ strategy or framework, while a further 12 made important improvements to existing policies. In addition, 12 states/jurisdictions developed investment plans to finance their REDD+

---

[8] **Cote d' Ivoire:** Bélier, Cavally; **Mexico**: Chiapas, Tabasco; **Ecuador:** Pastaza; **Peru:** Amazonas, Huánuco, Loreto, Piura, Madre de Dios; **Brazil**: Amazonas, Pará, Maranhao, Rondonia, Tocantis; **Indonesia**: Aceh, North Kalimatan, Para, West Papua; **Colombia**: Caquetá.

actions. The Innovation Funding Window (Window B) of the GCFTF project was formally launched in 2020 and 23 proposals were received and reviewed. Until 2021 a total of six proposals (five jurisdictional and one regional) have been approved and all funds have been committed.

As identified through interviews with various stakeholders, the project has achieved notable progress in supporting activities that provide a proof of concept for jurisdictional REDD+ approaches, strengthening networks between various actors at the country level, and helped to link states and jurisdictions with global processes. Factors contributing to these achievements identified by stakeholders include UNDP's global, regional and national presence, capacity to provide a global overview on opportunities at the international level that could be relevant to different states/jurisdictions (e.g., multilateral funds and private sector financing), UNDP's policies standards and procedures, and significant technical capacity from the NCE team dedicated to the Climate and Forest Programme. In addition, the desk review and interviews highlighted the technical support provided to states/jurisdictions in assessing opportunities, needs and capacities to respond to the LEAF call for proposals, which contributed to better position states/jurisdictions to potentially engage in high integrity VCMs.

Another factor contributing to the progress observed in output 1.2 relates to the flexibility embedded in the project's activities to promote a bottom-up approach. This approach allowed UNDP's team to tailor its technical support to the different capacities and starting points from the 35 states/jurisdictions supported by the project. As a result, the work supported both under Window A and Window B reflect the needs/priorities expressed by representatives of states/jurisdictions. While this flexibility and bottom-up approach fostered the participation and empowerment of states/jurisdictions, it was also identified by some interviewees as a challenge to achieve expected results, as the REDD+ strategies and investment plans supported under Window A differ widely in their scope, objectives, and quality.

It is not possible to estimate the overall progress achieved on output 1.3, since there are no mid-term or end-of-project targets established in the revised Results Framework at the time of the MTE. A more detailed discussion on the Results Framework and indicators is included in section 3.4. However, this output was unfunded until February 2022, which signals to very low or insignificant progress of the output.

Output 2: REDD+ Strategies and Action Plans, including policies and measures, financed and implemented

An increasing number of countries have established policies and measures for REDD+ implementation (output 2.1) and have accessed finance for implementation (output 2.2), many with support from the Climate & Forests Programme. The desk review and stakeholder interviews revealed the importance of the work that UNDP has conducted to support countries articulate investment needs, develop project proposals, and build partnerships to access finance, including through the GCF and the Global Environment Facility (GEF). This work is viewed as critical to support countries to transition from REDD+ readiness to implementation and reflects the urgency to scale up efforts to reduce deforestation and forest degradation.

Through the Global Italian Initiative on REDD+ National Implementation (GIORNI) (output 2.2), the project assisted the governments of Ecuador, Ghana and Myanmar with the implementation of national policies, the mobilization of international climate finance (especially from the GCF) and the establishment of public-private partnerships to reduce deforestation and sustainably manage their forests. For example, in Ecuador the project supported an innovative partnership for deforestation-free cocoa production and

trade established with the international coffee company Lavazza. The technical support provided by the project has also been catalytic to the front runner country's accessing REDD+ performance-based finance via emerging financing opportunities such as high-integrity VCMs (output 2.3), where support provided by UNDP's team contributed to four countries (Costa Rica, Ecuador, Ghana and Vietnam) to sign letters of intent with the LEAF Coalition.

Output 3: REDD+ results-based actions are integrated into Nationally Determined Contributions, recognized and rewarded

In its new phase (2021 on) the Climate and Forest Programme has strived to help countries to increase the ambition of their NDCs by integrating forest sector mitigation actions (output 3.1). For example, the project supported the Government of Cote d'Ivoire in the development of an updated NDC which will be formally submitted to UNFCCC. In addition, in the context of UN-REDD, UNDP's Climate and Forests Programme supported an initiative of the Asia Indigenous Peoples Pact to promote that governments recognize the rights, roles and knowledge of indigenous peoples in their NDCs. This work involved the development of specific assessments of the NDCs in 10 countries (Bangladesh, Cambodia, India, Indonesia, Malaysia, Myanmar, Nepal, Philippines, Thailand and Viet Nam), utilizing a social inclusion and gender approach, to provide an overview of the progress and gaps in each country with regard to the inclusion of indigenous peoples in their NDCs. These assessments were used to encourage national participatory dialogues to enhance the inclusiveness of NDCs.

"In my experience both for REDD and Climate Promise for the update of the NDC, the regional Climate and Forests team provided much support through strategic advice and technical assistance to the processes, is a highly qualified team and always willing to support development of the countries in the region." – Country government representative

There has not been specific funding allocated for outputs 3.2 and 3.3 in the period covered by the midterm evaluation. In addition, it is not possible to assess if targets under these outputs are on track to be achieved since no targets have been defined in the revised results framework. It is also important to note that achievement of results under output 3 are linked to two critical assumptions as identified in the project document: the provision of sufficient results-based financing through international funding mechanisms, and sufficient political will within participating countries to undertake the reforms necessary to comprehensively reduce deforestation and forest degradation.

The following Results Matrix provides a summary of achievements of project outputs and output level indicators and targets as outlined in the of revised Project Results Framework. The matrix also provides colour code progress in a "traffic light system". Information highlighted as "not available" corresponds to those outputs where targets have not been established. The complete Progress Towards Results Matrix is included in Annex 5.

Table 3. Summary of the assessment of achievements towards project outputs and indicators.

Achieved	On track to be achieved	Not on track to be achieved	Data not available

Output	Achievement Rating
Output 1: National and jurisdictional REDD+ Strategies and Action Plans, including policies and measures and climate finance institutional frameworks, developed & adopted.	
Output 1.1 Select REDD+ countries develop and adopt National REDD+ Strategies/Action Plans	
1.1.1 Number of technical reports, analytical & planning documents for a NS/AP for REDD+ that were submitted to the UNDP REDD+ team for revision or advice.	Achieved (green)
1.1.2 Number of countries that demonstrate that NS/AP developed through participatory and gender-responsive dialogues and deliberations	Achieved (green)
1.1.3 Number of countries that have their monitoring system for the implementation of the NS/AP contain social inclusion indicators, focused on impacts to gender equality, women's empowerment and the realization of community and indigenous peoples rights	Achieved (green)
Output 1.2: Selected tropical forest states and provinces develop and adopt jurisdictional REDD+ strategies and (as relevant) investment plans	
1.2 Number of jurisdictional REDD+ strategies and investment plans developed for tropical forest states and provinces	Achieved (green)
1.2.1 Number of socially inclusive and gender responsive jurisdictional REDD+ strategies and investment plans developed	Achieved (green)
1.2.2 Degree of support to innovative jurisdictional REDD+ investments.	Achieved (green)
1.2.3 Degree of regional coordination among jurisdictional REDD+ clusters.	Achieved (green)
Output 1.3 Selected REDD+ countries develop and adopt national climate finance institutional frameworks, capable of delivering REDD+ investment plans	
1.3 Number of REDD+ countries that develop and adopt national climate finance institutional frameworks, capable of delivering REDD+ investment plans	Data not available (grey)
1.3.1 Number of national entities accredited to receive REDD+ financial resources	Data not available (grey)
Output 2: **REDD+ Strategies and Action Plans, including policies and measures, financed, and implemented.**	
Output 2.1 - Targeted REDD+ countries implement inclusive, gender-responsive, REDD+ policies and measures	
Number of PAMs design supported in line with country priorities and/or REDD+ strategies.	Achieved (green)
Multi-stakeholder participation mechanisms supported to effectively underpin PAM design	Achieved (green)
Inter-institutional arrangements for REDD+ PAMs implementation in line with country context supported.	On track to be achieved (yellow)
Number of REDD+ PAMs have safeguard measures associated and reported to the convention.	Achieved (green)
Number of countries whose policies and measures for REDD+ integrate gender-responsive actions.	Data not available (grey)
Number of knowledge products designed to assist countries to align REDD+ actions to international policy commitments	Achieved (green)
Number of REDD+ countries receiving advisory support on REDD+ funding mechanisms	Achieved (green)
Number of REDD+ countries that integrate IP proposals into REDD+ PAMs and investment plans	On track to be achieved (yellow)
Output 2.2 – Targeted REDD+ countries complete investment proposals to support implementation of REDD+ policies and measures (results-based actions)	
2.2 Number of investment proposals to support implementation of REDD+ policies and measures (results-based actions) completed by REDD+ countries	On track to be achieved (yellow)
2.2.1 Multi-stakeholder participation mechanisms supported to effectively underpin investment frameworks.	On track to be achieved (yellow)
2.2.2 Number of countries whose investment frameworks integrate gender-responsive actions (at a minimum, in the objectives and monitoring frameworks).	On track to be achieved (yellow)

Output 2.3 – Targeted REDD+ countries access international finance to deliver results-based actions	
2.3 Number of countries that have accessed international finance to deliver results-based actions.	
2.3.1 Number of investment plans for REDD+ results or other financing in line with country priorities and/or REDD+ strategies.	
2.3.2 Number of investment plans for REDD+ results or other financing that integrated inclusive and gender-responsive participatory processes in their development.	
Output 3.1: Forest-related land use/land-use changes in the context of REDD+ are integrated into Nationally Determined Contributions under the UNFCCC	
3.1.1 Number of countries supported by UNDP to integrate forest land use in the context of REDD+ into National Determined Contributions under UNFCCC	
3.1.2 Number of countries supported by UNDP to integrate social inclusion and gender aspects, as they relate to forest land use in the context of REDD+, into NDC under UNFCCC	
Output 3.2: Countries' results-based actions are reported and they receive recognition through the UNFCCC	
Number of countries that report and receive recognition of RBAs through the UNFCCC	
Number of countries supported by UNDP that report REDD+ results consistent with the UNFCCC methodological guidance	
Number of countries supported by UNDP that update their FREL consistent with the UNFCCC methodological guidance	
Number of countries supported by UNDP that report information on safeguards and demonstrate improvements to their safeguards information systems	
Output 3.3: Countries' results-based actions are rewarded	
Number of countries that have secured results-based payments/finance for REDD+ that is consistent with the UNFCCC methodological guidance, based on support from UNDP	
Number of countries that demonstrate alignment of RBPs with results of national REDD+ strategies	

3.2.2 Responsiveness to the needs of national stakeholders and project partners

The Climate and Forests Programme supported by the project has strived to ensure that the technical assistance is aligned with country priorities and REDD+ strategies. All respondents from online questionnaires confirmed that the support provided by the NCE team through the Climate and Forests Programme has been responsive to the country needs and priorities, albeit to various degrees (Figure 7). In addition, leaders from Indigenous Peoples and local communities engaged through online questionnaires indicated that the support provided by UNDP's Climate and Forest Programme had been helpful to integrate the vision and concerns of Indigenous Peoples and/or local communities in national REDD+ processes. Another example of the team's responsiveness is the development of the PLANT tool to facilitate greater understanding and engagement of countries with high-integrity voluntary carbon markets.

The desk review and interviews also found evidence that UNDP has worked in close coordination and partnerships with other international and national organisations (e.g, UNEP and FAO under UN-REDD) and local partners depending on the country context and needs. The project has also been responsive to partner and donor priorities.
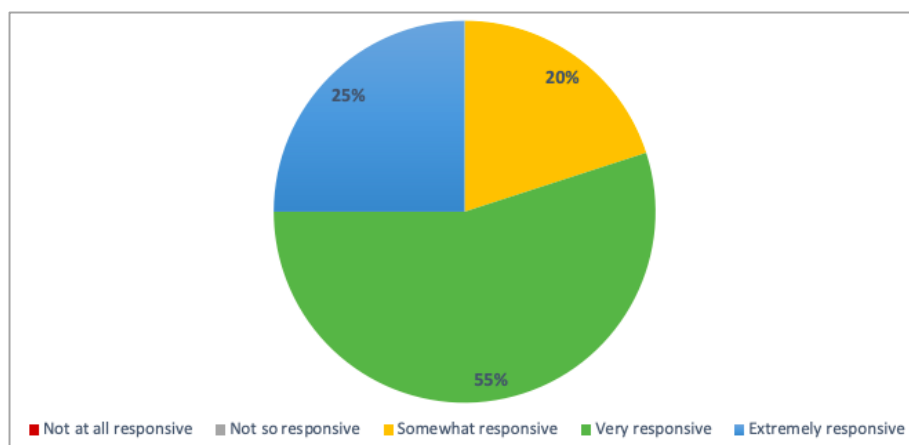
Figure 7. Extent to which national government representatives consider that the support provided by the UNDP's Climate and Forests Programme is responsive to national emerging needs and priorities.

3.2.2 Gender equality and the empowerment of women

The MTE found considerable narrative evidence via reports and interviews of positive results for gender equality and the empowerment of women. The Global project has also integrated its own lessons learned over time towards achieving/integrating a gender responsive approach. A good example of this is evidenced in output 1.2, where the project's team provided support to 35 jurisdictions to incorporate a gender perspective into their results and monitoring frameworks, activities, and budgets for Window A. Specifically, a gender specialist trained CSO partners on how to: i) mainstream gender in REDD+ actions, ii) implement gender sensitive activities and iii) monitor and evaluate the results. In spite of this support, very few strategies and investment plans were gender sensitive or gender responsive.

The lessons learned compiled by the GCFTF found that gender was more likely to be reflected in the results—including REDD+ strategies and investment plans— when gender was monitored, and that the lack of a gender specialist during the project cycle limited the jurisdictions to monitor gender outcomes, take corrective action and then achieve more gender-responsive results. Considering these lessons learned, the project integrated additional oversight and targeted technical support on gender for Window B, including tools and training to ensure gender is mainstreamed throughout activities. The desk review also revealed that for outputs 1.1, 2.1 and 2.3, the project supported countries in advancing their efforts to integrate gender equality and women's empowerment principles, particularly on REDD+ implementation and results-based payment efforts. For example, for output 2.2 the GCF proposals included gender-responsive approach, and in the context of output 2.3 the project supported the governments of Costa Rica and Ecuador to integrate gender elements into their LEAF proposals.

3.2.3 Deployment of technical expertise to support countries

The project's structure and business model has greatly facilitated the ability of UNDP's team to provide meaningful technical assistance to design, implement and mobilize finance for REDD+ policies and measures. The global project has allowed UNDP to continue the work started in 2008 to support REDD+ readiness in various countries. This long-term engagement has allowed the team to continuously help countries to establish critical structures and build relationships and partnerships to support countries' transition from readiness to implementation. In addition, the project's business model has provided the means and flexibility to build on previous readiness efforts to mobilize technical resources, pool experts, and work collaborative with various stakeholders.

The project's focus on providing technical assistance has also facilitated the space for the team to develop substantial expertise in REDD+ over the years. While initial work focused on readiness (e.g., NS/APs, institutional arrangements, stakeholder engagement and social inclusion), the team's expertise has evolved alongside the project's activities to integrate broader issues including land use governance, gender, carbon markets, and private sector finance. The technical assistance harnessed by the project team has also been helpful to advance the knowledge and capacities of other stakeholders. For example, 95% of the government representatives engaged through the online questionnaires mentioned that their knowledge on REDD+ has increased in the last years, with the majority recognising an important role from the UNDP's Climate and Forests team (Figure 8).
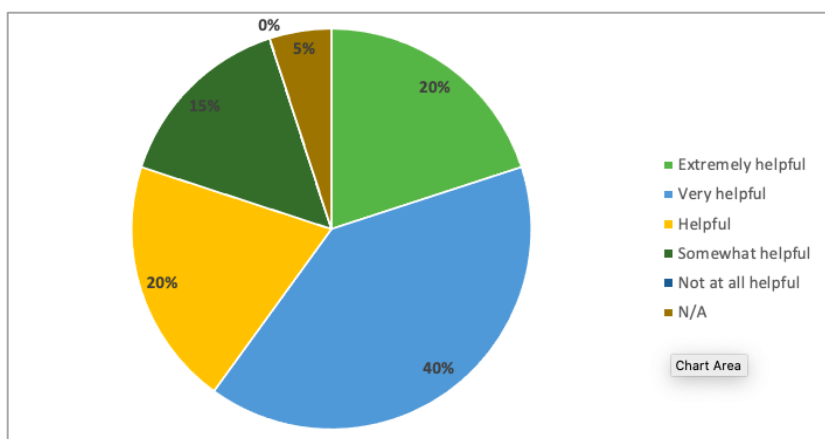

Figure 8. Extent to which national government representatives consider that UNDP's Climate and Forests team helped increase their knowledge on REDD+.

In addition, interviews and questionnaires revealed that an increased focus on implementation will be needed going forward, and specifically in supporting implementation of policies and measures designed, putting in place sustainable financing mechanisms for REDD+ NS/AP, and promote efforts to integrate social inclusion and gender equality during implementation. For example, technical expertise harnessed by the project could play an important role in developing financial packages in the context of the NY and Glasgow forest declarations to deliver systemic change and help countries scale up implementation.

3.2.3 Synergies across UNDP teams and partnerships with other organisations

The Climate and Forests team within UNDP's NCE cluster provides support primarily through the UN Country Team in each country. Yet, flexible working arrangements are often put in place, and in some cases the team simultaneously supports the UNDP country team and the national stakeholders involved in national REDD+ processes (national focal points and coordinators, programme units, government officials). As described in section 3.2.2, this arrangement has allowed to establish trust and relationships between UNDP staff and government representatives that has contributed to the project's achievements. The online questionnaires revealed that the majority of government representatives identify clear channels of communication with UNDP's team to express needs and receive support to address those needs (Figure 9). However, additional efforts might be needed to clarify and strengthen communication channels, as 15% of respondents were unsure who to contact and/or did not have ongoing communication with UNDP.
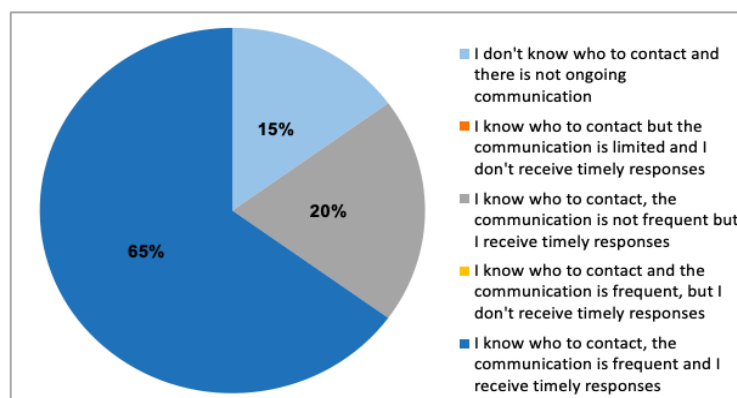
Figure 9. Description of the engagement between national government representatives and UNDP's team working on climate and forests.

Coordination and integration with other relevant teams within UNDP is essential for the project to be successful. The NCE cluster has undertaken important efforts to create synergies among different teams to foster that work is undertaken considering different angles of sustainable development. These efforts include promoting coordination among the Climate and Forests team and other teams inside and outside NCE, such as the Climate Promise, Ecosystem and Biodiversity team, gender, and the Sustainable Finance Hub. These efforts have allowed the NCE cluster to leverage opportunities created through the Climate and Forests Programme. In PNG for example, the Climate and Forests team worked with the Ecosystem and Biodiversity team under the GEF to build on evidence gathered from work related to REDD+ to develop a project proposal under the GEF-7 cycle, and in Ecuador the NCE cluster was able to tap into different experts across teams to develop a project proposal (PROAmazonia)[9] that included financing sources from the government, the GCF and the GEF.

Integration with the broader work with the NCE has improved over time but needs to continue. The regional team leaders have been critical in supporting coordination and synergies. However, some interviewees expressed that coordination among teams happens on an ad hoc basis and efforts are still needed to systematically identify synergies and opportunities of collaboration across teams and improve coherency within the NCE cluster. Opportunities also exist to improve alignment with regional hubs and regional programmes through annual work plans.

Interviews also highlighted that the project has made important contributions to the wider organisation. Through the global project the Climate and Forests team has helped to advance knowledge inside UNDP on safeguards, social inclusion and working with the GCF and the private sector. In addition, the project has allowed UNDP to undertake cutting edge initiatives for mobilizing resources from the private sector and other sources of finance, explore innovative practices and open new frontiers.

3.3 Efficiency

Evaluation questions:
- To what extent have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve project outputs and outcome, including to address inequalities and gender issues?

---

[9] https://www.greenclimate.fund/project/fp019

- To what extent have monitoring systems provided management with a stream of data that allows to learn and adjust implementation accordingly (including on gender equality and the empowerment of women)?
- How are social inclusion and respect for the rights of indigenous peoples and local communities addressed in the project monitoring?

3.3.1 Allocation of project resources

According to the latest budget revision conducted in February 2022, the project's total planned budget is USD 73,962,395, out of which USD 57,529,782 (78%) is funded and the remainder USD 16,432,612 (22%) is unfunded. The UN-REDD TA programme contributes 52% of the total budget. These resources are channelled through the UN MPTF, as the administrative agent for the UN-REDD fund (main donors have been Norway, EU and Luxembourg). The GCFTF initiative (funded by Norway) contributes 44% of the budget, while the support from Italy through the GIORNI project represents 3% of the total. Table 3 provides a summary of the project' output-wise allocations and utilizations in the period 2018-2021.

Table 3. Global project budget allocation and utilization (USD) in the period 2018-2021.

	2018	2019	2020	2021	Total Budget	Utilization Rate
Output 1	2,017,054.26	11,979,284.65	6,817,367.50	7,573,318.23	28,387,024.64	68%
Output 2	8,924,893.00	4,627,248.00	3,435,137.00	4,678,086.58	21,665,364.58	69%
Output 3	0.00	0.00	0.00	489,658.58	489,658.58	29%
Total project cost					50,542,047.80	68%

Distribution of fund allocation across outputs from 2018 to 2021 suggests that most (56%) of the project resources were allocated to the development national and jurisdictional REDD+ NS/APs and institutional frameworks; followed by output 2, focused on implementing and financings policies and measures (43%); and output 3: REDD+ results-based actions are integrated into NDCs, recognised and rewarded (1%) (Figure 10). However, the distribution of funding allocations across outcomes is expected to vary during the period 2018-2025, reflecting the increased focus on implementing and financing of REDD+ policies and measures.
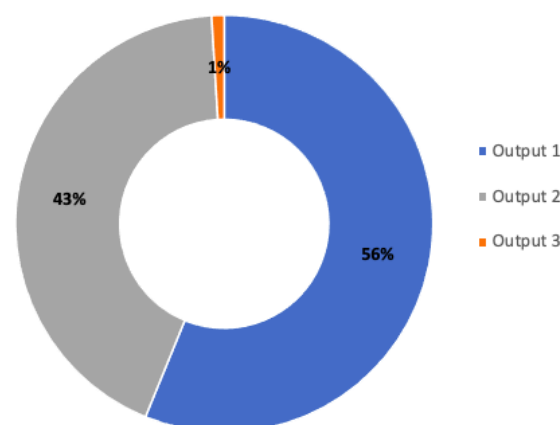
Figure 10. Distribution of allocations by outputs 2018-2021

The project includes specific budget for activities and outputs aiming to support gender equality and the empowerment of women (e.g, output 2.1) and supports specialised staff time to provide advice and develop capacity building activities on gender mainstreaming (the Climate & Forests Team includes a dedicated gender specialist). However, support for gender is spread across the project and therefore it is not possible to estimate the distribution of funds dedicated to gender equality and empowerment under the current financial reports.

The technical expertise and advisory services provided by the NCE team dedicated to the Climate and Forest Programme is a significant asset of the project as identified in the desk review and engagement with various stakeholders. Currently, the Climate and Forest Programme supported by the global project comprises of a team of 29 persons (18 staff and 11 consultants). Only two positions are vacant and are currently being recruited. While in-depth analysis of the complex set of human resources that supports the global project is outside the scope of the MTE, the data collected reveals that: i) overall, there is a high degree of satisfaction with the project team; and ii) the project has allowed to cluster various initiatives under a pool or resources that are strategically used to deploy personnel to various priorities and needs.

"The team brings a very strong human rights approached based perspective"- Project Partner representative
"As a whole, the greatest strength of the Climate-Forest team is the ability to pool resources and expertise to meet a country's need. This is a strength other UN agencies do not have" - Country government representative

UNDP's team is especially valued for their willingness and availability to help countries to engage in innovative processes, ability to mobilize thematic experts and generate practical knowledge for REDD+ and climate and forests issues in a context of development, and their strong human rights approach-based perspective. National government representatives particularly valued the team's technical expertise and knowledge in issues related to gender equality, stakeholder engagement, safeguards, and in the design and implementation of REDD+ policies and measures. However, some government representatives also identified weaknesses on UNDP's team, including limited technical expertise in the country office, limited capacity of the country office to effectively engage with government and stakeholders, and limited expertise and knowledge in results-based payments and carbon finance.

3.3.2 Quality assurance

The global project is subject to multiple layers of oversight to ensure quality assurance (QA) across all the activities. In essence, the quality assurance is based on UNDP Policy on Programme & Project Management, which is described in the project document. In particular, the project assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. The Project Board cannot delegate any of its QA functions to the Project Manager, as the project assurance has to be independent of project management. The QA role is therefore undertaken by a Policy Advisor within BPSS/HQ. In addition, the global project has included specific budget to co-finance the quality assurance role and functions.

Project assurance is supported through the following processes:
a) **QA Design.** Includes a detailed questionnaire to ensure that the project was designed in accordance with UNDP's Policy on Programme & Project Management and core principles. It was completed as part of the project appraisal process when the project was formally approved in 2018.
b) **QA Implementation and Monitoring**. Comprises a bi-annual requirement, documenting that the project is being implemented and monitored in accordance with UNDP's Policy on Programme & Project Management and core principles.
c) **Annual progress report.** Consists of an annual narrative & financial progress report, detailing achievements over the year, as well as expenditures, and tracking progress toward results as set out in the project's results framework.

d) **Project board decisions**. An annual project review and ad hoc decisions are submitted to the project board for approval.

Additional oversight and QA is provided by a multi-layer system of project governance, which include the UN-REDD and GCFTF board oversight, and, in the case of UN-REDD, a further MPTF oversight on fund management (see figure 11).
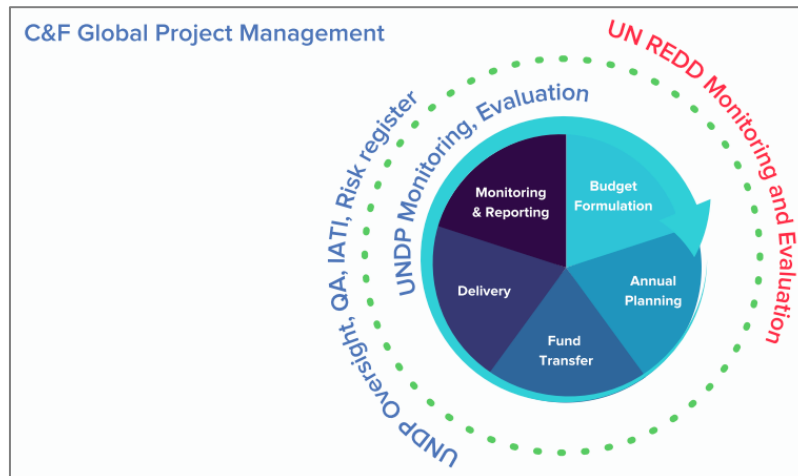

Figure 11. Quality assurance and oversight cycle for UN-REDD/UNDP funds.

3.3.3 Measurement and reporting of results

The MTE found that the project's internal progress reporting is weak and there is not sufficient evidence that the tracking of results according to the results framework is done in a systematic and clear manner. This is partly related to the fact the Global Project is an internal UNDP instrument, with different sources of funding and a delivery mechanism based on partnership with other UN agencies and development partners. The team does not have an autonomous monitoring system where the frequency of data collection and responsibilities are well defined, distinct from the reporting requirements of each source of funding and partnership. This was evident while reviewing the project's annual project reports. These annual reports present narrative information on the achievements for each output but, for instance in the case of the UN-REDD partnership, do not attribute any specific results to the different agencies involved in implementation as reporting aims to reflect the partnership work ethic. Thus, it was difficult to clearly identify which of the results explained in these annual reports were promoted/produced by the UNDP team without various assumptions related to the work led by UNDP (e.g., NS/AP, social inclusion, investment planning). This is exacerbated by the fact that the beneficiary countries that were defined in Annex 4 of the project document and revised within the Project's extension are not always fully representative of the scope of the project's support, as support has been able to cover additional countries and some outputs provided technical assistance to a larger number of countries originally defined (for example output 2.2). In addition, there is no systematic approach to measure the Project's outcome.

The MTE found that there is not a clear workflow established for monitoring and integrating the results from different outputs in the results framework of the project. The MTE also found that output level indicators in the results framework are not clearly defined, with potential overlap between outputs, as well as evidence that some indicators are double represented and the same results are counted towards

different outputs of the project (for example output 2.3 & output 3.3). The project outputs and indicators were designed to reflect different initiatives to facilitate reporting for different funding sources. However, in some outputs results from different sources of funding are being reported (specifically for output 2.2 which includes results achieved through GIORNI and UN-REDD).

During the extension of the project the results framework was revised. However, this revision did not consider all the outputs originally included in the project document. Specifically, the unfunded outputs 1.3, 3.2, and 3.3 were not included in the revision and no targets were adjusted for these outputs. This absence of targets makes it difficult to evaluate the overall progress of the project and to determine the overall effectiveness of the project without data from all outputs. Thus, the results framework could benefit from: i) clear definitions of what is measured with the indicators, ii) defining the monitoring frequency, iii) establishing the responsibility for data collection. Strengthening the monitoring system could also help UNDP better assess progress and results in the next period, take corrective actions, facilitate future evaluations, and help to assess the contribution of the project to the outcome and expected results.

The desk review found that the project's targeted groups (IPs, local communities, women and civil society organizations) have been engaged in implementation and monitoring of different aspects of the project. For UN-REDD funded outputs, IP and CSO Executive board representatives have reviewed and informed implementation. However, in terms of internal gender monitoring and tracking, the MTE found that the project should consider developing a gender baseline for each output and design a gender reporting framework so progress on gender can be effectively monitored. Although partner projects such as UNREDD and GCFTF have established a gender monitoring approach that will allow to identify best practices or apply corrective actions if needed, the project does not monitor gender results in a systematic manner.

UN-REDD created a rating scale to track and monitor the gender responsiveness of the 2018–2020 technical assistance programme. The ratings, are assigned annually, based on a set of four criteria: i) Mainstreaming gender in context, ii) Developing gender-responsive monitoring and reporting, iii) Integrating a gender approach and implementation, iv) Utilizing gender budget, expertise and/or tools. This monitoring process aims to identify good practices and gaps on gender responsiveness on the technical assistance outputs so the gender responsiveness of UNREDD improves over time. The lessons learned from the GEN rating scale should be incorporated in the project monitoring and reporting.

3.4 Sustainability

Evaluation questions:
- What are key innovative policy and programme interventions that have been produced by the Global Project? Have these interventions contributed to exemplary cases to inform global REDD+ practice?
- To what extent do mechanisms and procedures exist to allow project stakeholders to carry forward the project results/outputs, including those on gender equality and the empowerment of women?
- To what extent has the project supported partners and project beneficiaries to increase knowledge and capacities on REDD+-related topics, including gender and stakeholder engagement?
- Are the risks identified in the Project Document, APRs and the ATLAS Risk Management Module the most relevant? Have there been any programming changes as a result of COVID-19, including delays and adaptive management measures? Have these been sufficient?

3.4.1 Key Innovative policy and programme interventions

While the project documents do not point out to any clear definition or shared understanding of innovation, the desk review and interviews highlighted various innovative aspects of the project. Specifically for output 1.2, the Jurisdiction of Pastaza developed one of the most innovative models under Window A – an implementation partnership with the seven Indigenous nationalities that occupy 93% of the provincial territory. In addition, the Innovation Funding window (Window B) supports strategic jurisdictional initiatives to achieve transformations that accelerate and scale reduced deforestation in our member states and provinces.

The interviews also revealed that innovation in the project relates to finding more efficient and effective ways to implement and develop existing ideas. For example, while public-private partnerships are not an innovative concept per se, the Climate and Forest Programme has developed ways to foster engagement from multiple stakeholders to create and sustain public-private partnerships in a way that they are country specific. Innovation was also identified in the way that UNDP has been fostering participation and knowledge exchange. This innovation relates to the knowledge management and capacity building topics, as well as in the design and implementation of knowledge products and events, which seek to facilitate different learning experiences tailored to the countries' needs and context. For example, interviews highlighted the PLANT tool as an innovative knowledge product as it pulls together publicly accessible data and compares it with standards to help countries better understand opportunities and assist in the planning process for potential engagement in high-integrity VCMs.

3.4.2 Mechanisms and procedures to allow project stakeholders to carry forward the project results

Sustainability and enduring project impacts are embedded in the project design, which seeks to support high quality technical assistance and policy advice to provide effective solutions, emphasizing national ownership, institutional learning, institutional capacity development, strengthening of national systems and networks, and the engagement of a broad network of global practitioners and technical experts. Further, the project document identifies the following strategies to ensure the sustainability of the project approach and results:
- Maintaining close connections with national counterparts and adopting a country-led approach to ensure that support is well connected with national priorities.
- Effectively complementing other initiatives to enhance impact and provide continuity and scale-up beyond UNDP REDD+ support.
- Providing support to access bilateral and multilateral finance for REDD+ implementation and results-based payments.
- Embedding REDD+ in broader national climate change commitments via integration into NDCs.

Knowledge and lessons learned are drawn from within the project and documented in the form of annotated templates, internal guidelines and internal SOPs to inform project implementation. Knowledge gained on specific technical topics and lesson learned have also been integrated into knowledge products and events for external stakeholders.

The project has helped to develop many strategies, investment plans and policy reforms under output 1, as well as multiple knowledge products and capacity building events to increase capacities at the national and subnational level. However, without continued support and engagement with national and subnational governments there is a risk that these strategies will not be implemented and/or formally adopted, and that capacities are not maintained in institutions due to political turnover. Therefore,

sustainability of the project results is also fostered by the continuous and long-term engagement of the Climate and Forests Programme with national and subnational governments, which has allowed to sustain policy and technical advice in the context of political turnover.

The project has also strived to identify and leverage different financing sources and opportunities, which helps promote continuation of the project and sustainability in the medium and long term. The mobilization of different financing sources is observed at the project level, where the project design facilitates to pool different resources to create synergies and scale up impact, and at the level of the technical assistance and initiatives supported, where the project has provided support to countries to access various sources of finance for REDD+ implementation. Enhancing synergies within the NCE cluster as mentioned in section 3.5 will also foster sustainability of the project by helping to maintain this long-term engagement. Going forward, the Climate and Forest Programme could strive to increase engagement and capacity building with actors of change beyond government organizations, for example youth and indigenous peoples.

3.4.3 Increasing knowledge and capacities in topics related REDD+

The desk review and interviews highlighted that multiple knowledge products and capacity building events have been supported through the project, tailored to country and/or regional needs and with a particular focus on cross-exchange and cross-learning, as many countries are interested in learning from peers and connecting with other practitioners. According to responses from government representatives, the knowledge products that have been more helpful are: thematic webinars, south-south exchanges, knowledge products (e.g., forest tenure and the rights of Indigenous Peoples; linking REDD+, the Paris Agreement, NDCs) and other activities such as direct exchange with the project team in the preparation of documents to access finance and direct technical assistance and support to various national processes. While overall findings suggest that knowledge products and capacity building activities are valued, the extent to which they are used is unknown because the project does not include tracking mechanisms to better understand the extent to which the knowledge produced by the project are used/accessed by stakeholders.

3.4.3 Project risks

The project document outlines a number of key strategic risks, and the measures to be taken to mitigate them. Annex 6 provide summary of the outlined risks, mitigation measures and its status at the mid-term. The COVID-19 pandemic presented an unexpected risk to the project as all technical assistance had to be provided virtually due to restrictions put in place. Except for activities under the GCFTF (output 1.2), the project didn't face substantial delays in implementation, in part due to existing working relationships between the project team and various counterparts. However, restrictions to provide technical assistance and hold missions in presence has limited the ability to build new relations or engage in countries where support has not been provided previously. Another challenge was related to the work that needed to engage local actors. To address these challenges, UNDP developed guidance on how to conduct consultations that respected restrictions in place but are still inclusive (e.g., establishing community focal points, upgrading internet infrastructure, designing biosecurity protocols, upscaling investment in country-based presence instead of travel).

4. Conclusions

Based upon the detailed analysis of the evaluation exercise, the following are the summary conclusions and key findings.

a) Project relevance and coherence

The global project provides a flexible and comprehensive source of technical assistance that has allowed UNDP to address existing and emerging forests and climate change needs and priorities of various stakeholders. The ToC and intervention logic are relevant and well aligned with UNDP climate objectives, UNFCCC-related climate-forest provisions and current priorities, and the Sustainable Agenda 2030. It was found that the global project provides technical support tailored to the specific country context and needs of different stakeholders, including national governments, representatives of states/jurisdictions, Indigenous Peoples and local communities.

The project's intervention logic and objectives are increasingly relevant to support global efforts to stabilize climate and implement the Paris Agreement, and in particular to halt deforestation by 2030. The project has been able to accommodate additional workstreams to respond to emerging international policy priorities and financing opportunities and is scaling up efforts to focus activities to enhance implementation and link climate and forests work at the national level to international climate commitments through the NDCs.

There is a clear link between outputs and expected results. The project intervention logic and ToC closely resemble requirements for REDD+ established at the international level, which facilitates alignment between outputs and expected results. However, at the level of activities and indicators, there is potential overlap between outputs 2 and 3, and further definition of the scope of these different activities is needed.

b) Project effectiveness

The project's overall progress is positive. Results of technical support are particularly notable in the development of national and jurisdictional REDD+ strategies/action plans and investment plans (outputs 1.1 and 1.2), and the project is on track to achieve its targets on the design, implementation and financing of REDD+ policies and measures (output 2). Factors contributing to these achievements include UNDP's global, regional and national presence, capacity to provide a global overview on financing opportunities at the international level, UNDP's policies standards and procedures, and significant technical capacity from the NCE team dedicated to the Climate and Forest Programme. In addition, since 2021, the Climate and Forest Programme has strived to help countries to increase the ambition of their NDCs by integrating forest sector mitigation actions (output 3.1). However, funding was not available to undertake activities under outputs 1.3, 3.2 and 3.3 up to 2021, and measuring progress is constrained by the lack of targets established for these outputs.

The Climate and Forests Programme supported by the project has strived to ensure that the technical assistance is aligned with country priorities and REDD+ strategies. The provision of assistance through the global project responds to the priorities and capacity needs of targeted stakeholders. The MTE found that the technical assistance provided by the Climate and Forests programme has helped to advance/implement national priorities related to forests and climate change. In addition, when

supporting states/jurisdictions, the project recognizes that there is no single pathway nor one-size-fits-all jurisdictional program design and has provided the flexibility for jurisdictions/states to identify their own needs.

The project has generated positive results for gender equality and the empowerment of women. The MTE found considerable evidence of positive results for gender equality and the empowerment of women. The project has also integrated its own lessons learned over time towards achieving/integrating a gender responsive approach. The project's achievements in gender equality and women empowerment could be scaled up by replicating good practices and lessons learned through the implementation of activities under UN-REDD, the GCFTF and GIORINI in new work streams.

The project structure and implementation arrangements have been critical to sustain long-term engagement and build trust with national counterparts working in REDD+ and broader climate and forests issues as well as multiple partners, which strategically positions the UNDP team to scale up efforts to foster REDD+ implementation and access to finance. While the first period of project implementation is characterized by positive progress in the consolidation of REDD+ readiness requirements, the next period is expected to be focused on enhancing implementation and accessing finance that helps support systemic change. However, the achievement of these objectives is dependent on various conditions and factors at the international level (e.g., availability of sources of finance) and assumptions at the national level (e.g., political will).

The global project has made important contributions to the wider organisation. Through this project the Climate and Forests team has helped to advance knowledge inside UNDP on safeguards and social inclusion and climate finance, as well as working with the GCF and the private sector. In addition, the global project has allowed UNDP to undertake cutting edge initiatives for mobilizing resources from the private sector and other sources of finance towards implementing national climate strategies and pledges (NDCs), explore innovative practices and open new frontiers. However, going forward and focusing on implementation and advancing NDCs, the project might need to consider enhancing synergies within the NCE team (e.g., continue integrating climate and forests work into other relevant UNDP initiatives – such as the Climate Promise and the Sustainable Finance Hub) and increase collaboration across NCE to boost expertise on a wider scope of topics relevant to forests and climate change (such as biodiversity).

c) Project efficiency

The project's structure and business model has facilitated the efficient deployment of technical expertise through UNDP staff to various country and local priorities and needs. The project's business model has provided the means and flexibility to build on previous readiness efforts to mobilize technical resources, pool experts, and work collaborative with various stakeholders. Overall, the stakeholders engaged during the MTE identified the team dedicated to the Climate and Forest Programme as a significant asset of the project.

The results framework outcomes are not systematically measured and output tracking is limited, which poses a challenge for the evaluation of current progress. Although annual reports from the project narrate a myriad of technical assistance activities provided by the project, it is not clearly explained how these activities contribute to the results framework. In addition, the team does not have an integrated monitoring system where the frequency of data collection and responsibilities are well defined. Strengthening the results framework and monitoring system could help UNDP better assess progress and

results in the next period, take corrective actions, facilitate future evaluations, and help to assess the contribution of the project to the outcome and expected results.

d) Project sustainability

The project has fostered innovation through its design and implementation, identifying and promoting ways to implement innovative components in existing processes and strategies, as well as in how knowledge exchange and capacity building activities are designed and conducted. The project has fostered innovation through the support to specific jurisdictional initiatives (output 1.2), as well as by identifying and promoting more efficient and effective ways to implement and develop existing ideas to access finance (e.g., public-private partnerships, results-based finance) in a way that they are country specific and engaging various stakeholders. Innovation was also identified in the way that UNDP has been fostering participation and knowledge exchange.

Sustainability and enduring project impacts are embedded in the project design and further supported by various activities including policy reform, institutionalization of results, capacity building and knowledge exchange, as well as in supporting countries to access results-based finance. The technical assistance provided by the Climate and Forest Programme emphasizes national ownership, institutional learning, institutional capacity development, strengthening of national systems and networks, and the engagement of a broad network of global practitioners and technical experts. The project has also provided support to countries to access various sources of finance for REDD+ implementation, which contributes to diversify support and create the structures needed to sustain results over time.

The COVID-19 pandemic presented and unexpected risk to the project as all technical assistance had to be provided virtually due to restrictions put in place. Except for activities under the GCFTF (output 1.2), the project didn't face substantial delays in implementation, in part due to existing working relationships between the project team and various counterparts, as well as the swift transition of the Climate & Forests team to digital cooperation platforms. Main challenges related to the work that needed to engage local actors and support participatory processes. To address these challenges, UNDP developed guidance on how to conduct consultations that respected restrictions in place but are still inclusive, designed biosecurity protocols and upscaled investment in country-based presence.

5. Recommendations

Based on the detailed analysis from the evaluation exercise, the following are the main recommendations.

No.	Recommendation	Responsibilities
1	Strengthen the project results framework and monitoring system: a) Establish clear definitions of what is measured with the indicators to improve clarity and avoid double representing of results towards different indicators. b) Define the monitoring frequency c) Establish the responsibility for data collection and sources of information.	Project team
2	Expand tracking of gender results across the project based on existing good practices and lessons learned for monitoring gender responsive actions implemented through UN-REDD. In particular it is recommended to: a) Include gender in monitoring frameworks for new initiatives (e.g., NYDF) in a way in which results can be compared and aggregated across initiatives. This could also build on the work streams to support gender equality and the empowerment of women established in the PRODOC.	Project team
3	Enhance efforts to support activities focused on REDD+ implementation and finance. Scaling efforts for halting deforestation are urgently needed. The MTE found that an increased focus on implementation will be needed going forward, and specifically in supporting implementation of policies and measures designed, putting in place sustainable financing mechanisms for REDD+ NS/AP. Thus, it is recommended to: a) Continue to explore financing mechanisms and strategies as well as opportunities to support the development of financial packages to help countries scale up implementation of NDCs. b) Strengthen efforts to increase knowledge and capacities of countries and states/jurisdictions on carbon markets and results-based finance. c) Continue efforts to identify sources of finance for all activities under output 3.	Project team
4	Integration with the broader work with the NCE and the GPN has improved over time but needs to continue to systematically identify synergies and opportunities of collaboration across UNDP teams. In particular, it is recommended to: a) Conduct dissemination of results achieved and lessons learned on developing innovative projects with different sources of finance to foster alignment and identify synergies between the Climate and Forests Programme, the UNDP Climate promise initiative and the Sustainable Finance Hub. b) Conduct dissemination of results achieved and lessons learned on gender equality and the empowerment of women to continue fostering alignment across cross-cutting areas within UNDP.	Project team NCE

Annexes

Annex 1. Evaluation matrix

Evaluation criteria	Evaluation questions	Data sources	Indicators
Relevance/ Coherence	• To what extent does the ToC and intervention logic are still relevant or need adjustment? (i.e., aligned UNDP objectives, UNFCCC-related climate-forest provisions, and current priorities, needs and NDCs in the relevant countries). • To what extent does the project contribute to gender equality, the empowerment of women and the human rights-based approach? • Is there a clear link between activities, expected results, and targets?	Review of documents including secondary sources Online interviews Online questionnaires	Alignment of the project outcome and outputs with NDCs in relevant countries Alignment of the project outcome and outputs with SDGs Alignment with gender-sensitive, human rights-based approaches.
Effectiveness	• What progress has been made, based on the ToC and results framework of the project? To what extent will the project be able to achieve planned objectives and outcome by the end of implementation? • To what extent has the global project generated results for gender equality and the empowerment of women? • Has the technical expertise harnessed by the project through the project team been relevant to support countries? • To what extent has the project fostered synergies across UNDP teams and leveraged collaborative partnerships with other organisations to deliver results? • To what extent has the project been responsive to the evolving needs of national stakeholders and partners?	Review of documents including secondary sources Online interviews Online questionnaires	Progress towards outcome and output indicators and targets of project results framework Degree to which the project generated results for gender equality and the empowerment of women. Degree to which the project has incorporated partner and country priorities
Efficiency	• To what extent have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve project outputs and outcome, including to address inequalities and gender issues? • To what extent have monitoring systems provided management with a stream of data that allows to learn and adjust implementation accordingly (including on gender equality and the empowerment of women)? • How are social inclusion and respect for the rights of indigenous peoples and local communities addressed in the project monitoring?	Review of documents including secondary sources Online interviews Online questionnaires	Activities conducted according to implementation plan

Sustainability	• What are key innovative policy and programme interventions that have been produced by the Global Project? Have these interventions contributed to exemplary cases to inform global REDD+ practice? • To what extent do mechanisms and procedures exist to allow project stakeholders to carry forward the project results/outputs, including those on gender equality and the empowerment of women? • To what extent has the project supported partners and project beneficiaries to increase knowledge and capacities on REDD+-related topics, including gender and stakeholder engagement? • Are the risks identified in the Project Document, APRs and the ATLAS Risk Management Module the most relevant? • Have there been any programming changes as a result of COVID-19, including delays and adaptive management measures? Have these been sufficient? Have there been any unexpected positive or negative outcomes of these changes (e.g. providing support remotely)?	Review of documents including secondary sources Online interviews Online questionnaires	Activities and mechanisms in place to facilitate the continuation of project results after the completion date

Annex 2. Methodological note

a) Data collection methods

A summary of the data collection methods and approaches and the rationale for their selection are presented in the table below.

Table A-1. Summary of data-collection methods/sources that will be used in the midterm evaluation. Source: adapted from UNDP (2021c).

Method/source	Description	Advantages	Challenges
Reports and documents	Existing documentation about the global project, its outputs and outcome, as well as documentation from activities, donor reports and other evidentiary documents.	Cost-efficient. Annual Reports of the Global Project, and of each of its projects, are reviewed by board members, including donors, and approved by the board members (including here the Global project board, as well as the UN-REDD Executive Board for UN-REDD Annual Reports)	Difficult to verify reliability and validity of data
UNDP Monitoring systems	Uses qualitative information and performance indicators to measure progress. Relevant systems include the project results framework and the IATI Transparency Portal.[10]	Can be a reliable, cost-efficient, objective method to assess progress of outputs and outcomes	Dependent upon viable monitoring systems that have established baseline indicators and targets and have collected reliable data in relation to targets over time
Questionnaires	Provides a standardized approach to obtaining information from a large number of stakeholders to obtain information on opinions, perceptions, level of satisfaction, etc. related to specific outputs or activities.	Facilitates gathering descriptive data on a wide range of topics quickly at relatively low cost	Data may provide a general picture but may lack depth Data may not provide adequate information on context.
Key Informant Interviews	Solicit person-to-person responses to pre-determined questions designed to obtain in-depth information from various stakeholders who have first-hand knowledge of the project, and can provide specific understanding of problems and recommend solutions.	Facilitates fuller coverage, range, and depth of information of a topic	Subject to sampling bias Can be time consuming.

---

[10] 101619: https://open.undp.org/projects/00101619
63257: https://open.undp.org/projects/00063257

The collection of data entailed the analysis of the various documents to extract qualitative and quantitative data to assess progress and performance, based the evaluation criteria and indicators of the Project Results Framework. These documents included but not limited to:

- UNDP Project Document – including Results Framework, risk matrix
- Revised Results Framework
- Project-related work plans and budgets
- Project quality assurance reports
- Minutes of the Project Board Meetings and other meetings
- Assessment reports and reports on lessons learned from project partners
- Technical studies and publications
- UNDP strategic framework

Key informant interviews and online questionnaires

Interviews were semi-structured using an interview template with key evaluation questions adapted to each stakeholder group to ensure consistency and comparability while tailoring the questions to the audience. The interviews contained open-ended questions normally took between 30 and 60 minutes depending on the target audience. All interviews were held online. In addition, online questionnaires were developed to gather the perspectives of country level government officials and leaders from Indigenous Peoples. The questionnaires took between 10 and 15 minutes to be completed.

Selection of informants for interviews and online questionnaires was largely guided by the project management team, who identified a list of 18 interviewees and 31 individuals to engage through questionnaires. From that list, the evaluator carried out 16 interviews; and shared the online questionnaires with the 31 suggested individuals. From these, 22 individuals responded the online questionnaire, including representation from 14 countries (see section b).

b) List of individuals or groups interviewed or consulted

Table A2-1. Stakeholders consulted for the MTE

Stakeholders	Contact	Method/tool
UNDP project team		
Principal Policy & Technical Advisor	**Tim Clairs**	Interview
Partnership leads	**Josep Garí** Senior Policy Advisor, Climate & Forests **Alexis Arthur** Programme Officer (GCFTF) **Elspeth Halverson** Programme & Partnership Management Advisor (Global Project, UN-REDD)	Interview

Stakeholders	Contact	Method/tool
Regional Technical Advisors	**Celina Yong** Senior Regional Technical Advisor for Asia-Pacific, Climate & Forests (Bangkok) **Wahida Shah** Senior Regional Technical Advisor for Africa, Climate & Forests (Geneva) **Marco Chiu** Senior Regional Technical Advisor for LAC, Climate & Forests (Panama)	Interview
Gender	**Elizabeth Eggerts** Gender Advisor, Climate & Forests (Bonn)	Interview
Financial Management	**Dina Hajj** Finance & Administration Associate	Interview
Project Board members		
UNDP	**Pradeep Kurukulasuriya** Director, Nature, Climate & Energy (NCE)	Interview
Norway	**Vedis Vik** NICFI	Interview
Italy	**Silvia Massimi** Ministry for Ecological Transition	Interview
Senior Beneficiaries	**Lyes Ferroukhi** Regional Practice Leader, NCE / Latin America hub (Panama)	Interview
Project Partners		
Governors' Climate & Forest Task Force (GCFTF)	**Luke Pritchard** *formerly GCFTF Secretariat*	Interview
UN-REDD Programme	**Mario Boccucci** Head, UN-REDD Secretariat **Florian Eisele** Communications & KM coordinator	Interview
COP-26 and Glasgow Leaders Declaration	**Tom Clements** UK / DEFRA	Interview
Country government representatives		
LAC	<u>Ecuador</u> **Patricia Serrano** Manager, ProAmazonia programme **Cristina García** Formerly REDD+ Focal Point	Questionnaire
	<u>Costa Rica</u> **Maureen Ballestero** Manager, REDD+ project **Héctor Arce Benavides** Director REDD+ Secretariat, FONAFIFO	Questionnaire

Stakeholders	Contact	Method/tool
	Colombia **María Andrea Rueda** Former official, Climate Change Department, Government of Colombia **César Rey** Former Director of Forests, Biodiversity and Ecosystem Services, Government of Colombia	Questionnaire
	Mexico **José Armando Alanís** Manager of the National Forest Monitoring System, National Forest Commission	Questionnaire
	Honduras **Claudia Milagros** Coordinator, Climate Promise initiative	Questionnaire
	Paraguay **Stephanie Petta** Jefa de Inventarios y Reportes, Dirección Nacional de Cambio Climático	Questionnaire
	Peru **Berioska Quispe Estrada** Institutional/Stakeholder lead, Climate Change Department	Questionnaire
Africa	Cote D'Ivoire **Jean Paul Aka** UN-REDD and GCFTF country advisor	Questionnaire
	Ghana **Roselyn Fosuah Adjei** Director for Climate Change, Forestry Commission **Thomas Gyambrah** Programmes Manager, Climate Change Division, Forestry Commission **Aaron Adu** Executive Director, Global Shea Alliance	Questionnaire
	Nigeria / Cross River State (CRS) **Tony Atah** Technical lead, CRS Ministry of Climate & Forests **Bridget Nkor** MRV Specialist,CRS Forestry Commission	Questionnaire
Asia Pacific	Indonesia **Endah Tri Kurniawaty** Director, GCF REDD+ RBP project	Questionnaire

Stakeholders	Contact	Method/tool
	Indonesia Environment Fund, Ministry of Finance	
	Cambodia **Jamil Mahmood** REDD+ monitoring specialist	Questionnaire
	Malaysia **Dr Elizabeth Philip** Forest Research Institute / Malaysia Former Head of the REDD+ Unit, Ministry of Energy & Natural Resources	Questionnaire
	Vietnam **Thuỷ Nguyễn** Deputy Director, Office for State Steering Committee, Target Program for Sustainable Forest Development and REDD+ (and Former National Programme Director of UN-REDD Programme - Phases 1 & 2)	Questionnaire
Indigenous Peoples representatives		
UN-REDD	**Lola Cabnal** Indigenous Peoples representative, UN-REDD Executive Board	Questionnaire
Colombia	**José Absalón Súarez** Líder del proceso de comunidades negras de Colombia y Fundador de la Mesa Regional Ambiental y de Derechos del Pueblos Negros, Colombia	Questionnaire

c) Timeline and deliverables

Activity	Date of completion	Responsible party
Phase one: Desk review and inception report		
Sharing of the relevant documentation with the evaluation consultant	31 January 2022	UNDP
Desk review, Evaluation design, methodology and updated workplan including the list of stakeholders to be interviewed	31 January 2022	Consultant
Submission of the inception report (15 pages maximum)	31 January 2022	Consultant
Comments and approval of inception report	07 February 2022	UNDP
Phase two: Data-collection		
Desk review	07 February 2022	Consultant
Interviews and questionnaires	28 February 2022	Consultant
Consolidating findings	01 March 2022	Consultant
Phase Three: Evaluation report writing		
First Midterm Evaluation report (Draft report submission)	01 March 2022	Consultant
Consolidated UNDP and stakeholder comments to the draft report	07 March 2022	UNDP
Presentation of findings and recommendations of Midterm Evaluation to the Climate & Forests team	15 March 2022	Consultant
Finalization of the evaluation report incorporating additions and comments provided by project staff and UNDP country office	March 30 2022	Consultant
Submission of the final evaluation report to UNDP	March 30 2022	Consultant

Annex 3. Terms of Reference for the Mid-term Evaluation

**International Consultant to Conduct Midterm Evaluation of
UNDP's global project on Support to REDD+ Implementation
Terms of Reference**

Location:	Home-Based
Application Deadline:	TBD
Additional Category:	Nature, Climate & Energy
Type of Contract:	Individual Contract
Post Level:	International Consultant
Languages Required:	English
Starting Date:	15 January 2022
(date when the selected candidate is expected to start)	
Expected Duration of Assignment:	30 working days (must be complete by 30 March 2022)

Background and Project Description

In order to avoid an irreversible climate crisis, we need to halve global emissions by 2030, and have carbon-neutral economies by 2050. Reducing greenhouse gas emissions – or climate change mitigation - is essential to fulfilling commitments to the Paris Agreement and limiting global mean temperature increase to 1.5°C above pre-industrial levels. All sectors, including energy, transportation, industry, forests, and land-use/agriculture must make a meaningful contribution towards achieving carbon neutrality. UNDP, as the largest implementer of climate change support within the UN system, plays a critical role by supporting countries in their emission reduction plans. With a commitment to providing long-term development support, our mitigation portfolio currently comprises of over 280 projects and programmes in over 110 countries. Together with our partners, UNDP supports countries to take ambitious climate action, advance Nationally Determined Contributions (NDCs), and use a wide range of strategies and approaches across energy, forestry and land-use/agriculture sectors.

The Paris Agreement under the UNFCCC calls explicitly for all countries to make use of a full range of land-based climate mitigation options, including taking action on REDD+. The forest and land use sector can provide up to one third of the emissions reductions needed to avoid the most severe impacts of climate change, making it essential in countries' ability to meet the targets of the Paris Agreement.

Through the **Global Project on Support to REDD+ Implementation,** UNDP provides expertise in stakeholder engagement, social and environmental safeguards, governance, institutional coordination, strategic planning, implementation of policies and measures to address drivers of deforestation, access to innovative climate finance and results-based payments. UNDP also facilitates the necessary partnerships to address the complex elements of the REDD+ process.

Supporting Nationally Determined Contributions (NDCs) under the Paris Agreement is considered by UNDP as a key way to accelerate the implementation of the SDGs. Consequently, this global project has been designed specifically to support the enhancement of the nature-based contributions toward NDC

targets – building on UNDP's "Climate and Forests" experience with the UN-REDD Programme and other REDD+ initiatives.

Achieving REDD+ requires coordinated action at various scales to address: (i) the multiple drivers (causes) of deforestation and forest degradation; and (ii) the barriers to conservation and restoration of forests. The project will support REDD+ countries to design and implement specific REDD+ policies and measures, strengthen national climate finance institutional frameworks undertake preparation to access and secure international REDD+ finance, and ensure that REDD+ emissions reductions are measured, reported and verified and recognized and rewarded.

The overall development goal of the project is to contribute meaningfully to **Sustainable Development Goals (SDG) 13: Take urgent action to combat climate change and its impacts, and 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation and halt biodiversity loss**. In order to achieve this goal, the project will supports forested developing countries to effectively harness REDD+ opportunities and the potential for emissions reductions and enhanced forest carbon stocks as agreed in the UNFCCC. Through associated social inclusion, women's empowerment, gender equality, and governance efforts, the project also contributes to SDG 5.

In addition, the project contributes directly to UNDP's Strategic Plan (2022 – 2025) through Signature solution 4, to promote nature-based solutions for a sustainable planet, which specifically calls upon UNDP to build on existing actions such as the United Nations Collaborative Programme on Reducing Emission from Deforestation and Forest Degradation in Developing Countries (UN-REDD Programme) to "help Governments to identify and access new financing opportunities, promote policy coherence on natural resources and help transition to green economies".

This Terms of Reference (ToR) sets out the scope and objectives for a Midterm Evaluation of the global project on 'Support to REDD+ Implementation' (ATLAS Project ID 00101619). The project commenced in 2018 and has recently been extended to 2025, with a total budget of USD $74, 213, 665.

Scope of Global Project on Support to REDD+ Implementation

The Global Project on Support to REDD+ Implementation provides capacity building, technical assistance and policy advice to forested developing countries seeking to engage in REDD+ under UNFCCC as well as jurisdictions seeking to reduce emissions from deforestation and promote low-emissions development at the subnational level within a framework for contributing to national REDD+ actions. The overall outcome expected is:

"Forested developing countries reduce emissions from deforestation and forest degradation."

Output 1: National and jurisdictional REDD+ Strategies and Action Plans, including of policies and measures and climate finance institutional frameworks, are developed and adopted

Output 1.1: Select REDD+ countries develop and adopt National REDD+ Strategies/Action Plans
Output 1.2: Selected tropical forest states and provinces develop and adopt jurisdictional REDD+ strategies and (as relevant) investment plans
Output 1.3: Select REDD+ countries develop and adopt national climate finance institutional frameworks, capable of delivering REDD+ investment plans

---

Output 2: REDD+ Strategies and Action Plans, including policies and measures, financed and implemented.

Output 2.1: Targeted REDD+ countries implement inclusive, gender-responsive, REDD+ policies and measures
Output 2.2: Targeted REDD+ countries complete investment proposals to support implementation of REDD+ policies and measures (results-based actions)
Output 2.3: Targeted REDD+ countries access international finance to deliver results-based actions

Output 3: REDD+ results-based actions are integrated into Nationally Determined Contributions, recognized and rewarded

Output 3.1: Forest-related land use/land-use changes in the context of REDD+ are integrated into Nationally Determined Contributions under the UNFCCC
Output 3.2: Countries' results-based actions are reported and they receive recognition through the UNFCCC
Output 3.3: Countries' results-based actions are rewarded

Purpose of Midterm Evaluation

Against this background, an independent Midterm Evaluation of the global project will be undertaken in January-March 2022, as per the project document Monitoring & Evaluation plan.

The Midterm Evaluation will assess implementation of the project, with a focus on progress towards the achievement of the project's outcome and outputs as specified in the Project Document. It will also assess early signs of project success, structural challenges, or potential failure with the aim of identifying the necessary changes to be made in either the design or the implementation in order to set the project on-track to achieve its intended results. The Midterm Evaluation will consider the effective and efficient use of resources by the Climate & Forests Programme (including human resources and financial resources), the performance of the team, the combination of different sources of finance, and the project's role and contributions within UNDP.

Issues to be addressed:

Key Midterm Evaluation Questions:

The Midterm Evaluation will follow OECD-DAC's key evaluation criteria such as relevance, coherence, effectiveness, efficiency, impact, and sustainability, as well as additional criteria to consider social inclusion and gender equality, to assess the early results and the overall progress of the project. The consultant will assess the progress achieved from its inception in 2018 through the end of 2021 and review results achieved by the project during this period, against its objectives and result indicators. The Midterm Evaluation should answer the following key questions:

Relevance, coherence and effectiveness
- Is the project Theory of Change (ToC) and intervention logic coherent and realistic? Is the ToC and intervention logic still relevant or does it need to be adjusted?

- What progress has been made, based on the theory of change and results framework (impact, outcome, outputs) of the project? What are the project's key achievements thus far?
- Does the project's structure, coordination, and implementation of work at the global, regional and country levels contribute to its successful implementation?
- Does the project engage and use effectively the available human resources to deliver the project's intended outputs? What are the team's strengths? In what areas could capacity or coordination be improved?
- To what extent the project has facilitated coordination between UNDP other international and partner organisations?
- To what extent has there been coordination amongst relevant UNDP teams, country offices and regional hubs?
- Any lessons and suggestions for more effective coordination and synergies?

Efficiency, impact and sustainability
- To what extent have project funds and activities been delivered in a timely manner?
- How did the global project on Support for REDD+ Implementation contribute to development of knowledge and expertise, including from the global South, that was utilised by other REDD+ implementation-focused projects?
- Is there evidence that innovative policy and programme support interventions as well as knowledge products and processes produced through the Global Project on Support to REDD+ Implementation have made a difference to the international REDD+ community of practice?
- Are the risks identified in the Project Document, APRs and the ATLAS Risk Management Module the most relevant? Any suggested update?
- Have there been any programming changes as a result of COVID-19, including delays and adaptive management measures? Have these been sufficient? Have there been any unexpected positive or negative outcomes of these changes (e.g. providing support remotely)?

Social inclusion and gender equality
- To what extent have social inclusion and respect for the rights of indigenous peoples and local communities been addressed in the design, implementation, and monitoring of the project?
- To what extent have gender equality and the empowerment of women been addressed in the design, implementation, and monitoring of the project?
- Is the gender marker assigned to this project representative of reality?
- To what extent has the project promoted positive changes in gender equality and the empowerment of women? Did any unintended effects emerge for women, men or vulnerable groups?
- Has the project adequately applied UNDP's Social and Environmental Standards to Project design and implementation? Are there any lessons learned or best practices for the next phase?

Key Evaluation Criteria:
In line with OECD-DAC Evaluation Criteria, the Midterm Evaluation will take into account criteria such as **relevance/coherence, effectiveness, efficiency, impact, sustainability, social inclusion and gender equality** to assess the progress of the project.

1. *Relevance/Coherence:* The midterm evaluation will assess the degree to which the project considers the global and local contexts and the specific development problems. It will also review the extent to which the project design is logical and coherent, and it will assess the link between activities and expected results, and between results and objectives to be achieved.
2. *Effectiveness:* The midterm evaluation will assess progress toward the project's objectives compared to the overall project goal. In evaluating effectiveness, it is useful to consider: 1) if activities were consistent with the overall objectives and project purpose; 2) principal factors influencing the achievement or non-achievement of the objectives, (including operational factors and team performance)
3. *Efficiency:* The midterm evaluation will assess how well the project is progressing to produce the products and services it committed itself to deliver in an economic and timely way.
4. *Impact:* The midterm evaluation will compile and assess any evidence of progress achieved thus far toward the intended impact the project.
5. *Sustainability:* The midterm evaluation will assess the project capacity to produce and to reproduce benefits over time, including the likelihood that intervention benefits will continue even after the project is concluded and the principal factors that will influence the achievement or non-achievement of sustainability.
6. *Social Inclusion:* The midterm evaluation will assess to what extent the project is socially inclusive and has promoted respect for the rights of indigenous peoples and local communities throughout project activities.
7. *Gender equality:* The midterm evaluation will assess to what extent the project is gender responsive and has promoted the participation of women and men throughout project activities.

Methodology:

Based on UNDP's polices and guidelines on M&E and the standard global practices on reviewing projects/programmes, the independent consultant will discuss and finalize the methodology to conduct the Midterm Evaluation, with support from the Climate & Forests team. The evaluation process will entail a combination of desk review of all relevant project documents, reports, and knowledge products; interviews (via Webex, Skype or Zoom) with selected UNDP staff (including Climate & Forests Programme team members, project board members, counterparts in UNDP Country Offices) as well as global and country partners, both governmental and non-governmental (see annexes).

The final Midterm Evaluation report should describe the evaluation approach taken and the rationale for the approach, making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the review. The final report must also describe any limitations encountered by the Midterm Evaluation team during the evaluation process, including limitations of the methodology, data collection methods, and any potential influence of limitation on how findings may be interpreted, and conclusions drawn. Efforts made to mitigate the limitations should also be included in the Midterm Evaluation report.

The Midterm Evaluation report should set out the evaluation's evidence-based conclusions based on the findings of the desk survey and interviews and explain whether the project will be able to achieve planned objective and outcomes by the end of implementation. Recommendations should be succinct, with suggestions for critical intervention that are specific, measurable, achievable, and relevant (the report should be no more than 20 pages long). A recommendation table should be put in the report's executive summary. The Midterm Evaluation report should include no more than 15 recommendations total.

Expected outputs and Deliverables

The consultant will be responsible for the following deliverables:

1. **Midterm Evaluation inception report**—an inception report should be prepared by the consultant that details the evaluator's approach, including what will be evaluated and why, showing how each evaluation question will be addressed. It should include proposed methods, proposed sources of data, and data collection procedures. The inception report should include a proposed schedule of tasks, activities and deliverables. **(*By 1 February 2022*)**

2. **First Midterm Evaluation report** which should be reviewed and approved by the Climate & Forests team. **(*By 1 March 2022*)**

3. **Presentation of findings and recommendations** of Midterm Evaluation to the Climate & Forests team, via Zoom. *(By 15 March 2022)*

4. **Final Midterm Evaluation report**, incorporating all the comments and inputs made to the previous drafts, but keeping the independent judgment of the consultant. **(*no later than 30 March 2022*)**

Institutional Arrangements /Reporting Relationship
Reporting

The consultant will work closely with the Climate & Forests team, under the direct supervision of the Principal Policy and Technical Advisor and in close coordination with the Programme & Partnerships Advisor. The Climate & Forests team will provide all the necessary documents and facilitate the work of the consultant.

Duration of work/Time frame:

The consultancy will start on **15 January 2022** and the final product should be submitted no later than **30 March 2022.**

Duty Station

This consultancy will be home-based. The Consultant will be required to use her/his own computer.

Travel:

Travel is not required under this assignment.

QUALIFICATIONS OF THE SUCCESSFUL CONSULTANT

Competencies

Functional competencies:
- Excellent analytical skills;
- Ability to work independently;
- Ability to perform tasks in a timely manner and produce quality final product;
- Strong interpersonal, communication and diplomacy skills;
- Openness to change and ability to receive and integrate feedback.

Corporate Competencies:
- Demonstrates integrity by modeling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favoritism;
- Fulfills all obligations to gender sensitivity.

Required Skills and Experience

Education:
- Master's degree in public administration, law, political science, finance, economics, international relations, development studies, or related field.

Experience:
- At least 10 years of working on policy support, programme management or design of international climate change mitigation and forest conservation programmes/projects and at least 5 years experience in project evaluation, and, in addition;
- Prior experience in producing research studies (preferably in climate change mitigation and forest conservation),
- Prior experience in conducting midterm or final evaluations related to climate change mitigation and forest conservation.

Language Requirements:
- Strong writing skills in English.

Schedule of Payments:

The consultant(s) will be paid in three tranches upon submission of the agreed deliverables
1. Upon submission and approval of the inception report (20% of the agreed fee);
2. Upon satisfactory submission and approval of first draft (30% of the agreed fee);
3. Upon satisfactory submission and approval of the final draft (50% of the agreed fee).

Interested individual consultants must submit the following documents/information to demonstrate their qualifications:

Proposal

- Explaining why they are the most suitable for the work;
- Provide a brief methodology on how they will approach and conduct the work
- Annex at least one sample of previous work on a midterm review or final evaluation.
- Financial proposal (Offeror's Letter to UNDP)
  The financial proposal shall specify a total lump sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in instalments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the TOR. In order to assist the requesting unit in the

comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (including travel, per diems, and number of anticipated working days).

- Personal CV of individual(s) including past experience in similar projects and at least 3 references.

Evaluation Ethics

This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The consultant must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure.

Management and implementation arrangements

The evaluator(s) should be independent from any organization that has been involved in designing or executing any aspect of the ACPIS project.

The evaluator(s) will be under the overall supervision of UNDP's Global Programme Advisor on Anti-Corruption and will work in coordination with the ACPIS Programme Manager. The global project staff will provide all the necessary technical support to independent evaluator(s), including provision of relevant documents, materials, contact information of relevant stakeholders/partners for interviews, etc.

Important Note:
The Contractor is required to have the aforementioned professional and technical qualifications. **Only the applicants who hold these qualifications** will be shortlisted and contacted.

Evaluation Process

Applicants are reviewed based on Required Skills and Experience stated above and based on the technical evaluation criteria outlined below. Applicants will be evaluated based on cumulative scoring. When using this weighted scoring method, the award of the contract will be made to the individual consultant whose offer has been evaluated and determined as:

a) responsive/compliant/acceptable, and
b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.
** Technical Criteria weight; [***Total 70% (70 points***]*

Only candidates obtaining a minimum of 70% (49 point) of the maximum obtainable points for the technical criteria (70 points) *would be considered for the Financial Evaluation*

Criteria	*Max. Point*
Technical	*70 points*
• *Criterion A -relevant education*	*10 points MA* *3 additional points for PhD*

• *Criterion B- 10 years of relevant experience climate change mitigation and forest conservation*	*10 years – 20 points* *10-12 years – 22 points* *13+years – 24 points*
• *Criterion C-* experience in producing research/studies	***9 points***
• *Criterion D-* experience in conducting midterm/final evaluations	***9 points***
• *Criterion E – methodology to conduct final evaluation*	***15 points*** *– fully responsive;* 7 if partially responsive; 0 if not responsive

** Financial Criteria weight; [***Total 30% (30 points)****]*

The following formula will be used to evaluate financial proposal:

p = y (μ/z), where
- p = points for the financial proposal being evaluated
- y = maximum number of points for the financial proposal
- μ = price of the lowest priced proposal
- z = price of the proposal being evaluated

Contract Award

Candidate obtaining the highest combined scores in the combined score of Technical and Financial evaluation will be considered technically qualified and will be offered to enter into a contract with UNDP.

Annex 4. Key funding and partnerships for REDD+ under the Global Project on Support to REDD+ implementation[11]

Funding and partnerships	Description
UN-REDD Programme	Founded in 2008 with the ongoing and substantial support of Denmark, Japan, Luxembourg, Norway, Spain, Switzerland and the European Union, the programme is a joint undertaking of the FAO, UNDP and UN Environment to fight deforestation and forest degradation. As of December 2020, UN-REDD had enabled its 65 partner countries across Africa, Asia and the Pacific, Latin America and the Caribbean to build national capacities, receive technical assistance and policy advice, and access knowledge, thus making significant progress towards adopting and implementing REDD+ actions. Throughout 2018 to 2020, a key focus of the Programme remained assisting partner countries in their efforts to complete the four pillars of the Warsaw Framework for REDD+. UN-REDD is also increasingly focused on responding to country demand for technical assistance to implement REDD+ and access results-based payments (RBPs) as well as on supporting countries tangibly advance land and forest-related commitments under NDCs to support the achievement of the Paris Agreement objectives. Building on its foundational work between 2008 and 2017, the UN-REDD Programme has adopted a dual approach to REDD+ action through technical assistance in targeted countries and through global knowledge components. These components share cumulative UN-REDD knowledge and approaches to reach a broader set of countries and stakeholders, organized around key thematic areas. The wide range of policy, institutional and cross-sectoral work that UN-REDD promotes in countries seeks to enable a transformational and inclusive approach to REDD+ to support the Sustainable Development Agenda, thereby contributing to a range of SDGs. In the 2030 horizon, the UN-REDD goal is to help realise forest solutions to the climate emergency by avoiding carbon emissions and fostering carbon sequestration.
Governors' Climate & Forests Task Force (GCFTF)	Launched in 2009, the GCFTF has grown from ten governors in California, Brazil, and Indonesia, to 38 governors across 10 countries. In 2015, the Government of Norway made a pledge of NOK 200 million (approx. USD 24 million) to the GCFTF to support tropical forest states and provinces in their plans to implement the Rio Branco Declaration to reduce 80% of deforestation by 2020. The overall goal of the Norwegian Pledge to the GCFTF is to achieve cost-effective, early, and measurable reductions in greenhouse gas emissions, and to contribute to the overarching goal of the Norwegian Development Policy of sustainable development and keeping to the 1.5/2-degree target of the Paris Agreement. In 2017, UNDP was selected to manage the pledge through the Climate & Forests Team. The main objective of UNDP's workplan is to support innovative GCFTF states and provinces to meet their commitments under the Rio Branco Declaration by developing/updating jurisdictional strategies and investment plans for REDD+ and low emissions development and catalysing transformative financing opportunities. UNDP's role is to provide technical assistance from its global team of experts as well as manage the funds and provide quality assurance. The latter includes support to regional coordination and jurisdictions to access financing through two funding windows:

---

[11] Source: UNDP (2018, 2021a, 2021b); UN-REDD Programme (2019, 2020, 2021).

Funding and partnerships	Description
	Window A: Support the development of jurisdictional strategies and investment plans for REDD+ and low emissions development in GCFTF tropical forest states and provinces. Support under this funding window falls into three broad categories aiming to reflect the wide range of commitments and capabilities across the GCFTF members: 1) development of new jurisdictional strategies and investment plans; 2) elaboration and refinement of existing jurisdictional strategies and investment plans; and 3) development of complementary products and proposals that build on existing jurisdictional strategies and investment plans and that are targeted at larger sources of finance such as the Green Climate Fund. This window was launched in 2018. **Window B: Support innovative approaches to achieving transformation in forested jurisdictions.** Under this window the project aims to support jurisdictions to develop innovative approaches to catalyse investment plans. This window was launched in 2020 with a call for proposals for innovative ideas to support transformation at the subnational level drawing from the results from Window A.
Global Italian Initiative on REDD+ National Implementation	Financed by the Government of Italy and implemented by UNDP, the Global Italian Initiative on REDD+ National Implementation (GIORNI) project aimed to support the implementation of forest solutions through REDD+. The project focused on three countries: Ecuador, Ghana and Myanmar, selected to offer support to countries at different stages of REDD+ implementation and to reflect geographic diversity across the South. The project assisted these countries with the implementation of national policies, the mobilisation of international finance and the establishment of public-private partnerships to reduce deforestation and sustainably manage their forests. A global component facilitated knowledge management and international policy dialogues, South-South cooperation as well as stimulating the engagement of Italian organisations and private companies with forest countries towards joint efforts to reduce deforestation, sustainably manage natural resources and enhance the livelihoods of rural people living in forested regions. The project had a budget of USD 1.2 million and was implemented in the 2017-2020 period in close collaboration between Italy's Ministry for Ecological Transition (IMET), the UNDP Climate & Forests Programme and the governments of Ecuador, Ghana and Myanmar.

Annex 5: Progress Towards Results- Outcome and Outputs analysis

The Logframe indicators will be reviewed against progress made towards the end-of-project targets using the Progress Towards Results Matrix and color code progress in a "traffic light system" based on the level of progress achieved; assign a rating on progress for each outcome; make recommendations from the areas marked as "Not on target to be achieved" (red).

Indicator Assessment Key

Traffic light coding	Meaning
Green= Achieved	If the indicator percentage achievement is **equal to or above 100%** of the milestone.
Yellow= On target to be achieved	If the indicator percentage achievement is **between 60% and 99%** of the milestone
Red= Not on target to be achieved	If the indicator percentage achievement is **less than 60%** of the milestone.
Grey= data not available	

Table A5-1. Progress Towards Results Matrix (Achievement of outcomes against End-of-project Targets)

Outcome: Forested developing countries reduce emissions from deforestation and forest degradation									
Output 1: National and jurisdictional REDD+ Strategies and Action Plans, including policies and measures and climate finance institutional frameworks, developed and adopted.									
Output 1.1 Select REDD+ countries develop and adopt National REDD+ Strategies/Action Plans									
	Indicator	Baseline Level	Level in 1st PIR (self-reported) (2019)	Midterm Target (2021)	End-of-project Target	Midterm Level & Assessment	Achievement Rating	Justification for Rating
1.1.1 Number of technical reports, analytical and planning documents for a NS/AP for REDD+ that were submitted to the UNDP REDD+ team for revision or advice.	NS/AP documents	2	8	10	10	10		Argentina, Bangladesh, Chile, Colombia, Cote d'Ivoire, Honduras, Mongolia, Myanmar, Peru, Zambia (UN-REDD country results 2018/2019/2020/2021)

Indicator	Means of verification							Notes
1.1.2 Number of countries that demonstrate that NS/AP developed through participatory and gender-responsive dialogues and deliberations.	Consultations, dialogues and workshops	2	9	8	8	9	▮	Argentina, Bangladesh, Chile, Colombia, Cote d'Ivoire, Honduras, Mongolia, Myanmar, Peru (UN-REDD country results 2018/ 2019/2020/2021)
1.1.3 Number of countries that have their monitoring system for the implementation of the NS/AP contain social inclusion indicators, focused on impacts to gender equality, women's empowerment and the realisation of community and indigenous peoples rights.	Consultation reports	2	8	8	8	9	▮	Argentina, Bangladesh, Chile, Colombia, Cote d'Ivoire, Honduras, Mongolia, Myanmar, Peru (UN-REDD country results 2018/ 2019/2020/2021)
Output 1.2: Selected tropical forest states and provinces develop and adopt jurisdictional REDD+ strategies and (as relevant) investment plans								
1.2 Number of jurisdictional REDD+ strategies and investment plans developed for tropical forest states and provinces.	Number of jurisdictions	0	1	20	20	35	▮	35 jurisdictions developed or improved REDD+ and LED strategies and investment plans. (GCFTF 2020a and GCFTFb)[12]
1.2.1 – Number of socially inclusive and gender responsive jurisdictional REDD+	Number of jurisdictions	0	1	20	20	35	▮	UNDP has supported all 35 jurisdictions to

---

[12] 20 jurisdictions developed a new REDD+ strategy or LED strategy (GCFTF lessons learned): Cote d' Ivoire: Bélier, Cavally; Colombia: Caquetá; Mexico: Chiapas, Tabasco; Ecuador: Pastaza; Peru: Amazonas, Huánuco, Loreto, Piura, Madre de Dios; Brazil: Amazonas, Pará, Maranhao, Rondonia, Tocantis; Indonesia: Aceh, North Kalimatan, Para, West Papua. Caquetá used the funds to support pilot REDD+ actions to test low-emissions development models that complemented existing efforts to develop REDD+ strategies in these states.

12 jurisdictions updated REDD+ strategy: Mexico: Campeche, Jalisco, Oaxaca, Quintana Roo, Yucatán Peru: San Martín, Ucayali; Brazil: Acre, Mato Grosso; Indonesia: West Kalimatan, East Kalimatan, Central Kalimatan.

3 Jurisdictions with new REDD+ investment plan: Nigeria: Cross River State; Brazil: Rondônia, Amapa.

strategies and investment plans developed.								develop socially-inclusive and gender-responsive REDD+ strategies and investment plans for window A. (AR, 2020). However, gender outcomes were mixed an only a few strategies (e.g, Mato Grosso, Tabasco) or plans (Cross River State) were gender sensitive or gender responsive.
1.2.2 – Degree of support to innovative jurisdictional REDD+ investments. Target: all funds committed to innovative jurisdictional investments.	All funds (USD 5.9 million)	0	Delayed until 2020	All funds committed for window B	All funds committed under Window B	USD 5.5 million[13]		The Innovation Funding Window (Window B) was formally launched in 2020, with 23 proposals received and reviewed by December 2020. Until 2021 a total of 6 proposals have been approved. As of December 2020, $5.5M had been committed to Window B initiatives for five (5) proposals: 1) Jalisco, Mexico 2)Yucatán, Mexico 3)Pastaza, Ecuador 4)Pará, Brazil and 5)West Kalimantan, Indonesia. In 2021,

---

[13] Differences between original Budget and resources allocated are related to the volatility of the NOK-USD exchange rate.

									and a regional Brazilian proposal was approved.
1.2.3 – Degree of regional coordination among jurisdictional REDD+ clusters.	All funds committed to ongoing regional coordination efforts	Not available	committed to regional coordination	Not available	USD 3 million committed to regional coordination efforts	USD 2.7 million[14]			Until 2021, USD 2,727,489.73 has been committed to regional coordination (AWP 2021-2025)
Output 1.3 Selected REDD+ countries develop and adopt national climate finance institutional frameworks, capable of delivering REDD+ investment plans[15]									
1.3 Number of REDD+ countries that develop and adopt national climate finance institutional frameworks, capable of delivering REDD+ investment plans.	Investment plan implementation	0	Not available	Not available	TBD	Not available			This output was unfunded until February 2022 (outside the scope of the mid-term evaluation)
1.3.1 Number of national entities accredited to receive REDD+ financial resources.	GCF accreditation	0	Not available	Not available	TBD	Not available			While the project didn't have funds allocated to this output by 2021, the project supported Ecuador and Honduras in their GCF accreditation as part of the work conducted in the context of UNREDD TA (UN-REDD annual progress update 2019 and 2020).

---

[14] Differences between original Budget and resources allocated are related to the volatility of the NOK-USD exchange rate.

[15] The revised Results Framework in 2021 does not include output 1.3 or 1.3.1 and therefore there is no information on the targets to 2021 and to the end of the project in 2025. The Information on targets and baseline included in this output comes from the original project document (PRODCOC) instead of the revised RF.

Outcome: Forested developing countries reduce emissions from deforestation and forest degradation									
Output 2: REDD+ Strategies and Action Plans, including policies and measures, financed and implemented.									
Output 2.1 - Targeted REDD+ countries implement inclusive, gender-responsive, REDD+ policies and measures									
	Value	**Baseline Level**	**Level in 1st PIR (2019)**	**Midterm Target (2021)**	**End-of-project Target**	**Midterm Level & Assessment**	**Achievement Rating**	**Justification for Rating**
2.1.1 – 2.1.3 - Effectiveness of design and implementation of policies and measures to address identified drivers of deforestation and forest degradation, as well as the barriers to the implementation of plus (+) activities, measured by:								
Number of PAMs design supported in line with country priorities and/or REDD+ strategies.	REDD+ PAMs implemented	2	6	10	20	10	GREEN	2018/2019: Mexico, Peru, Republic of Congo, Côte d'Ivoire, Colombia, Indonesia, Vietnam, Zambia 2021: Ecuador, Ghana
Multi-stakeholder participation mechanisms supported to effectively underpin PAM design.	Stakeholder Mech linked to PAM	1	4	8	18	8	GREEN	2018: Mexico, Peru, RoC, Cote d'Ivoire 2019: Colombia, Myanmar (UN-REDD ARs) 2021: Peru, Vietnam, Zambia (UN-REDD ARs)
Inter-institutional arrangements for REDD+ PAMs implementation in line with country context supported.	Interinstitutional coordination mechanism for REDD+	1	4	8	18	7	YELLOW	2018: Vietnam, Peru 2019: Cote D'Ivoire 2020: Colombia, Myanmar (UN-REDD ARs)

								2021: DRC and Ecuador
Number of REDD+ PAMs have safeguard measures associated and reported to the convention.	Summaries of information	0	2	5	10	10		2018: Zambia: first SOI Vietnam: first SOI Ecuador: second SOI Mexico: first SOI 2019: Colombia: second SOI Ghana: first SOI Cote d Ivoire. First SOI Indonesia: first SOI 2020 Myanmar first SOI Peru first SOI
Number of countries whose policies and measures for REDD+ integrate gender-responsive actions.	TBD	TBD	TBD	TBD	TBD	Not available		The RF does not include a target. However, data from the UN-REDD gender marker reporting to 2020 shows that five countries had PAMs that were rated GEN2.
2.1.4 – Knowledge management, measured by:								
Number of knowledge products designed to assist countries to align REDD+ actions to international policy commitments.	Knowledge products	0	8	18	30	43		Knowledge products consider both knowledge events and publications drawn

								from UN-REDD reports 2018-2021[16]
Number of REDD+ countries receiving advisory support on REDD+ funding mechanisms.	Countries	0	6	12	20	12		2018: Paraguay, Costa Rica, Ecuador, Mexico and Peru 2019: Brazil, Chile and Honduras 2020:Indonesia and Ghana 2021:Colombia, Cote d'Ivoire
Number of REDD+ countries that integrate IP proposals into REDD+ PAMs and investment plans.	Countries	0	8	10	18	8		Colombia, Chile, Costa Rica, DRC, Ecuador Peru, PNG,Vietnam.
Output 2.2 – Targeted REDD+ countries complete investment proposals to support implementation of REDD+ policies and measures (results-based actions)								
2.2 Number of investment proposals to support implementation of REDD+ policies and measures (results-based actions) completed by REDD+ countries.	Submitted GCF proposals	2	6	12	12	9		**Through GIORNI:** **Ghana Shea Landsca**pe Emission Reductions https://www.green climate.fund/projec t/fp137

---

[16] 2018: Regional knowledge exchange on Jurisdictional approaches to REDD+ (Kenya); South-south exchange on sustainable livestock production (Paraguay); 3 knowledge events on NDCs (Germany, Indonesia and India); 3 events on social inclusion, IP rights and gender at UNPFII.

2019: Dialogue on Inclusive Forest Action for the Climate Crisis: Mainstreaming Gender and the Rights of Indigenous Peoples and Local Communities (GLF, Bonn); Briefed African countries on approaches and challenges for REDD+ results-based payments during the GCF Africa REDD+ workshop, held in Abidjan, Côte d'Ivoire, in August 2019; Co-led and delivered four technical discussion and briefing sessions on nature-based solutions in the context of NDCs; Making climate action inclusive event (GLF Bonn); 2 videos on social inclusion, IP rights and REDD+; 3 publications on gender mainstreaming and REDD+.

2020: Lessons learned on digital consultation processes; Developed the Paris Agreement LULUCF and NDC Tool (PLANT) tool to support this technical assistance to countries on NDCs, as well to evaluate Article 6 opportunities within the NDC context; 3 webinars on NDCs, forest solutions and REDD+; Information note Considerations for Integrating r; r.

2021: Regional knowledge exchange to share lessons learned and good practices from the first pilot phase of Global Climate Fund (GCF) REDD+ Result Based Payments (RBP).

Panel at the Global Landscapes Forum Amazonia; South-South exchange on indigenous rights (FPIC) in forest affairs between Costa Rica, Ecuador and Surinam.

10 info briefs were produced summarizing the Programme's knowledge and good practices on landscape approach and planning, forest tenure, indigenous peoples' rights, financing and private sector, forest monitoring systems and MRV, linking REDD+, the Paris Agreement, NDCs and the SDGs, REDD+ funding mechanisms, safeguards, and gender

Publication titled Consideration for Integrating Nature-Based Solutions in Nationally Determined Contributions: Illustrating the Potential Through REDD+;Event on scaling up forest finance at UNFCCC COP26; A webinar in Asia Pacific on forest action as part of Building Back Better, The high level event 'A Green Gigaton of ambitions: forest solutions to the climate, biodiversity and health crises' at UNEA-5.1

								Ecuador REDD+ RBPs https://www.greenclimate.fund/project/fp110 **Myanmar-** revised workplan **UNREDD+:** **Brazil REDD+ RBPs** https://www.greenclimate.fund/project/fp100 **Paraguay REDD+ RBP** – UNDP co-designed with UNEP(UNDP as Executing Entity) https://www.greenclimate.fund/project/fp121 **Côte d'Ivoire:** REDD+ investments in the cocoa-forest nexus SAP (implementation led by FAO and UNDP/Abidjan office as complementor) https://www.greenclimate.fund/project/sap015 **Costa Rica REDD+ RBPs**

								https://www.greenclimate.fund/project/fp144 **Ecuador ProAmazonia:** Priming Financial Instruments https://www.greenclimate.fund/project/fp019 **Indonesia REDD+ RBPs** https://www.greenclimate.fund/project/fp130
2.2.1Multi-stakeholder participation mechanisms supported to effectively underpin investment frameworks.	Countries	2	6	8	8	Not Available		Information on the progress of this sub-output after 2019 was not available at the time of the evaluation
2.2.2Number of countries whose investment frameworks integrate gender-responsive actions (at a minimum, in the objectives and monitoring frameworks).	Countries	2	4	8	8	Not Available		Information on the progress of this sub-output after 2019 was not available at the time of the evaluation
Output 2.3: Targeted REDD+ countries access international finance to deliver results-based actions								
2.3 Number of countries that have accessed international finance to deliver results-based actions.	Approved GCF proposals/ Financed REDD+ investment plans	1	-- unfunded	10 (BL=8)[17]	18	12		This outcome was unfunded until the budget revision in mid-2021, when the baseline and targets were established.

---

[17] The baseline (8) represents the number of successful GCF proposals UNDP supported prior to 2021.

							■	Four countries Costa Rica, Ecuador, Ghana and Vietnam –have signed Letters of Intent (LoI), with LEAF Coalition.
2.3.1 Number of investment plans for REDD+ results or other financing in line with country priorities and/or REDD+ strategies.	Number of countries	1	-- unfunded	8	20	4	■	This outcome was unfunded until the budget revision in mid-2021, when the baseline and targets were established. Four countries: Costa Rica, Ecuador, Ghana and Vietnam submitted a LEAF proposal in line with their national priorities.
2.3.2 Number of investment plans for REDD+ results or other financing that integrated inclusive and gender-responsive participatory processes in their development.	Number of countries	1	-- unfunded	8	20	4	■	This outcome was unfunded until the budget revision in mid-2021, when the baseline and targets were established. Four countries Costa Rica, Ecuador, Ghana and Vietnam integrated inclusive and gender-responsive participatory processes in their LEAF proposal development.

Outcome: Forested developing countries reduce emissions from deforestation and forest degradation								
Output 3: REDD+ results-based actions are integrated into Nationally Determined Contributions, recognized and rewarded								
Output 3.1: Forest-related land use/land-use changes in the context of REDD+ are integrated into Nationally Determined Contributions under the UNFCCC								
		Baseline Level	Level in 1st PIR (self-reported) (2019)	Midterm Target (2021)	End-of-project Target	Midterm Level & Assessment	Achievement Rating	Justification for Rating
3.1.1 Number of countries supported by UNDP to integrate forest land use in the context of REDD+ into National Determined Contributions under UNFCCC.		0	-- unfunded	3 (BL=0)	15	1		This outcome was unfunded until the budget revision in mid-2021, when the baseline and targets were established. Chile, Colombia, Costa Rica were supported previously. In 2021, Cote de Ivoire was supported, and UN-REDD is currently supporting the Government of Cote d'Ivoire for its official submission of the revised NDC to the UNFCCC Secretariat.
3.1.2 Number of countries supported by UNDP to integrate social inclusion and gender aspects, as they relate to forest land use in the context of REDD+, into National Determined Contributions under UNFCCC.		0	-- unfunded	3	14	10		This outcome was unfunded until the budget revision in mid-2021, when the baseline and targets were established. Bangladesh, Cambodia, India,

								Indonesia, Malaysia, Myanmar, Nepal, Philippines, Thailand and Viet Nam were supported through the Asia Indigenous Peoples Pact.
Output 3.2: Countries' results-based actions are reported and they receive recognition through the UNFCCC								
Number of countries that report and receive recognition of RBAs through the UNFCCC.	Number of countries	1	Not Available	TBD	TBD	Not Available		This output is currently unfunded and it is not possible to estimate progress since there are no targets established from 2021 to the end of the project.
Number of countries supported by UNDP that report REDD+ results consistent with the UNFCCC methodological guidance.	Number of countries	1	Not available	TBD	TBD	Not Available		This output is currently unfunded and it is not possible to estimate progress since there are no targets established from 2021 to the end of the project
Number of countries supported by UNDP that update their FREL consistent with the UNFCCC methodological guidance.	Number of countries	0	Not available	TBD	TBD	Not Available		This output is currently unfunded and it is not possible to estimate progress since there are no targets established from 2021 to the end of the project
Number of countries supported by UNDP that report information on safeguards and demonstrate improvements to their safeguards information systems.	Number of countries	1	Not available	TBD	TBD	Not Available		This output is currently unfunded and it is not possible

								to estimate progress since there are no targets established from 2021 to the end of the project
Output 3.3: Countries' results-based actions are rewarded								
Number of countries that have secured results-based payments/finance for REDD+ that is consistent with the UNFCCC methodological guidance, based on support from UNDP.	GCF Bilateral Agreements	0	Not available	TBD	TBD	Not Available		This output is currently unfunded and it is not possible to estimate progress since there are no targets established from 2021 to the end of the project
Number of countries that demonstrate alignment of RBPs with results of national REDD+ strategies.	GCF Bilateral Agreements	0	Not available	TBD	TBD	Not Available		This output is currently unfunded and it is not possible to estimate progress since there are no targets established from 2021 to the end of the project

Annex 6. Project risks

Description	Type	Counter measures / management response	Status at the Midterm
External risks			
Commitment of REDD+ countries to implementing REDD+ does not remain firm	Primary: Political Secondary: Government Commitment	Achieving high-level political support for REDD+ is contingent on successful progress of the international negotiations, and establishment of mechanisms to reward developing countries and/or people in developing countries for reductions in deforestation. High-level political support for REDD+ is dependent on substantive progress in various demonstration projects, including UN-REDD.	The UNDP team identified as part of the project design that the technical assistance should be demand driven ensuring that partner countries of the project are committed to REDD+. In practice, the technical assistance has been demand-driven and the team has engaged with mostly REDD+ pioneer countries where governments have been progressively undertaking REDD+ efforts.
REDD+ country government agencies do not cooperate and coordinate activities effectively	Primary: Organisational Secondary: Governance	The technical advisory approach has been explicitly established to mitigate this risk. The REDD+ team helps governments to coordinate across sectors and design decision-making process that ensures adequate coordination and consensus between Government agencies. It is critical that national REDD+ decision making bodies be seen as a multi-agency, rather than dominated by the forest department or ministry of environment.	The technical advisory approach is implemented according to project design.
Donor coordination is ineffective	Primary: Organisational Secondary: Institutional arrangements	Donor governance structures include representatives from other key donors. UNDP REDD+ team and development partners will develop an effective dialogue and information exchange process	The Project Board, that convenes at minimum, once a year provides strategic direction and guidance to the Project Manager, ensuring UNDP's accountability for the achievement and quality of results and use of resources, while fostering ownership by the stakeholders. Through the board donor coordination is achieved. In addition, each initiative under the Global project has coordination mechanisms between donors and the project team.

Political and administrative change	Primary: Political Secondary: Change/turnover in government	UNDP will work with partners to prepare for this risk by ensuring a system enable the continuity of processes beyond electoral cycles. This entails building capacity and continuity at the civil servant level and garnering the support of a new administration in the event of change.	UNDP REDD+ regional teams work to establish and re-establish trust across the inevitable political cycles and turnover of civil servants in the beneficiary countries, thus managing this risk. This was a bigger challenge for output 1.2 given that regional/state governments are shorter than national. For example, in late 2018, 22 jurisdictions (from the 35 jurisdictions supported by output 1.2) held elections, which in most cases resulted in a change of Governor and staff (including GCFTF delegates), yet the risk was duly managed and this output is on track to achieve planned targets.
Partner jurisdiction capacity	Primary: Organizational Secondary: Execution capacity	UNDP will work closely with jurisdictions and partners to identify the capacity gaps during proposal development and will provide tools and assistance to guide these partners to best accompany jurisdictions in this process.	UNDP has worked closely with jurisdictions and partners to identify the capacity gaps and has provided tools and assistance according to the needs and priorities expressed by jurisdictions/states.
Stakeholder engagement	Primary: Environmental & Social Secondary: Stakeholder engagement	The project document underscores the importance of stakeholder engagement. UNDP will continue to provide guidance to partners, including through the provision of tools and advice, such as the methodological brief on gender.	The Covid-19 pandemic severely impacted tropical forest regions and the capacities of partners to effectively implement activities. The UNDP REDD+ team worked identifying innovative approaches and methods for broader stakeholder engagement and social inclusion, such as: socially inclusive digital cooperation and virtual engagement, especially targeting indigenous

			peoples, local communities, and youth.
Internal risks			
Programme inputs (funds, human resources, etc.) are not mobilized in a timely fashion	Primary: Operational Secondary: Flexibility and opportunity management	Deployment of existing UNDP REDD+ staff and technical advisors should reduce the probability and impact of this risk, accompanied by ongoing partnership building efforts with donor governments and multilateral funding bodies	The project has focused on a limited number of countries, enabling a higher concentration of resources, which have been mobilized in a timely fashion.
UNDP REDD+ team capacity	Primary: Operational Secondary: Leadership and management	UNDP will provide guidance in the form of technical advice and support from the REDD+ team and UNDP experts, as well as convene spaces for knowledge development and south-south exchange through the regional coordination funding stream.	UNDP has provided technical assistance and policy advice according in alignment with the needs and priorities of various stakeholders.
Corruption and fraud	Primary: Financial Secondary: Corruption & fraud	UNDP is committed to preventing, identifying and addressing all acts of fraud against UNDP, whether committed by UNDP staff members or other personnel or by third parties. All responsible parties must pass a HACT Assessment, which examines fiduciary and financial systems of the partner organisation. Further information on standards, policies, and practices can be found in the "UNDP Policy against Fraud and other Corrupt Practices".	The project has implemented quality assurance procedures in accordance with UNDP policy and includes additional layers of oversight through the governance of the different initiatives.

Annex 7. Pledge of ethical conduct in evaluation signed by evaluator

ETHICAL GUIDELINES FOR EVALUATION

PLEDGE OF ETHICAL CONDUCT IN EVALUATION

UNEG
United Nations Evaluation Group

By signing this pledge, I hereby commit to discussing and applying the UNEG Ethical Guidelines for Evaluation and to adopting the associated ethical behaviours.

INTEGRITY

I will actively adhere to the moral values and professional standards of evaluation practice as outlined in the UNEG Ethical Guidelines for Evaluation and following the values of the United Nations. Specifically, I will be:

- **Honest and truthful** in my communication and actions.
- **Professional,** engaging in credible and trustworthy behaviour, alongside competence, commitment and ongoing reflective practice.
- **Independent, impartial and incorruptible.**

ACCOUNTABILITY

I will be answerable for all decisions made and actions taken and responsible for honouring commitments, without qualification or exception; I will report potential or actual harms observed. Specifically, I will be:

- **Transparent regarding evaluation** purpose and actions taken, establishing trust and increasing accountability for performance to the public, particularly those populations affected by the evaluation.
- **Responsive** as questions or events arise, adapting plans as required and referring to appropriate channels where corruption, fraud, sexual exploitation or abuse or other misconduct or waste of resources is identified.
- **Responsible** for meeting the evaluation purpose and for actions taken and for ensuring redress and recognition as needed.

RESPECT

I will engage with all stakeholders of an evaluation in a way that honours their dignity, well-being, personal agency and characteristics. Specifically, I will ensure:

- **Access to** the evaluation process and products by all relevant stakeholders – whether powerless or powerful – with due attention to factors that could impede access such as sex, gender, race, language, country of origin, LGBTQ status, age, background, religion, ethnicity and ability.
- **Meaningful participation and equitable treatment** of all relevant stakeholders in the evaluation processes, from design to dissemination. This includes engaging various stakeholders, particularly affected people, so they can actively inform the evaluation approach and products rather than being solely a subject of data collection.
- **Fair representation** of different voices and perspectives in evaluation products (reports, webinars, etc.).

BENEFICENCE

I will strive to do good for people and planet while minimizing harm arising from evaluation as an intervention. Specifically, I will ensure:

- **Explicit and ongoing consideration of risks and benefits** from evaluation processes.
- **Maximum benefits** at systemic (including environmental), organizational and programmatic levels.
- **No harm.** I will not proceed where harm cannot be mitigated.
- **Evaluation makes an overall positive contribution** to human and natural systems and the mission of the United Nations.

I commit to playing my part in ensuring that evaluations are conducted according to the Charter of the United Nations and the ethical requirements laid down above and contained within the UNEG Ethical Guidelines for Evaluation. When this is not possible, I will report the situation to my supervisor, designated focal points or channels and will actively seek an appropriate response.

_Ana. Koda. _____ March 30, 2022 _____ (Signature and Date)

72