Operational Manual for Monitoring & Evaluation (M&E)

By **AREECA** – **A**lliance for **Re**storation of Forest Landscapes and **Ec**osystems in **A**frica

Large-scale Forest Landscape Restoration (FLR) in Africa: Tree-rich landscapes to foster biodiversity, climate change resilience and better livelihoods

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Foreword

Sixty-five per cent of Africa's land is affected by degradation due to forest loss, unsustainable land use practices, and the impacts of climate change. Ongoing land degradation and loss of tree-rich land pose significant threats to agricultural productivity, ecological functions, and food and water security in Africa. Climatic changes and inadequate resource management further exacerbate the situation. Members of rural households (smallholder farmers and pastoralists) particularly suffer the most from these conditions, as they depend on stable weather conditions, fertile soils, shady trees, and the secure availability of water.

Forest Landscape Restoration (FLR) is about restoring the ecological and productive functions of degraded ecosystems in tree-rich landscapes, thereby increasing the resilience of the landscapes and the people who live in them.

Following the FLR approach, The Alliance for Restoration of Forest Landscapes and Ecosystems in Africa (AREECA) aims to increase the economical, ecological, and climate benefits of appropriately planned large-scale FLR for stakeholders at the national, regional, and local level in the four partner countries (Cameroon, Kenya, Malawi, Rwanda).

In order to achieve significant country-level results from the outset, as well as generate experience and knowledge relevant to the regional level (in the context of the initiative AFR100), the program focuses on developing and implementing FLR interventions at the level of selected land areas of each partner country on the ground at different levels (Output I), preparing a significant portion of each country's committed area for large-scale forest landscape restoration (Output II), promoting additional FLR funding (Output III), and increasing the level of ambition for FLR in partner countries through better knowledge management and sharing, including impact monitoring and learning. Beyond funding local activities, scaling up the FLR approach requires additional sources of funding. These are secured through additional International Development Aid national budget allocations, and private investors.

Monitoring and analyzing what works, what does not work, and why, and feeding successful approaches to FLR at scale into the AFR100 initiative is critical to learning how to make FLR truly scalable (Output IV).

This Operational Manual for Monitoring & Evaluation shall serve as a guideline for M&E processes within AREECA and as an inspiration and guidance for related FLR processes in other programmes, thus furthering the cause of FLR.

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1 When the format is used for the annual report, activities will be aggregated and only the main activities will be reported upon as a summary.

Abbreviations

AREECA	Alliance for Restoration of Forest Landscapes and Ecosystems in Africa
AWBP	Annual Work and Budget Planning
BMUV	Bundesministerium für Umwelt, Naturschutz, nukleare Sicherheit und Verbraucherschutz *(Federal Ministry of Environment, Nature Conservation, Nuclear Safety and Consumer Protection)*
CD	Capacity Development
CP	Consortium Partner
DAC	Development Assistance Committee
FAO	Food and Agriculture Organization of the United Nations
FDG	Focus Group Discussion
FLR	Large Scale Forest Landscape Restoration in Africa
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
IUCN	International Union for Conservation of Nature
M&E	Monitoring & Evaluation
OECD	Organization for Economic Cooperation and Development
PEV	Project Evaluation
PM&E	Planning, Monitoring & Evaluation
PMU	Programme Management Unit
PO	Plan of Operation
P3R	Planning, Reflection, Reporting, Re-planning
RBM	Results Based Monitoring
SMART	Specific, Measurable, Achievable / Attributable, Relevant / Realistic, Time Bound
TOR	Terms of Reference
WB	The World Bank
WRI	World Resources Institute
WWF	World Wide Fund For Nature

Preface

This manual presents the proposed Monitoring & Evaluation (M&E) System and guidelines of AREECA, the Large-scale Forest Landscape Restoration (FLR) in Africa programme.

The AREECA programme aims to increase ecological, climate-related and socio-economic benefits from large FLR efforts in four countries (Cameroon, Kenya, Malawi and Rwanda), providing support for field activities, capacity building and FLR enabling environment. The programme is a consortium partnership, where GIZ acts as Programme Management Unit (PMU). Activities in each of the target countries are being led by the different organizations part of the consortium:

- In Cameroon, GIZ leads the implementation, working together in coordination with other consortium partners such as WRI and IUCN.
- In Kenya, the lead implementing agency is WWF, and both IUCN and WRI get actively involved. The WB is supporting the upscaling processes.
- In Malawi, FAO coordinates the overall national activities, leading FLR implementation, and co-leading with WRI monitoring and communication activities. IUCN, WB and WRI are leading other components of the project.
- In Rwanda, IUCN is the lead implementing agency, with strong involvement of WRI in the monitoring.

The manual provides for a joint and overall basis for M&E of the project implementation in the four countries. However, strategies, systems and methodologies proposed in the manual have also the potential to provide the basis for M&E of other projects. The manual is being seen as a "living document". The systems and formats proposed in this document are not yet tested in practice of the AREECA context, therefore, they might need adjustments over time and in the course of the project implementation period. AREECA consortium members and the broader FLR community in AFR100 will be informed about new changes as they occur.

Monitoring, and Results Based Monitoring (RBM)

Monitoring both results and activities is key to track the success of a project. When activities are monitored, focus is given to management and decision making, which creates the (sampling) basis for results monitoring.

Planning cannot be seen separately from M&E. Both belong closely together and are "two sides of one coin". There is no such thing as monitoring without planning and without clear baselines and targets (and indicators).

Therefore, the manual is emphasizing not only M&E, but the importance of planning as well, thus including Results-Based Monitoring (RBM). AREECA is in the privileged situation that the basic programme document (the programme proposal towards the commissioner BMUV) is well elaborated and provides guidance. The given planning metrics are estimated as comprehensive and concise. Moreover, the "Guidelines on results-based project/programme planning and monitoring in the International Climate Initiative (IKI)" issued by BMUV are fully in line with the RBM philosophy.

Purpose of M&E

The main purpose of M&E is to provide sufficient information for (a) allowing management to take the right corrective action (management evidence-based decision making), (b) informing stakeholders (donors and partners) on the progress of the development measures (reporting), (c) contributing to the delineation of "good practices" for replication and up-scaling (knowledge management) and (d) communicating results and outcomes (outreach).

Responsibilities for M&E

Responsibilities for M&E and knowledge management are combined in one position.

These responsibilities include:

- Development of the M&E system and the necessary tools that can be used by project managers to allow for systematic quality control, review, and aggregation of data into insights
- Delineating procedures, designing formats
- Initiating, facilitating and supervising M&E exercises including training/capacity building on how to implement this M&E
- Data collection (either to be done by consortium partners project staff – mainly activity level – or external consultants – mainly output and outcome level)
- Data compiling and processing
- Reporting and presenting (elements of the biannual reports are coming from the consortium partners, CP)

Baseline Data

Baseline data collection is not part of this manual. Baseline data has been collected and is available for all indicators where baseline information is required here, underlining the importance of having reference data to measure progress. Experiences with baseline data collection should however be thoroughly documented, reflected, and evaluated.

(See ↗"Guiding the process for the Baseline Study Report")

1

Introduction to the Manual and Basics of M&E

Chapter 1 provides an overview of the objectives and structure of the manual (Section 1.1), explains the interrelation between planning and M&E (Section 1.2) and presents basics and definitions of M&E (↗Section 1.3) in the context of the AREECA with the target group being foremost the country teams, to make the monitoring and reporting activities easier for them and in the next step document and share our efforts in upcoming upscaling activities.

1.1 Objectives and Structure of the AREECA M&E Manual

The objective of this manual is

- to guide management of the AREECA project by the consortium partners in how to (re)plan, monitor and evaluate development interventions of the FLR programme as a whole
- to guide management of the four country projects in how to monitor and evaluate development interventions

The manual is structured in the following way

- Chapter 1 gives an overview of the manual's objectives and structure and describes the connection between (re)planning and M&E as well as basics of M&E,
- Chapter 2 proposes a methodology for a systematic operational and work-planning of interventions, based on the Results Matrix
- Chapter 3 presents a system for activity monitoring (with the focus on capacity development) as the core development intervention,
- Chapter 4 proposes a methodology for systematic results monitoring, based on the monitoring matrix and finally,
- Chapter 5 describes how monitoring information can be stored, analysed and presented in a way to assure the use of monitoring information for decision making, reporting and knowledge management.

1.2 Interrelation between Planning and M&E

"Planning and M&E are two sides of one coin" and "without planning, no monitoring" are some of the key phrases indicating the close interconnectedness between planning and M&E.

During the planning stages of a programme or a project, a clear strategy has to be developed for the intervention. The basis of a strategy is a results model which gives an overview of a given development situation in a potential intervention area by showing the interlinkages and cause and consequence's relationships between different factors influencing development.

The programme for Large-scale Forest Landscape Restoration (FLR) has a sound and solid planning basis. As described in the annotated bibliography for M&E in AREECA (↗Annex 7), the program proposal submitted to the BMUV represents in a comprehensive manner the details which are needed for the planning of such a large-scale programme. Verification exercise will take place along the process of the baseline survey and the subsequent submission of the report to the BMUV.

The interventions of the country projects must be derived from the results chain as described in chapter 4.2.3 of the FLR programme proposal and subsequently outlined in outcomes (4.2.4) and outputs including work packages (4.2.5) to form a complete results matrix, formerly called logical framework. Outputs and outcomes of the FLR/ AREECA have to contribute to the set of standard action indicators for the International Climate Initiative (IKI). The standard indicators are therefore outlined in 4.2.6 of the programme proposal. The risks and assumptions are described in 4.2.7 of the proposal.

Results matrices for each country project are required. The results matrix is the basis for all further planning steps as well as for the M & E of each project.

Results (Outputs, Outcome and Impact) and activities or work packages represent the project strategy.

Work packages and activities are the basis for operational and work-planning. Indicators, Means of Verification and Risks & Assumptions are the relevant parameters for M & E. Figure 1 gives a definition of the different levels of a result matrix.

Figure 1: Definition of Levels in the Results Matrix or Logical Framework and AWBP

Level	Definition
Inputs	The financial, human, and material resources used for the development intervention.
Activities	Actions / processes undertaken, or work performed through which inputs, such as funds, technical assistance and other types of resources are mobilized to produce specific outputs.
Outputs	The products, capital goods and services, which result from a development intervention
Outcomes	The likely or achieved short-term and medium-term effects of an intervention's outputs.
Impact	Positive and negative, intended and unintended primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended.

Source: OECD / DAC 2009 Glossary of Key Terms in Evaluation and Results Based Management.

The indicators at the results[2] level as well as the risks / assumptions are then taken as the main basis for results monitoring and copied into the so-called programme Monitoring Matrix). This monitoring matrix is the entry point for monitoring results and risks / assumptions.

Activities are monitored mainly along the time frame in the annual work and budget plans; they do not appear in the monitoring matrix.

It is clear that planning of results (with clear and SMART[3] indicators) and a set of related activities is indispensable and the basis for monitoring. AREECA has a starter set outlined in the program proposal.

It will be indispensable for AREECA to translate the Program Result Matrix into (Country and / or Consortium Partner) Project Result Matrices through the implementing consortium partners and facilitated by the PMU to maintain a common vision. Even more important will be to establish work and budget plans for the entire project period based on the work packages as a basis for subsequent annual work and budget plans.

(More details see ↗Chapter 2: Planning, Reflection, Reporting, Re-planning [P3R])

2 Results are impact, outcome and outputs

3 Specific, Measurable, Achievable / Attributable, Relevant / Realistic, Time Bound

1.3
Basics of Monitoring & Evaluation

In this Section the key terms and principles of M&E are explained. The definition of various terms is mainly based on or adapted from definitions of the Development Assistance Committee (DAC) of the Organisation for Economic Co-operation and Development (OECD; Figure 2).

Figure 2: M&E Definitions

Monitoring is a continuous process of systematic data collection for specified indicators. The purpose is to provide management and the main stakeholders of an ongoing development project with information on the progress made regarding achievement of objectives and progress in the use of allocated funds.

Evaluation is the systematic, internal or external – when the emphasis is on "objective" usually external – assessment of an ongoing or completed project, program or policy, its design, implementation and results. The aim is to determine the relevance and fulfilment of objectives, development efficiency, effectiveness, impact and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors.

Results: the output, outcome or impact (intended or unintended, positive and/or negative) of a development intervention, reflecting changes in a given situation that occur due to the development intervention. Results may occur from the start of the development intervention, throughout its implementation and the phasing out of the intervention.

Results Matrix/Logical Framework: a programme results frame that explains how the development objective is to be achieved, including indicators, targets, means of verification, causal relationships between interventions and results and the underlying assumptions.

Indicator: A quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect changes connected to an intervention, or to help assess the performance of a development actor.

Results-Based Monitoring (RBM): follows the causal relationships (result chains) and verifies whether the assumptions are being actualized. When we talk about M&E in the manual, the focus is on results. However, it is also important to monitor activities and budgets. While budgets are monitored by the finance team, activity monitoring is important for day-to-day actions and decision making. Also, some of our activities (e.g. training of a certain number of people) are the basis for results monitoring later on (e.g. while doing sample selection for surveys on measuring results.

The Difference between Monitoring and Evaluation

Monitoring and evaluation are both an integral part of the M&E System but differ in nature and scope. Monitoring is a continuous process whereas evaluation is a more extensive exercise at a certain point of the project (mid-term, end-of programme, post-programme) during (or after) the project cycle.

Monitoring is an integral part of programme management and mostly carried out under its management responsibility. Monitoring data and information are necessary to allow rational steering of the project implementation. Monitoring provides the necessary data and information to carry out evaluation exercises, which are mostly executed by an independent (external) institution/consultant.

2

Planning, Reflection, Reporting and Re-Planning

Chapter 2 presents the different planning, reporting/reflection and re-planning exercises necessary for efficient management of a development measure.

Precondition for the planning of development cooperation measures (activities) is the alignment to partner programmes (Section 2.1), a systematic initial operational planning for the entire project phase and subsequent annual work and budget planning (↗Section 2.2), bi-annual reporting/reflection and eventual (re)planning (↗Section 2.3).

2.1 Alignment of Technical Cooperation Plans to Partners

Development Cooperation measures nowadays are not implemented in isolation from development measures of other actors. First and foremost, development cooperation is mainly geared towards capacitating local partners for more efficient implementation of development measures by these partners.

Primary partners for AREECA are the Ministries of Forest and/or Environment at the national and provincial levels; secondary partners are non-governmental agencies, civil society and the private sector. It is therefore of high importance to align AREECA interventions to these partners' development priorities and programmes. At the operational level there are first and foremost the restoration plan of the four countries and subsequently the Annual Work and Budget Plans (AWBP).

The following actions are proposed for this purpose:

- Partners must be sensitized on the importance of a common planning procedure together with the AREECA Country Teams. Partners should recognize that the AREECA Country Teams can only deliver optimal support to partners
    - if the AREECA support to the countries is in line with their strategies and/or plans
    - if the AREECA support to the countries addresses critical issues where partners need assistance in the fields of planning, capacity development, backstopping etc.
- Such conditions can only be created if AREECA is involved during essential steps of the partners' planning process. Such involvement opens also the opportunity to support and streamline planning processes with partners and to create pre-conditions for M&E.
- It is essential that operational budget lines for AREECA are clear at the beginning of the planning process. Planning without budget lines in most cases ends with a shopping list "for the sky", which creates expectations at the beginning and frustrations later.
- During that common planning process, gaps within the partner system should be identified, together with partners, where AREECA support is needed for implementation.

This is only possible if the AREECA strategy (results matrix) does sufficiently take into account partner strategies/priorities.

Aligning AREECA plans with partner plans and priorities is only one objective of participating during partners' planning exercises. Another objective is capacity development: often, partners need support in applying systematic and appropriate planning methods/procedures for planning their own development measures. This is also particularly true for M&E.

2.2
Initial AREECA Operational and Annual Work Planning

The first planning exercise of a project (after the contract is signed based on the results matrix) is to design the operational basis for implementation.

Based on 2.1, each country project should develop as a first step

- The restoration plan for the project area
- Plan of Operation (PO), covering the whole lifetime of the project and broken down into main activities (work packages) on a quarterly basis (time schedule of the lifetime of a project) and
- Annual Work and Budget Plan (AWBP) for one year's implementation, broken down into work packages and activities, on a quarterly basis (time schedule of a year).

↗Annex 1 gives an example of a possible structure for a PO and an AWBP. The PO and initial AWBP are usually developed during an initial planning workshop for each project. Key partner organizations are present during this annual workshop and assure that partner priorities find sufficient recognition during this important planning step.

The workshop serves then as a platform for discussing these ideas and for adjustments and approval of the PO and the AWBP.

2.3
Annual TC-Reporting / Reflection and Re-Planning

Projects are "living endeavours", positive and negative experiences are made during implementation. Therefore, it is important to trace progress over time carefully, particularly during the initial stages of project implementation. This is the main purpose of M & E (see Chapters ↗3 and ↗4).

Based on monitoring results, an annual reporting / reflection and re-planning exercise will be held for each project prior to BMUV reporting to facilitate the process with the following objectives and procedures

- report / reflect on and discuss progress along activities and outcome and output indicators for the past year with the regional team and partners on regional level (What was achieved, not achieved compared to the indicators?),
- report / reflect on and analyse deviations from plans during the past year (mainly along the results indicators as well) and inform about corrective action during the past year by management
- report / reflect on cooperation with partners during the past year (progress in capacitating partners to take over functions?)
- reporting / reflection will also include discussing the following questions: are we still on track towards our higher-level objectives? What is our contribution to overall programme objectives?
- management decisions to be taken
- AWBP for the next year.

Again, this exercise should be conducted during an annual Reporting/Reflection and Re-Planning workshop, facilitated by a (professional) moderator. Also, the same principles should be applied for the preparation and conduct of this workshop as described in ↗2.2 above (e.g., alignment to partner priorities, participation of project representatives during partners' AWBP, etc.).

In addition, representatives of other relevant projects are present as well to address the important aspects of synergies and complementarities between projects.

A format for annual reporting during the workshop is proposed in ↗Annex 2. Reporting on main activities only will be done without going into much detail.

The Country Programme Managers (CPM) for the different Countries and the Project Managers of the other Consortium Partners will report during the workshop along this format. The report will be the basis for the following reflection and for the annual report to partners.

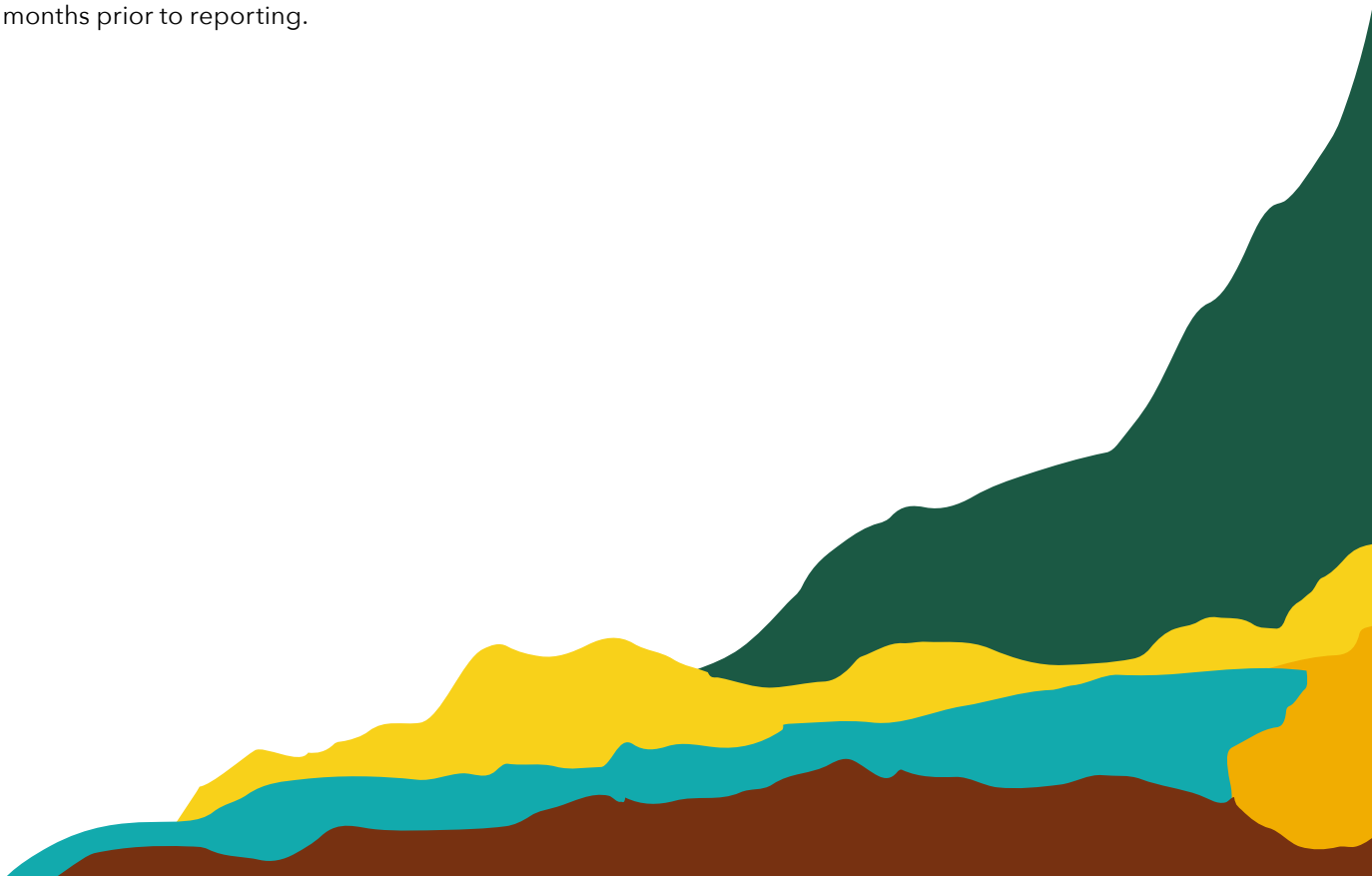
This workshop can also be combined with a subject matter related meeting (additional day) where new developments and future strategic issues are presented and discussed.

This report will also form the basis for the annual report to the BMUV, due in April each year. Bi-annual reports are due in March and September addressing the 6 months prior to reporting.

2.4
Quarterly TC-Reporting/Reflection and Re-Planning Workshop

Reporting/reflecting on progress and adjusting work plans only once a year is not sufficient for effective and efficient programme management. Managers on different levels need more frequent feedback on what is going wrong or right.

Therefore, there should be another – smaller – project internal reporting/reflection and re-planning workshop once every six months (June and December) on national level with similar objectives and procedures as described for the annual exercise in ↗Section 2.3.



3

Activity Monitoring

The focus of M&E is on results. However, this does not mean that we do not have to monitor activities as well. On the opposite: we need to regularly collect information on our activities. This includes

- Progress related to our planned activities (as specified in our work plans; did we do what was planned? If not, what where the reasons for deviations? What kind of corrections or changes have to be made in the future? etc.) and

- Figures on the magnitude and success of our activities on beneficiary level (e.g. How many farmers reached? How much input distributed? How many seedlings raised? How many people trained? How successfully trained? etc.). Such figures are, besides for reporting purposes, also needed to later on draw samples for assessing results (e.g. through sample surveys based on data from activity monitoring).

- Efficiency/effectiveness of progress to date (e.g.: Are we as efficient as we can be? Could we streamline our workflow or steps? Could we deliver input to farmers in a more equitable and/or convenient way for them? Are we seeing the progress we anticipate seeing?

To make it very clear: M&E focuses on result monitoring but includes activity monitoring as the basis as well.

The main objective of activity monitoring is to track project progress against planned targets, to detect plan deviations and to find the reasons for them, to find out "irregularities" from the data and to follow-up on them.

Activities are usually monitored on the basis of the time frame in the AWBPs. Collecting data for activity monitoring is mostly done during routine reporting exercises and reporting to decision makers mostly during management meetings, often only verbally.

Activity monitoring mainly covers three areas, monitoring activities in general (Section 3.1), monitoring of capacity development (↗Section 3.2) and monitoring of meetings, workshops and field trips or duty travels to monitor activities on the ground (↗Section 3.3).

3.1 Monitoring of Activities in General

Information from activity monitoring is primarily of qualitative type and used for day-to-day decision making and for activity reporting. Activities will generally be monitored rather informally along a simple format (↗Annex 4) and reported/reflected upon during the monthly meetings.

The use of a traffic light system applied as an example shows us at one glance the progress at the end of the month compared to our planned activities.

Progress along activities which need to be documented (e.g. number of field level activities and number of beneficiaries participating in each activity, etc.) is entered in an Excel Database showing at one glance progress over time.

Informal monitoring and reporting (e.g. weekly team meetings) can be done any time when need arises.

Activities from monthly monitoring exercises are aggregated as needed for reporting at the quarterly reporting/reflection and re-planning meetings (↗Section 2.4) and the annual reporting/reflection and re-planning workshops (↗Section 2.3).

3.2 Monitoring Capacity Development Activities in Particular

Capacity development is key to success in turning development cooperation into a sustainable feature. Therefore, tracking the success of capacity development measures on implementing partner staff, for example, is of crucial importance. The general capacity development plan (based on the overall capacity development strategy) defines needed capacity development measures. Accordingly, training courses and other capacity development measures (mainly technical advice) are tailored to the capacity development needs of partner staff. Three basic steps are foreseen to monitor capacity development measures (focus on trainings):

a) Assessing the Trainers' or Advisors' Competence

All too often, the same trainers and advisors are used for training courses again and again without assessing their capacities as trainers or advisors. However, failures of trainings/technical advice are often attributed to the trainees and not to trainers or advisors. Therefore, as a first step, trainers'/advisors' competence should be assessed before they are employed for such assignments.

↗Annex 4.1 presents guidelines and formats for assessing trainers'/advisors' competence for doing their job.

b) Assessing the Success of a Training Course or an Advisory Session

↗Annex 4.2 presents a format for documenting participants (gender specific) who have joined a training course, or an advisory session and ↗Annex 4.3 proposes a format on how to evaluate the success of the training/advisory session by asking a few questions to all participants.

It will be the responsibility of the trainer/advisor for each capacity development exercise to analyse the evaluation and deliver the list of participants and the evaluation to the respective project officer.

c) Assessing Changes in Knowledge, Attitudes and Practices

↗Annex 4.4, finally, proposes a methodology on how to assess changes in knowledge, attitudes and practices after the capacity development measure has taken place.

3.3 Monitoring of Meetings/ Workshops and Duty Trips

Another major set of activities are meetings/ workshops and other forums with partners as well as field trips or duty travels to the intervention regions within the focus countries. These activities generally can have the following purposes:

- Discussing and agreeing on partner activities
- Capacity development for partners
- Capturing progress of activities on the ground.
- Agreeing on important changes and adaptive management measures

These activities need to be documented in minutes of meetings (↗Annex 5.1) or workshop reports (↗Annex 5.2) to inform management about progress, successes and failure and the need for management decision making.

These minutes of meetings and reports will be stored so that all management staff visiting the respective region can prepare themselves for informed visits before they talk to partners.

Minutes of meetings and reports containing information needed for immediate decision making, are sent to the respective decision maker for immediate action.

4

Results Monitoring & Evaluation

Results are intended outputs, outcomes and impacts as specified in the results matrix (logical framework).

The way how results have to be monitored is specified in the monitoring matrix (Section 4.1), the way how data are collected, analysed and made available for management decision making, reporting and knowledge management, is described in Section 4.2. Monitoring risks/assumptions and un-intended results is described in Sections ↗4.3 and ↗4.4 respectively. Finally, the purpose and procedures for evaluation are presented in ↗Section 4.5.

4.1
The Monitoring Matrix as the Basis

Monitoring outcomes and outputs of the projects is the core of the internal M&E-system. ↗Annex 6 presents the monitoring matrices for outputs and risks respectively. The monitoring matrices lay the basis for monitoring indicators on output and outcome levels as well as for monitoring risks and assumptions.

It will be the task of the PM&E-experts for each project to make sure that the monitoring exercises specified in these tables are conducted in time either by project staff or be external consultants.

4.2
Data Collection, Analysis and Documentation

Data collection, analysis and documentation in a user-friendly, bottom-up way are important for the data so that they can be used for management decision making, reporting and knowledge management.

For each indicator, an appropriate methodology is being proposed. The information in the respective indicator factsheets gives advice for that (↗Annex 8).

Outcome and output indicators

All other outcome and output indicators are either related to changes in governmental procedures as a result of project interventions or to products (e.g. innovations and curricula) to be developed by the project and used by beneficiaries.

The status of all these indicators require:

- Intensive discussions with project staff (to what extend have we worked towards these indicators?) and
- Intensive discussions with partners (what did the partners do with the products developed by the projects?).

4.3
Monitoring of Risks / Assumptions

Tracing the development of risks & assumption is an integral part of M & E. ↗Annex 6 lists these risks (first column), minimum requirements for the programme to be successful (in terms of reaching objectives) including activities to reduce the risks, which have been identified in the project proposals should still be indicated. It presents a simple format for monitoring.

Safeguards reporting is included in bi-annual updates as well as in the annual reporting.

It will be the mandate of the program internal PM & E experts to permanently monitor these risks by tracing policy decisions related to these risks. This will be done by (a) regularly following the press reporting (b) discussions during the national- and county level reflection workshops and (c) discussions during steering- and working group meetings. In case of deviation from the minimum standards defined for each risk, management has to be informed and decisions be made accordingly (e.g. lobbying with decision makers, re-designing the programme or, in the worst case, closing the programme down, etc.).

4.4
Monitoring of Un-intended Results

The monitoring of unintended results is an integral part of the M & E-system. Most of the indicators are measured by certain monitoring tools supplemented by interviews along interview guidelines with relevant persons to find out to what extent results are attributable to AREECA efforts.

4.5
Evaluation

Monitoring is mostly done internally within the AREECA project and concentrating on delivering information or management decision making, reporting to the donor and knowledge management.

On top of that, evaluation questions will be developed on the basis of suggestions by AREECA project partners the overall project strategy and concept, building mainly on monitoring results. An evaluation looks mainly at impacts and at efficiency, effectiveness, impact and sustainability of a development measure.

A project evaluation is done by external consultants along pre-defined procedures at the end of each project. In most cases, the evaluation team is also charged with the design of the strategy for a follow-on project. This evaluation process is organized and financed through PMU.

5

Preparation and Use of Monitoring Data

As mentioned in the Preface, the main purpose of M&E is to provide sufficient information for

- allowing management to take the right corrective action (rational management decision making),
- informing donors and partners on the progress of the development measures (reporting) and
- contributing to the delineation of "Good Practices" for replication and up-scaling (knowledge management).

Monitoring, therefore, does only make sense, if relevant information is available and easily accessible for decision making, reporting and for knowledge management.

Preparation for Management Decision Making

The best monitoring system does not serve its intended purpose if the resulting information is not utilized. Often, information is mainly used for the required reports but not sufficiently for management decision-making for the following reasons:

- monitoring findings are often not effectively disseminated to decision makers,
- monitoring findings are frequently not sufficiently recognized by decision makers due to limited interest in using monitoring information for decision making and
- if management decisions are taken, often there is not or insufficient follow-up, frequently because nobody was made responsible for follow-up.

Therefore,

- monitoring results must be presented in a user-friendly way. Wherever appropriate, graphs/maps/tables should be used to make information accessible,
- monitoring reports and presentations should be short, precise and well structured. A summary is important; essentials should be highlighted and repeated during presentations and
- where relevant, corrective action should be proposed based on the monitoring results and likely consequences for non-action should be outlined if corrective action is not taken. Entities responsible for follow-up should be designated.

It is evident that

- achievements should also be highlighted in reports and presentations and
- monitoring results should be presented "at the right time" and occasion (not as side events but during meetings or workshops particularly meant for this purpose, e.g. Project Steering Committees on country level and Programme Steering Committee on programme level, biannual reporting/reflection and re-planning meetings (↗Section 2.4) and annual reporting/reflection and re-planning workshops (↗Section 2.3).

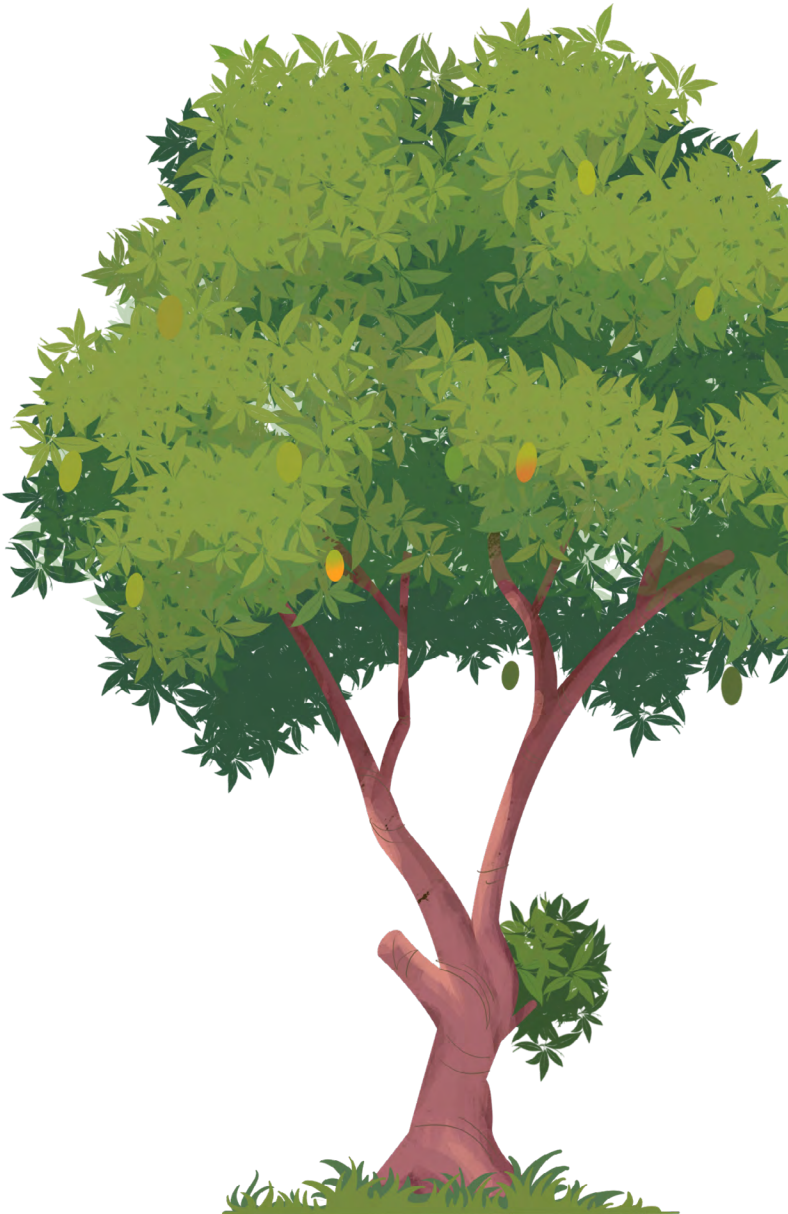
5.1
"Good Practices" for Replication / Up-Scaling

A major objective of knowledge management is to assure that experiences made during project implementation are not lost.

Therefore, monitoring and reporting exercises include the identification of well-functioning methods, procedures and tools for further testing and the development of "Good Practices" (see ↗Annex 2, point 5). Learning workshops, exclusively organized to present and exchange learnings – rather lessons to be learnt – free from any reporting or evaluation pressure have proven to be a successful instrument for knowledge management.

Whether "Good Practices", identified during implementation and monitoring, are ready for upscaling or need further testing before they can be used for replication and up-scaling, is a case to case for careful consideration and decision.

The following Annexes provide supporting tools for reporting and monitoring. the forms should be used when reporting on AREECA-related processes. If other formats are in use, which provide the same information, these formats can also be used when reporting to AREECA.



Annex 1
Example Formats for PO and Annual Work and Budget Plan (AWBP)

Example Plan of Operation (PO) for a 4-year project starting 01/22 and ending 12/26 for e.g. Cameroon (per quarter)

Work packages per Output	Budget in € / FCFA / Total			01/22 - 12/22				01/23 - 12/23				01/24 - 12/24				Respon-sible	Remarks / Cooperating Partners
				1	2	3	4	1	2	3	4	1	2	3	4		
Output 1																	
Activity 1																	
Activity 2																	
Activity 3																	
.....																	

Example Annual Work & Budget Plan (AWBP) starting 01/22 and ending 12/22 for e.g. Cameroon

Main- and Sub-activities	Budget in € / FCFA / Total			01/22 - 12/22												Respon-sible	Remarks / Cooperating Partners
				1	2	3	4	5	6	7	8	9	10	11	12		
Activity 1																	
Sub-activity 1.1																	
Sub-activity 1.2																	
Sub-activity 1.3																	
.....																	

These formats are examples and cover the minimum information normally needed. However, the PO as well as the AWBP are internal management tools and should be elaborated in the details deemed necessary by the team for internal management.

The PO should cover the lifetime of a project. The time frame of the AWBP is the calendar year.

Annex 2
Half year Reporting Format[4] for IKI projects

1. Nominal Data

Country:
Period covered by the report:
Date of report:
Contact person:

2. Update on local context

(report on key issues at country level as well as emerging trends, including relevant policy measures and changes in the political environment, reform processes or security/conflict dynamics that may influence ongoing work)

4 When the format is used for the annual report, activities will be aggregated and only the main activities will be reported upon as a summary.

3. Reporting on Output A and related activities

Based on the programme proposal, outlined as main AWBP activities, planned activities for the half year and achievements so far. In case of deviation please provide reasons and management decisions to inform next quarter planning.

Output 1

District and county government administrations, local government and private services, women and men farmers and their respective organisations, as well as private sector actors have improved forest landscape management by restoration measures.

Report on Activities to Output 1

Activities as per programme proposal see 4.2.5	Activities actually carried following the AWBP	Achievements	Analysis of Deviations	Management decisions
Work Package (WP I.I) Implementation of viable land use options at landscape level				
Work Package (WP I.II) Strengthen core capacities of local (farmer) organisation for efficient and impact-oriented implementation on the ground				
Work Package (WP I.III) Improve the quality of planting material for forestry, agroforestry and agricultural production				
Work Package (WP I.IV) Create the institutional and technical capacities for landscape-level restoration				
Work Package (WP I.V) Improve farmer households' income				

4. Report on overall issues which might need management attention

(for instance, unfavourable development of risks/assumptions, changes with partners, financial/contracts management issues, issues needing management decision making, etc.). Please describe any factors internal or external that have influenced the achievement of these activities either positively or negatively. What effect have they had and what actions did you take in response?

5. Lessons Learnt during the half year? "Good Practices" identified?

(on lessons learnt, please share important issues emerging from implementation that are not necessarily planned but are important for the programme. What strategies/approaches can be documented for potential replication and up-scaling by the partner as well as CP?)

6. Relevant information to be shared with the public

(Updates for the AREECA websites – highlights, partners and pictures. Information to be shared on the IKI websites – bullet points of highlights or reached milestones)

Annex 3
General Quarterly / Bi-Annual Activity Monitoring Format

The chart below presents a possible simple activity monitoring format for recording and reporting on activities and during quarterly / bi-annual meetings (Project Country level). Only those activities are reported which are relevant for the reporting period.

Region / Country:	Quarter:	Responsible:

Activities		**Analysis of Deviations**	**Comments**	**Decision for corrective action**	**Respon-sible**	
Planned	**Achieved**					
Output 1						
Activity 1.1:						
e.g. Sub-Activity 1.1.1:						**Traffic Light**
e.g. Sub-Activity 1.2.3:						
…..						
Activity 1.2:						
e.g. Sub-Activity 1.2.1:						
e.g. Sub-Activity 1.2.5:						
…..						
Output 2						
Activity 2.1:						
e.g. Sub-Activity 2.1.2:						
e.g. Sub-Activity 2.1.4:						
Activity 2.2:						
…..						

Such a simple activity reporting format would give us an overview of what we have reached during the quarter / month (compared to plans), what are the deviations and the reasons for that, what decisions were made for corrective action and who is responsible for follow-up. Where appropriate, activities would be specified into sub-activities. The traffic light systems shows us on one glance where we are "on track" (green) and what are the critical areas (red).

Annex 4
Monitoring Capacity Development

Annex 4.1
Assessment of trainer's competencies

The competence of trainers is key to the success or failure of capacity building measures. In principle, there are two ways of finding out about the competence of trainers:

- by assessing training designs, methods and contents before contracting and
- by observing trainers occasionally during their training sessions

Both can be assessed along the following criteria or guiding questions:

→ **In how far are the objectives of the training task clearly defined?**

→ **How well are the contents of the training session structured?**

→ **Are the contents presented in a way understandable to participants?**

→ **Are the contents relevant to the participants' real living/working situation?**

→ **Is the background material understandably prepared and presented? How relevant is the background material for the topic?**

→ **Is the trainer more lecturing or more discussing issues with participants? In how far does he/she use questions for initiating participation? In how far is he/she asking for feedback to encourage participation?**

→ **In how far does the trainer include practical exercises and involve participants in practicing?**

→ **In how far does the trainer use life examples, models and pictures to get the message clearly to the participants?**

→ **In how far does the trainer use other participatory methods like brainstorming, role plays etc.?**

→ **How well does the trainer visualize contents and involve participants in visualization during the session?**

→ **How is the body language, gesture, mimics, voice modulation of the trainer facilitator?**

→ **In how far does he/she use simple words and understandable language?**

When training trainers, the same list of guiding questions can be used to follow-up to what extend they use learnings in practice when doing own trainings.

Annex 4.2
Training Reporting Format

Topic of the training:	Date from: to:	Location:
Trainers:	Target group:	

No	Name of participant	Institution	Ward	County	Contact number	Signature
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						
21						
22						
23						
24						
25						

Annex 4.3
Training Evaluation Format

Topic of the training:	Date from: to:	Location:
Trainers:	Target group:	

Please rate the following items by putting one cross per line	disagree				agree
	--	-	0	+	++
The training content was useful and important for my work					
The training has helped me to better understand the subject					
The training has motivated me to make use of the learnings					
The training offered much opportunity to exercise learnings					
The material was presented clearly and comprehensively					
The course materials were easy to understand					
I was given sufficient scope to raise my own questions / concerns					
In my view the course was run very professionally					
All participants were motivated to participate actively					
The time and effort I put in were well worth it					
Overall, the trainer (name of trainer 1) was a very good trainer					
Overall, the trainer (name of trainer 2) was a very good trainer					
The venue was conducive for learning					
The food was good					

→ **What will I likely use in my future work and how?**

→ **What should be improved for the next training?**

→ **What additional training would I need to perform well in my present job position?**

	--	-	0	+	++
Overall rating of the training (please tick one box only)					

An additional tool by FAO for a capacity needs assessment can be found ↗here.

Annex 4.4
Assessing Changes in Knowledge, Attitude & Behaviour

The assessment of changes in Knowledge, Attitude and Behaviour (KAP) of trainees in their actual working situation as a result of trainings is more difficult to assess than the knowledge gained during trainings.

Changes in knowledge, attitude, and behaviour in the practical working situation of staff as advisors can, in principle, be assessed

- by observing staff during their own work as advisors and
- by getting feedback from the target group (farmers, peoples' organisations, quality management groups etc.) about their satisfaction with the training, advise and facilitation.

Both can be assessed along the following criteria or guiding questions (partly for observation, partly for using during interviews with farmers, partly for both):

→ **In how far are the objectives of the advisory task clearly defined?**

→ **How well are the contents of the advisory session structured?**

→ **Are the contents presented in a way understandable to participants?**

→ **Are the contents relevant to the participants' real living / working situation?**

→ **Is the background material understandably prepared and presented? How relevant is the background material for the topic?**

→ **Is the advisor more lecturing or more discussing issues with participants? In how far does he / she use questions for initiating participation? In how far is he / she asking for feedback to encourage participation?**

→ **In how far does the advisor include practical exercises and involve participants in practicing?**

→ **To what extent did farmers[5] understand what the advisor was talking about?**

→ **To what extent could the advisor convince farmers about the advisory topics?**

→ **In the opinion of the farmers: what does the advisor now does differently compared to previously (in case the same advisor has been there before)?**

→ **How satisfied are farmers with this advisor (rate of 1 [very good] to 5 [not good at all])?**

→ **If the advisor had been there before: How satisfied are farmers with this advisor now compared to before (rate of 1 [very good] to 5 [not good at all]).**

5 The term "farmer" in the following questions is used for all ground level target groups: farmer, fishermen, pastoralists, agro-pastoralists and other ground level target groups

Annex 5
Monitoring Meetings / Workshops / Duty Trips

Annex 5.1
Minutes of Meetings

Meeting Report Format Template	
Meeting Title:	
Dates:	Venue:
Submitted by:	Date Submitted:
Background:	
Proceedings / Discussions:	
Follow Up Actions:	

Annex 5.2
Format for Workshop Reports

Workshop Report

1. **Title, place (town, country) of the workshop**

2. **Background to the workshop:**
   - Situation analysis
   - Target audience: Number and representation

3. **Objectives**

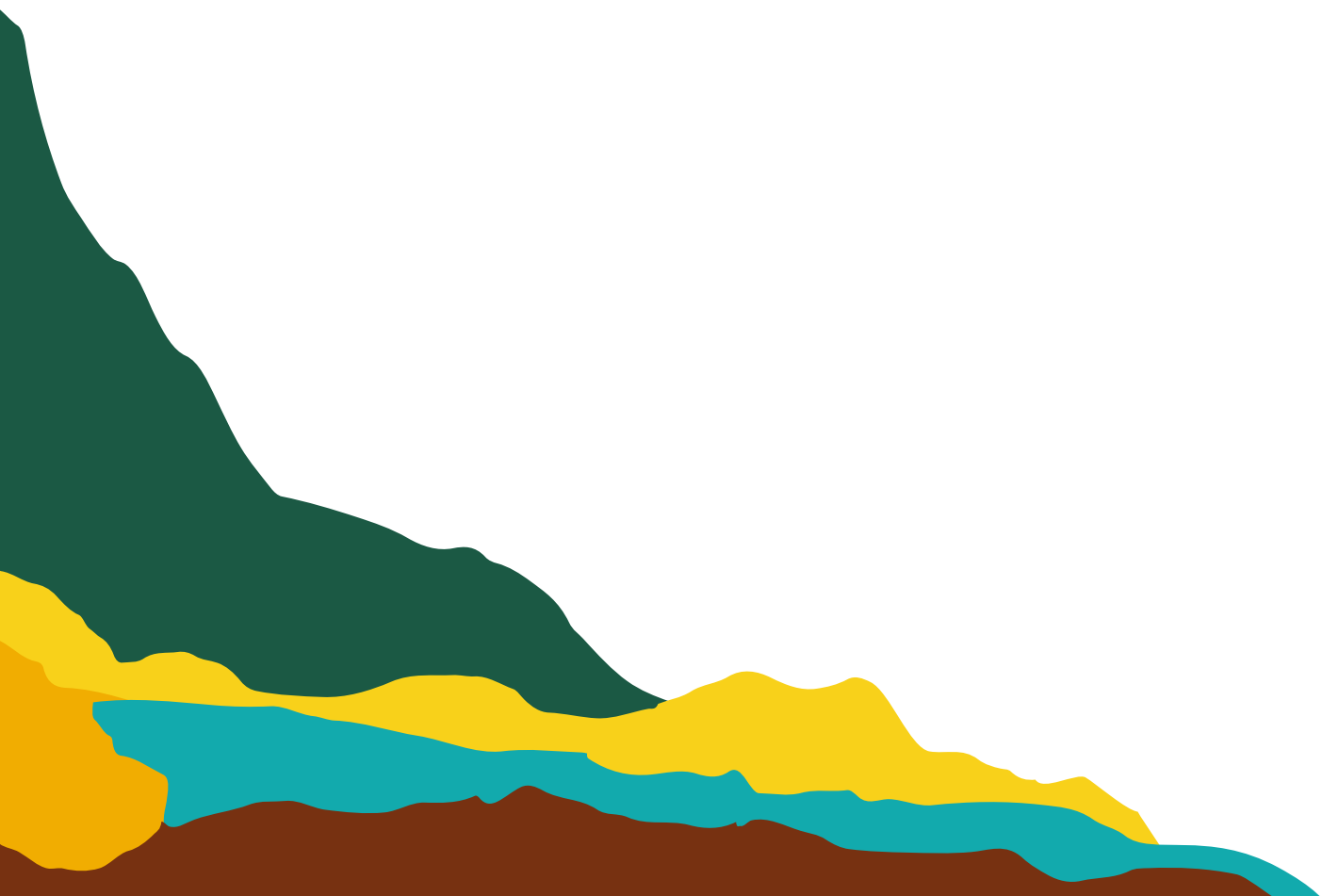
4. **Discussions and training activities:**
   - Include details of the contents of the workshop activities

5. **Conclusions**

6. **Recommendations based on the evaluation of training/education**

7. **Follow up action plan to contribute further to the project's objectives**

8. **Annexes attached to the report should include:**
   Annex 1: List of participants with designation, address, phone number, e mail
   Annex 2: Programme agenda
   Annex 3: Training Evaluation
   Annex 4: Details of any teaching/training materials used as reference mater



Annex 6
Monitoring Matrix for Risks

Assumption / risk and likelihood	Minimum require-ments	Monitoring results	Identified risk reduction measures	Relevant activities	Management decision
Programme level all countries					
There is a risk that the FLR measures will cause conflicts regarding different rights and customs of land use as well as the access and use of other resources. • Risk level: high. • Controllability of the risk: medium					
Conflicting and incompatible policies and compliance within and outside forest sector (policy and governance issues related to land, water resources and forestry) as well as lack of coordination between chief government officials and local officers. • Risk level: high. • Controllability of the risk: medium					
Low risk tolerance from community members and competing priorities of traditional authorities (chiefs) pose related challenges. Community members are grappling with serious, immediate needs related to land use, income generation and food security. As such, there is low risk tolerance, and limited human and financial resources available at community level to implement new, sustainable land manage-ment approaches. Chiefs play an essential role in local governance and decision-mak-ing but can be corrupted and are also responding to their communities' immedi-ate needs for food and income. • Risk level: medium. • Controllability of the risk: medium					

Cameroon only					
Recently (April 2019) the crisis in West Cameroon has been escalating. According to JADE (Journalists in Africa for Development), more than 50,000 people who escaped from the English-speaking region, have already settled in the west region. In one of the planned project areas, Bamboutos district, 20,000 refugees have arrived. There is a risk that the crisis will escalate into a civil war. • Risk level: medium. • Controllability of the risk: low					
East Africa only					
In the region, in particular in the countries closer to the Pacific Ocean (Malawi, Kenya and Rwanda), there is a risk for unexpected, catastrophic weather events, like the cyclone, which caused severe flooding in Mozambique, Malawi and Zimbabwe in March 2019. • Risk level: medium. • Controllability of the risk: low					
Programme Level all countries					
Change of political leadership and staff turnover at both national government and subnational government. Staff assigned to coordinate the project at both national and subnational level may change, leading to programme implementation delays. Also, loss of trained staff at the district/county governments and other government partners caused by job changes, may lead to lack of capacity to implement. • Risk level: medium. • Controllability of the risk: low					

Annex 7
Annotated bibliography

1. Guidelines on Results based project and program planning and monitoring in the international climate initiative (IKI)

Author: *Federal Ministry for the Environment, Nature Conservation and Nuclear Safety of the Federal Republic of Germany (BMU) / June 2018*

The guidelines demonstrate the logical link of planning and monitoring. Planning is pre-conditional to implement effective monitoring.

A) In a glossary important and relevant terms are defined which are commonly used in planning and monitoring.
B) Practical notes are given on core elements for project and program proposals writing and on reporting.
C) Specific notes are given on formulating goals and indicators in the various funding areas of BMU.
D) The indicator guidance sheets for the IKI standard indicators are explained in the last chapter.

The entire planning, monitoring, and reporting logic of the commissioner BMU is thoroughly and comprehensively explained. The guidelines may serve as a basic tool while planning, monitoring, and reporting each consortium partners' specific contribution to the achievement of the program goals and outputs. The specificity of common standard indicators is uniquely explained here.

70 pages, available in English only.

2. Excerpt from planning workshop documentation

Author: *Consortium partners AREECA / 2019, February 19–21, Midrand NEPAD, South Africa*

The two pages are listing monitoring activities necessary to capture outside situation and changes in landscape restoration in project countries and beyond in Africa. The listing of activities has been produced during the workshop and may not be complete. It is recommended to be reviewed and eventually completed in the monitoring workshop 2021.

3. IKI Proposal Development Workshop – Workshop report

Author: *PICO team (Jürgen Hagmann, Joe Ramaru)*
Owner: *Program proposal development team, AREECA consortium partners / 2019, February 19–21, Midrand NEPAD, South Africa*

The report documents the proceedings of the Large-Scale Forest Landscape Restoration in Africa Proposal Development Workshop.

This documentation is meant to be a reference document for all participants and is intended to provide the details of what transpired during the meeting. All summary results and synthesis of the plenary sessions and parallel working groups are documented. It represents a kind of a "historic" document. In the first formal meeting of all consortium partners the findings of three appraisal missions were discussed. The general concept of the program was developed, basic for the final program proposal development. Differences in terms of concepts and approaches were identified. Though not necessarily resolved. It may serve as a reference for better understanding origins of ideas and elements of the programme.

4. Programme Proposal to the BMU "Large scale Forest Landscape Restoration (FLR) in Africa: Tree rich landscapes to foster biodiversity, climate change resilience and better livelihoods"

Author: *GIZ (in charge, Martin Neumann and consultant team in person) and Consortium Partners / Submitted by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH / December 13, 2019 BMU signature 19_III_110_Africa_G_forest landscape restoration / GIZ PN 2018.9065.6*

The program proposal is the core and key document for programme implementation. Compiled in a comprehensive and detailed manner. Consensually elaborated and approved by all consortium partners. It is the legally binding document against which work packages have to be implemented, reporting has to take place and monitoring and (final) evaluation will be done. It is the prime reference document for all program implementation issues. The structure of the proposal follows the table of contents prescribed by BMU. Chapter 1 presents programme master data: political partners in the countries and consortium partners for implementation. Chapter 2 identifies program classification against categories applied within BMU. Chapter 3 gives a one-page brief description of the program. Chapter 4 presents the program concept, country by country. For each country the starting situation is described and the integration in the country concept and strategy is outlined. Target groups, goals, outputs, indicators, work packages, are described, following the planning logic of the result matrix. Impact (long-term results) and the result chain (=logic of achieving results) are outlined. Action indicators on mitigation (i), people (ii), ecosystems (iii), capacity institutions (iv) and capacity methods (v) of the International Climate Initiative are specified for the programme. The outline of the risks, the level of risks and their controllability together with other characteristics of the program around aspects of innovation, transformative character, securing sustainability, visibility of the program mobilization of investments and call benefits are completing the programme concept. Chapter 5 finally concludes the program proposal on the interaction with international cooperation programmes and other relevant aspects.

Nine annexes are giving more details on elements of the above-described proposal such as Annex one with implementing partners. Others are adding new elements such as the application of GCF safeguards, details on expenditure and financing and most important for monitoring purposes the proposed Gantt chart on the program schedule. The selected landscapes are presented in maps of varying quality. Listing of other relevant programs / projects country by country gives a comprehensive list of potential co-operation and learning partners during implementation. Funding agency, scope and aim of projects are compiled.

54 pages program proposal and 60 pages annexes; available in English only

5. Restoration of degraded forest and landscapes in Cameroon – National Strategic Framework

Authors: *MINFOF – MINEPEDED, Cameroun, with collaboration of WRI, Salima MAHAMOUDOU & Cabinet RAINBOW, Pr.FROMETE Timothé*

Publisher: *Deutsche Gesellschaft für international Zusammenarbeit (GIZ) GmbH, Programme Sectorielle de Politique Forestière Internationale (SV-IWP) and Projet Forêt et Environnement ProFE; On behalf of German Ministry for Economic Cooperation and Development (BMZ)*

Date of publication 2020

The FLR strategic framework highlights the emerging consensus and urgent need to create resilient and sustainable landscapes to mitigate climate change, adapt to its effects, preserve biodiversity and protect the health and human well-being. The strategic framework proposes the following five (5) guidelines to organize and operationalize FLR processes in Cameroon:

- Creating an enabling environment for FLR at scale
- Establishing an integrated and multisectoral approach to FLR
- Enhancing monitoring, reporting and communication systems for SLR at scale
- Developing a sustainable financing mechanism for FLR
- Strengthening of research to support upscaling of FLR and building capacities of local communities, youth and civil society organizations for the implementation and evaluation of FLR

The strategic framework document starts by explaining the background and the context of Cameroon including an overview of AFR 100. The legal national framework is outlined. Agroecological zones and the main causes of forestry degradation and deforestation in Cameroon are listed. The proper framework starts with the introduction of the concept of SLR in part I. Part II continues with Cameroon's FLR strategic framework giving 4 guidelines and one orientation. Part III talks about FLR governance and Part IV gives practical recommendations on the use of the strategic framework.

Five annexes render the framework document complete. The highlight among the annexes is the very concrete operationalization of the strategic framework, taking the example of Adamaoua (High Savannah Zone) in Cameroon. This strategic framework may well serve as a guideline while establishing the restoration plan for each project site in the partner countries.

37 pages and 18 pages annexes

6. Guiding the process for the Baseline Study Report

Owner/author: *AREECA Large-scale Forest Landscape Restoration (FLR) in Africa | Issued July 2021*

The guidelines are explaining in a concise and ready to apply manner the basics to produce the baseline survey. The guiding principles, common baseline subjects, namely the action indicators for all IKI programmes, are outlined. The general methodological procedure presents the format by which the data collected in the baseline research must be presented. Finally, an elaborated table of contents specifies the elements needed to produce a comprehensive baseline report.

Annex 8
Programme indicators

Type	Indicator ID #	Indicator
Module objective	**0.1**	Area of land with increased ecosystem and socio-economic functionality in terms of production, water resources, biodiversity, food security, income generation and land governance within the selected landscape
	0.2	Area of degraded forest landscapes where planning processes of forest landscape restoration measures are initiated
Output 1	**1.1**	Area of land where restoration is being implemented
	1.2	Percentage of activities in participatory restoration plans implemented
	1.3	Percentage of established seedlings in the context of the programme that are native species
Output 2	**2.1**	Number of ROAM assessments available at subnational level
	2.2	Policy and financing mechanisms are in place at national or subnational level to foster FLR in partner countries
Output 3	**3.1**	Additional funding for FLR from national and external sources is approved
	3.2	Number of restoration enterprises that have expanded the area of their restoration activities by 30 %
Output 4	**4.1**	Number of knowledge products with monitoring results, lessons learned, and best practices of the programme developed and communicated through the AFR100 monitoring group
	4.2	Method to report progress on FLR in Africa proposed by AUDA-NEPAD and introduced to the appropriate decision-taking AU body
Action standard	**Mitigation**	GHG emission reduced, or carbon stocks enhanced in programme area
	People	Number of people directly supported by the programme to adapt to climate change or to conserve ecosystems
	Ecosystem	Area of ecosystems improved or protected by programme
Capacity standard	**Policies**	Number of new or improved policy frameworks developed to address climate change and/or conserve biodiversity
	Institutions	Number of new or improved institutionalized structures or processes operational to address climate change and conserve biodiversity
	Methods	Number of new or improved methodological tools developed to address climate change and conserve biodiversity

Indicator 0.1	**Area of land with increased ecosystem and socio-economic functionality in terms of production, water resources, biodiversity, food security, income generation and land governance within the selected landscapes**	
Former's indicator name	100,000 ha of degraded landscapes have increased ecosystem and socio-economic functionality in terms of production (agricultural, agroforestry, forestry, pasture), water resources, biodiversity, food security, income generation and land governance within the selected landscapes	
Baseline / target values	**Baseline: 0 ha**	**Target: 100,000 ha**
	Cameroon: 0 ha	Cameroon: 25,000 ha
	Kenya: 0 ha	Kenya: 25,000 ha
	Malawi: 0 ha	Malawi: 25,000 ha
	Rwanda: 0 ha	Rwanda: 25,000 ha
Description of the indicator		
Definition	This area refers to the buffer / indirect area of intervention, benefitting from the restoration activities in the adjacent area, where radiative effects are showing thanks to the direct interventions in smaller areas	
Disaggregation	• socio-economic functionality • ecosystem functionality • governance	
Unit of measurement	Hectares (ha)	
Measurement approach		
Means of verification / tools	• Rapid rural survey (RRS) provided by consortium partners in the country lead • Household surveys	
Source(s) of data	• Satellite images and national monitoring data • Programme monitoring system at country and subnational levels	
Analysis and Reporting		
Responsibility for analysis and reporting	• Country teams: data collection and reporting to PMU • PMU: aggregation, analysis and reporting	
Frequency	Annual	
Threats	Difficulty of quantification of radiative effects (ratio 1 : 4)	
Additional information		

Indicator 0.2	Area of degraded forest landscapes where planning processes of forest landscape restoration measures are initiated	
Former's indicator name	Planning processes of forest landscape restoration measures are initiated for 5.9 m ha of degraded forest landscapes (50 % of the pledged area in Rwanda, 40 % for Malawi, 40 % for Kenya and 10 % for Cameroon).	
Baseline / target values	**Baseline:**	**Target: 5.9 million ha**
	Cameroon: 0 ha	Cameroon: 1 million ha
	Kenya: 500,000 ha	Kenya: 2.1 million ha
	Malawi: 0 ha	Malawi: 1.8 million ha
	Rwanda: 700,000 ha	Rwanda: 1 million ha
Description of the indicator		
Definition	Area of land at subnational level where FLR planning processes are being initiated. Planning processes will be verified with FLR implementation plans developed at subnational level. The area encompassed by those subnational jurisdictions will be tallied and compared against the targets above. Descriptions and documentation of framework to scale up FLR to other districts / counties.	
Disaggregation	N / A	
Unit of measurement	Hectares (ha)	
Measurement approach		
Means of verification / tools	Adopted and officially approved district / county development plans and reports.	
Source(s) of data	Management plans	
Analysis and Reporting		
Responsibility for analysis and reporting	• Country teams: data collection and reporting to PMU • PMU: aggregation, analysis and reporting	
Frequency	Annual	
Threats	Lack of political will at subnational level	
Additional information		

Indicator 1.1	Area of land where restoration is being implemented	
Former's indicator name	By 2024, restoration is being implemented on 20,000 ha in focal countries	
Baseline / target values	**Baseline: 0 ha**	**Target: 20,000 ha**
	Cameroon: 0 ha	Cameroon: 5,000 ha
	Kenya: 0 ha	Kenya: 5,000 ha
	Malawi: 0 ha	Malawi: 5,000 ha
	Rwanda: 0 ha	Rwanda: 5,000 ha
Description of the indicator		
Definition	This indicator captures the total area of land undergoing restoration in terms of ecosystem function and / or ecology, including protected areas and areas with already existing management plans. It implies that restoration work has physically started on the ground, i.e.: actions that contribute to restoring a degraded land or protecting an area and that are observable on the ground (plantation, ANR, soil conservation measures, …). The development of a management plan would not be enough for this indicator. Restoration is defined as the process of repairing and / or assisting the recovery of land and ecosystems that have been degraded, damaged, destroyed, or modified to an extent that the land and / or ecosystem cannot fulfil its ecological functions and / or fully deliver environmental services. Activities may include (i) ecosystem restoration that reduces the causes of decline and improves basic functions; and (ii) ecological restoration that enhances native habitats, sustains ecosystem resilience, and conserves biodiversity.	
Disaggregation	• Agricultural land restored (including agroforestry systems) • Forest land restored • Natural grass and shrubland restored • Wetlands restored	
Unit of measurement	Hectares (ha)	
Measurement approach		
Means of verification / tools	Field data collection (delineation of actual land under restoration, inventory of species, # of plants and survival rates, etc.) using GPS / ground data collection tools (e.g., Kobo, Collect Mobile) Monitoring tools using remote sensed data (e.g., Collect Earth)	
Source(s) of data	• Field inventory surveys • Collected data remotely	
Analysis and Reporting		
Responsibility for analysis and reporting	• Country teams: data collection and reporting to PMU • PMU: aggregation, analysis and reporting	
Frequency	Annual	
Threats	• Difficulties differentiating what direct and indirect area of intervention means • Potential lack of proper delineation of the restored area	
Additional information		

Indicator 1.2	Percentage of activities in participatory restoration plans implemented	
Former's indicator name	Inclusive landscape restoration committees have implemented 90% of the planned activities of five participatory restoration plans developed (for a total of 100,000 ha).	
Baseline/target values	**Baseline: 0%**	**Target: 90%**
	Cameroon: 0%	Cameroon: 90%
	Kenya: 0%	Kenya: 90%
	Malawi: 0%	Malawi: 90%
	Rwanda: 0%	Rwanda: 90%
Description of the indicator		
Definition	This indicator captures the number of activities included in the participatory restoration plans that are implemented by inclusive landscape restoration committees.	
Disaggregation	• Restoration plans developed are participatory • % of activities are implemented by landscape restoration committees • Landscape restoration committees are inclusive	
Unit of measurement	Percentage (%)	
Measurement approach		
Means of verification/tools	• Project restoration plans • Committee meeting reports	
Source(s) of data		
Analysis and Reporting		
Responsibility for analysis and reporting	• Inclusive landscape restoration committees (Inclusiveness of restoration committees based on a one-time analysis, to be repeated if the composition of the committee changes). • Followed by country teams: data collection and reporting to PMU • PMU: aggregation, analysis and reporting	
Frequency	Annual	
Threats	Fluid definitions of "participatory" and "inclusivity"	
Additional information		

Indicator 1.3	Percentage of established seedlings in the context of the programme that are native species	
Former's indicator name	20 % of the planted seedlings in the context of the programme are native tree species.	
Baseline / target values	**Baseline: 0 %**	**Target: 20 %**
	Cameroon: 0 %	Cameroon: 20 %
	Kenya: 0 %	Kenya: 20 %
	Malawi: 0 %	Malawi: 20 %
	Rwanda: 0 %	Rwanda: 20 %
Description of the indicator		
Definition	This indicator captures the quantity of native seedlings used in the programme restoration activities. Out of the total number of seedlings planted, at least a minimum of 20 % should be native species to the respective countries	
Disaggregation	N / A	
Unit of measurement	Percentage (%)	
Measurement approach		
Means of verification / tools	• Inventory at moment of procurement • Field data inventory of the restoration sites	
Source(s) of data	Records from procurement and service providers during course of implementation	
Analysis and Reporting		
Responsibility for analysis and reporting	• Country teams: data collection and reporting to PMU • PMU: aggregation, analysis and reporting	
Frequency	Annual	
Threats	• Native species not available at local nurseries • Lack of will to use native species by local communities	
Additional information		

Indicator 2.1	Number of ROAM assessments available at subnational level	
Former's indicator name	In the four countries, 11 ROAM assessments are available at subnational level	
Baseline / target values	**Baseline: 4**	**Target: 11**
	Cameroon: 1	Cameroon: 2
	Kenya: 0	Kenya: 1
	Malawi: 1	Malawi: 4
	Rwanda: 2	Rwanda: 4
Description of the indicator		
Definition	This indicator is defined by the number of Restoration Opportunities Assessment Methodology (ROAM) processes carried out at subnational level in the different country projects, documented through corresponding reports. ROAM framework enables to identify and analyse areas that are suitable for forest and landscape restoration and the ones that should be prioritized at national and subnational levels, through stakeholder engagement.	
Disaggregation	N / A	
Unit of measurement	# of ROAM assessments at subnational level	
Measurement approach		
Means of verification / tools	ROAM assessment reports	
Source(s) of data	Meetings with local stakeholders Biophysical information	
Analysis and Reporting		
Responsibility for analysis and reporting	Country teams: data collection and reporting to PMU PMU: aggregation, analysis and reporting	
Frequency	Annual	
Threats	Potential lack of stakeholder engagement	
Additional information		
↗ROAM website at IUCN's ↗ROAM summary playlist		

Indicator 2.2	Policy and financing mechanisms are in place at national or subnational level to foster FLR in partner countries	
Former's indicator name	One policy and one financing mechanism is in place at national or subnational level to foster FLR in each of the four partner countries	
Baseline / target values	**Baseline: 0**	**Target: 8**
	Cameroon: 0	Cameroon: 2
	Kenya: 0	Kenya: 2
	Malawi: 0	Malawi: 2
	Rwanda: 0	Rwanda: 2
Description of the indicator		
Definition	Policy mechanism: refers to a structure or set of instruments to promote policy alignment and coherence of policies, plans, legislation and regulations in support of FLR development, as well as enactment of new policy frameworks capable of stimulating FLR adoption at scale Financing mechanism: refers to the way in which a business, organization, or program receives the funding necessary for it to remain operational Officially establishing these mechanisms is very important because they can ensure the sustainability of FLR beyond the project duration	
Disaggregation	• Policy mechanisms • Financing mechanisms	
Unit of measurement	# of policy and financing mechanisms	
Measurement approach		
Means of verification / tools	• Verification of ratified and officially approved policies. • Verification availability of procedures and application forms for financing mechanisms (e.g. subsidies, soft loans, etc.)	
Source(s) of data		
Analysis and Reporting		
Responsibility for analysis and reporting	• Country teams: data collection and reporting to PMU • PMU: aggregation, analysis and reporting	
Frequency	Annual	
Threats	The relatively long time it takes to design a new policy and pass it following country governance practices	
Additional information		

Indicator 3.1	Additional funding for FLR from national and external sources approved	
Former's indicator name	Additional funding for FLR from national and external sources is approved	
Baseline / target values	**Baseline: 0**	**Target: 80 million**
	Cameroon: 0	Cameroon: 10 million
	Kenya: 0	Kenya: 30 million
	Malawi: 0	Malawi: 20 million
	Rwanda: 0	Rwanda: 20 million
Description of the indicator		
Definition	This indicator captures the amount of additional financial resources in US dollars made available to support restoration. Funding may include: non-repayable grants, capital invested by investors with an expectation of a financial return, loans given by banks with the anticipation of a full repayment in addition to any interest payments and off-balance sheet instruments aimed at enhancing or de-risk credit, such as first-loss guarantees, publicly issued collaterals or credit default swaps. Funding sources can be: national, district and / or county governments, development cooperation agencies, international / regional / national financial institutions, and any other entity. It is considered a measurable funding resource, any additional amount (in USD$, relative to a pre-determined baseline), pledged towards a project that sets out to develop and support FLR in TRI countries, either directly or indirectly. It includes financial resources as well as in-kind contribution. The direct contribution of the programme to the additional funding should be visible	
Disaggregation	N / A	
Unit of measurement	USD	
Measurement approach		
Means of verification / tools		
Source(s) of data	Information of budget of national, district and county, allocated for land restoration activities / investments. Information on finances invested in FLR activities, provided by private sector actors. Successful bilateral or multilateral funding proposals, developed using IKI re-sources, will be counted towards this figure. Also include finance earmarked or invested in FLR enterprises following Land Accelerators or other "investor matchmaking" efforts, funded from the IKI project. Information on budget of approved IDA projects. Data provided by own programme monitoring system	
Analysis and Reporting		
Responsibility for analysis and reporting	• Country teams: data collection and reporting to PMU • PMU: aggregation, analysis and reporting	
Frequency	Annual	
Threats	Difficulty in getting data on funding allocated to restoration	
Additional information		
UNEP, Indicators of success for the 10-year framework of programmes on sustainable consumption and production patterns: principles, process and methodology.		

Indicator 3.2	Number of restoration enterprises that have expanded the area of their restoration activities by 30 %	
Former's indicator name	Twenty restoration enterprises expand the area of their restoration activities by 30 %	
Baseline / target values	**Baseline: 0**	**Target: 20**
	Cameroon:	Cameroon:
	Kenya:	Kenya:
	Malawi:	Malawi:
	Rwanda:	Rwanda:
Description of the indicator		
Definition	Once restoration enterprises have been mapped in all 4 countries, define selection criteria to choose 20 of them (no equal share among the partner countries necessary) to collaborate with in order to increase their action restoration area by 30 %.	
Disaggregation	N / A	
Unit of measurement	# of enterprises	
Measurement approach		
Means of verification / tools	• Land Accelerator? • Mapping of enterprises	
Source(s) of data	Assessment of the business plans submitted that include information on their area of operation and description of their business models. Monitoring data and information of applied business models, instruments and incentive systems on FLR sites. List of participants at the investment events and the finance model briefings.	
Analysis and Reporting		
Responsibility for analysis and reporting	• Country teams: data collection and reporting to PMU • PMU: aggregation, analysis and reporting	
Frequency	Annual	
Threats	Lack of verifiable data on area of operation	
Additional information		

Indicator 4.1	**Number of knowledge products with monitoring results, lessons learned and best practices of the programme developed and communicated through the AFR100 monitoring group**	
Former's indicator name	15 knowledge products with monitoring results, lessons learned and best practices of the programme are developed and communicated through the AFR100 monitoring working group	
Baseline/target values	**Baseline: 0**	**Target: 15**
	Cameroon:	Cameroon:
	Kenya:	Kenya:
	Malawi:	Malawi:
	Rwanda:	Rwanda:
Description of the indicator		
Definition	This indicator captures the number of knowledge products focused on restoration issues that have been developed at regional, national or sub-national level under the activities of the AREECA programme. FLR knowledge product refers to resources that provide insights, scientific conclusions, frameworks, best practices, guidance; or resources that can foster or facilitate decision-making and that are scoped to promote FLR, based on scientific research and/or empirical evidence. This may include scientific articles, policy briefs, reports, guidelines, manuals, media products, software, tools and educational materials, and may include any format whether digital or physical.	
Disaggregation	N/A	
Unit of measurement	# of knowledge products	
Measurement approach		
Means of verification/tools	Record knowledge products produced (e.g. Excel-based tool)	
Source(s) of data	Project deliverables	
Analysis and Reporting		
Responsibility for analysis and reporting	• Country teams: data collection and reporting to PMU • PMU: aggregation, analysis and reporting	
Frequency	Annual	
Threats		
Additional information		

Indicator 4.2	Number of methods to report progress on FLR in Africa proposed by AUDA-NEPAD and introduced to the appropriate decision-taking African Union body	
Former's indicator name	An African Union (AU) wide method to report progress on FLR in Africa has been proposed by AUDA-NEPAD and introduced to the appropriate decision-taking AU body	
Baseline / target values	**Baseline: 0**	**Target: 1**
	Cameroon:	Cameroon:
	Kenya:	Kenya:
	Malawi:	Malawi:
	Rwanda:	Rwanda:
Description of the indicator		
Definition	The AREECA programme is intended to develop a method / guidance to report progress on FLR, with the objective to assist country teams with the reporting of FLR results with respect to project plans. The objective of this method is to harmonize AREECA country project progress reports and further facilitate the reporting at programme level In this regard, the present document and the supplementary Excel-based tool would be already considered as a method to report progress that could be upscaled.	
Disaggregation	N / A	
Unit of measurement	# of methods	
Measurement approach		
Means of verification / tools	Publication availability and accessibility	
Source(s) of data	Project reports	
Analysis and Reporting		
Responsibility for analysis and reporting	• Country teams: data collection and reporting to PMU • PMU: aggregation, analysis and reporting	
Frequency	End of project	
Threats		
Additional information		

Indicator mitigation	**GHG emission reduced or carbon stocks enhanced in programme area**	
Former's indicator name	GHG emission reduced or carbon stocks enhanced in programme area	
Baseline/target values	**Baseline: 0 tCO_2**	**Target: 0.6 $MtCO_2$**
	Cameroon:	Cameroon:
	Kenya:	Kenya:
	Malawi:	Malawi: 265 000 tCO_2
	Rwanda:	Rwanda:
Description of the indicator		
Definition	This indicator aims to capture the absolute volume of greenhouse gas emissions reduced/carbon stocks enhanced compared to a baseline directly attributable to mitigation or REDD+ activities. It is defined as the total reduction of GHG emissions and enhancement of sinks and reservoirs reported in tons of carbon dioxide from project activities. Carbon sequestration is defined as the process of increasing the carbon content of a reservoir/pool other than the atmosphere (IPCC, 2012). Avoided emissions refers to reduced emissions due to avoided deforestation or forest degradation, sustainable forest management, and improved practices on other land uses (such as in agriculture). This element requires information on the area (ha) and the quantity of carbon stored or not emitted in forests and soils as a result of the project. By definition, these benefits should be measured above a baseline value. The estimate must be based on widely recognized methodology to be clearly presented in the project document.	
Disaggregation	N/A	
Unit of measurement	Tons of carbon dioxide (tCO_2eq)	
Measurement approach		
Means of verification/tools	The ↗Ex-Ante Carbon-balance Tool (EX-ACT) of the Food and Agriculture Organization of the United Nations (FAO). EX-ACT enables users to utilize default values for carbon pools and emission factors, deriving a carbon-balance by specifying activity and land use change data.	
Source(s) of data	• Data from national statistics and main climate change policy documents • Project/programme specific measurements • Farmer surveys • Soil surveys • Remote sensing	
Analysis and Reporting		
Responsibility for analysis and reporting	• Country teams: data collection and reporting to PMU • PMU: aggregation, analysis and reporting	
Frequency	Mid-term and end of project	
Threats	Lack of expertise in carbon accounting (trainings included in the capacity building plan of the project)	
Additional information		

Indicator people	Number of people directly supported by the programme to adapt to climate change or to conserve ecosystems	
Former's indicator name	Number of people directly supported by the programme to adapt to climate change or to conserve ecosystems	
Baseline / target values	**Baseline: 0**	**Target: 184,088**
	Cameroon:	Cameroon:
	Kenya:	Kenya:
	Malawi:	Malawi:
	Rwanda:	Rwanda:
Description of the indicator		
Definition	This indicator aims to capture the number of people who are directly supported by measures of the project / programme. "Directly supported" is defined here as participating in measures or receiving assistance by the project / programme. This indicator captures e.g. the participation in trainings / workshops, the use of new methods (like improved agricultural practices), the beneficiaries from benefit sharing schemes in the context of REDD+, inclusion into early warning systems and others. The indicator covers the people directly supported in the sense that they are targeted directly by the project / programme (i.e. with resources of the project / programme; including financial / in-kind-contributions and co-financing by project / programme partners). The attribution to the project / programme should be obvious. Members of a household should be counted as direct beneficiary ONLY if the activities implemented directly benefited the entire household (i.e. project activities that would connect a household to water or electricity) or were directly supported by the project / programme. The indicator does not include activities related to institutional capacities, establishment of finance instruments or support to people which does not address climate change or biodiversity issues (those would be considered co-benefits and not be counted under this indicator).	
Disaggregation	• By gender • By age (Youth disaggregated) • By type of support	
Unit of measurement	# of people	
Measurement approach		
Means of verification / tools	Reporting excel-based tool developed by the project (through PMU)	
Source(s) of data	• Training records • Surveys / Household surveys	
Analysis and Reporting		
Responsibility for analysis and reporting	• Country teams: data collection and reporting to PMU • PMU: aggregation, analysis and reporting	
Frequency	Annual	
Threats	Lack of consistency in the data collected (project-developed Excel tool will minimize this issue)	
Additional information		

Indicator ecosystem	Area of ecosystems improved or protected by programme	
Former's indicator name	Area (Managed resource protected area) of ecosystems (Restoration of ecosystem; Management for protected area improved; Afforestation) improved or protected by programme measures.	
Baseline/target values	**Baseline: 0 ha**	**Target: 20,000 ha**
	Cameroon:	Cameroon: 5,000 ha
	Kenya:	Kenya: 5,000 ha
	Malawi:	Malawi: 5,000 ha
	Rwanda:	Rwanda: 5,000 ha
Description of the indicator		
Definition	This standard indicator aims to capture the spatial scope of direct project/programme benefits for marine and terrestrial ecosystems. While it does not measure the quality of benefits, it stipulates clear qualitative criteria for the area that is to be included. Hence, the reported area for the indicator does not simply equal the accounting area of the project/programme. The indicator includes only the area, for which project/programme measures have resulted in one of the following improvements For all ecosystems: • Area restored which had previously been degraded, damaged or destroyed (including area in enhanced forest condition due to reforestation) • Area in conserved condition, which would otherwise have been degraded, damaged or destroyed (indirect measure, compared to baseline of "business as usual") In addition, for forests: • Area (including smaller woodlots and agroforestry areas) newly converted into forest by afforestation • Area of avoided deforestation and forest degradation (indirect measure, compared to baseline of "business as usual") **This indicator is considered equivalent to Indicator #1.1 and number of hectares would not be reported twice**	
Disaggregation	• Type of measures • Type of newly protected area (where applicable)	
Unit of measurement	Hectares (ha)	
Measurement approach		
Means of verification/tools	• Field data collection (delineation of actual land under restoration, inventory of species, # of plants and survival rates, etc.) using GPS/ground data collection tools (e.g., Kobo, Collect Mobile) • Monitoring tools using remote sensed data (e.g., Collect Earth)	
Source(s) of data	• Field inventory surveys • Collected data remotely	
Analysis and Reporting		
Responsibility for analysis and reporting	• Country teams: data collection and reporting to PMU • PMU: aggregation, analysis and reporting	
Frequency	Annual	
Threats	Restoration is a process and may not look the same across the entire area	
Additional information		

Indicator policies	Number of new or improved policy frameworks developed to address climate change and / or conserve biodiversity	
Former's indicator name	Number of new or improved institutionalised structures or processes to address climate change and conserve biodiversity	
Baseline / target values	**Baseline: 0**	**Target: 11**
	Cameroon:	Cameroon:
	Kenya:	Kenya:
	Malawi:	Malawi:
	Rwanda:	Rwanda:
Description of the indicator		
Definition	This indicator aims to capture the contribution of the project / programme to the development of new public policy and legal frameworks and / or to the improvement of existing policy frameworks to address climate change and / or to conserve biodiversity. Thereby, it measures the number of policy frameworks being developed or improved. Policy frameworks are defined as a set of goals or objectives explicitly articulated and pursued by political systems, including strategies and plans to achieve them. In this sense, the definition of policy frameworks includes the following policy documents: • specific policy statements • strategy documents • development plans • action plans • laws, acts and decrees This indicator covers only policy frameworks by institutionalised global, national, subnational and local governance structures, i.e. internal company policies would not be counted here. The policy frameworks should be approved by relevant actors in the country or in a final stage ready for approval or implementation.	
Disaggregation	N / A	
Unit of measurement	# of policy frameworks	
Measurement approach		
Means of verification / tools	Policy documents	
Source(s) of data	Policy documents, process documentation, annual reports of policies and / or institutions, analysis of reports / documents mentioning the respective policies etc.	
Analysis and Reporting		
Responsibility for analysis and reporting	• Country teams: data collection and reporting to PMU • PMU: aggregation, analysis and reporting	
Frequency	Annual	
Threats	The relatively long time it takes to design new policy frameworks or improve existing ones; and get approval following country governance practices	
Additional information		

Indicator institutions	Number of new or improved institutionalized structures or processes operational to address climate change and conserve biodiversity	
Former's indicator name	Number of new or improved institutionalised structures or processes to address climate change and conserve biodiversity	
Baseline/target values	**Baseline: 0**	**Target: 16**
	Cameroon:	Cameroon:
	Kenya:	Kenya:
	Malawi:	Malawi:
	Rwanda:	Rwanda:
Description of the indicator		
Definition	This indicator measures the contribution of the project/programme to the development of new institutionalised structures and processes and/or to the improvement of existing structures and processes to address climate change and conserve biodiversity on global/regional, national, subnational or local level. This may also include the integration of climate change issues into structures which have not addressed climate change. Institutionalised structures and processes are defined as follows: • public or private networks, coordination and management structures, knowledge exchange platforms and processes within institutions • improving coordinated decision making, implementation, planning and knowledge transfer by making it more efficient/more appropriate The central feature of this indicator is the institutionalisation. This means that the structures and processes get a systematic and permanent role, which also exists beyond the project/programme duration.	
Disaggregation	• Classify the type of the actor, for whom institutionalised structures or processes were developed or improved (as public, private sector or civil society). • Specify the level (as global/regional, national, subnational, local) on which the institutionalised structures or processes are located.	
Unit of measurement	# of structures or processes	
Measurement approach		
Means of verification/tools		
Source(s) of data	Record of meetings	
Analysis and Reporting		
Responsibility for analysis and reporting	• Country teams: data collection and reporting to PMU • PMU: aggregation, analysis and reporting	
Frequency	Annual	
Threats		
Additional information		

Indicator methods	Number of new or improved methodological tools developed to address climate change and conserve biodiversity	
Former's indicator name	Number of new or improved methodological tools developed to address climate change and conserve biodiversity	
Baseline / target values	**Baseline: 0**	**Target: 60**
	Cameroon:	Cameroon:
	Kenya:	Kenya:
	Malawi:	Malawi:
	Rwanda:	Rwanda:
Description of the indicator		
Definition	This indicator measures the contribution of the project / programme activities to the development of a new or improvement of an existing tool to address climate change and conserve biodiversity. A methodological tool is defined as a widely applicable instrument which is used for the specific purpose to generate and improve knowledge about climate mitigation, adaptation, REDD+ or biodiversity, by making relevant information accessible. The tool should be developed in such a way that it is directly and repeatedly applicable. In that sense the definition of a tool would include computer-based applications or databases, as well as multi-applicable data collection- and teaching methods. For instance (as suggestion),	
Disaggregation	• Classify the type of the actor, who is intended to apply the new or improved methodological tools (as public, private sector or civil society). • Specify the level (as global / regional, national, subnational, local) on which the methodological tool can be applied.	
Unit of measurement	# of methods	
Measurement approach		
Means of verification / tools		
Source(s) of data		
Analysis and Reporting		
Responsibility for analysis and reporting	• Country teams: data collection and reporting to PMU • PMU: aggregation, analysis and reporting	
Frequency	Annual	
Threats		
Additional information		