



Interoffice Memorandum

To: Mr. Bouri Sanhouidi
UN Resident Coordinator
Senegal

Date: 5 February 2008

From:
Assistant Administrator and Director, Partnerships Bureau
UNDP New York

Extension: 6005

Subject: MDGF-1729 "Valuation of Forest Ecosystems in Senegal"

File: MDGF 1729

I. Approval Status

On behalf of the MDG-F Steering Committee, I am pleased to inform you that your Joint Programme "Valuation of Forest Ecosystems in Senegal" is hereby approved with an allocation of **US \$ 4 million** over three years. This figure includes 7% for indirect costs incurred by UN Participating Organizations. Please note the 1% AA fee will be reimbursed directly to the MDTF Office and need not be included in your allocation.

II. JP design comments

We have identified a number of changes in Section III below ('JP re-design requirements and/or recommendations') which we require to the design of your Joint Programme. Once these adjustments have been reflected, you may proceed directly with signature of the Joint Programme document. In addition to the Government, the UN Resident Coordinator and all Participating UN Organizations should each sign the Joint Programme document. We would encourage you to ensure some visibility for this event and for the launch of activities.

The MDG-F Secretariat, in collaboration with various experts, has reviewed the draft Joint Programme presented and considers it a faithful extension of the approved Concept Note. We recognize an effort has also been made to address the recommendations of the Technical Sub-Committee and the Steering Committee.

We consider the programme appropriate and ambitious in terms of exploring and testing innovative mechanisms in Senegal for the conservation and sustainable use of natural resources. Coherence between outcomes, outputs and activities is generally sound. We also appreciate the way the Joint Program adopts a participative approach, including government, civil society and private sector in order to ensure the necessary engagement, in the process of fiscal reform and environmental services management, by local groups and by the private sector. Reinforcing the institutional participatory mechanisms as well as raising social awareness will be key determinants of the programme's sustainability which promises an important contribution to the achievement of MDG 7 and MDG 1 in Senegal.

The comments of our technical reviewer on the Joint Programme document are also attached for reference. The review is a positive assessment but also raises important questions on the design and offers some important recommendations to enhance its prospects for success. The Secretariat feels these comments are all very sound and would encourage your designers to review them carefully and incorporate these in the final Joint Programme document. The issue of coalition building, involving an



even broader cross section of key stakeholders (in particular the Ministry of Finance), building on the experience of others on ecosystem service payment and linking up with these other partners, are some of the key messages in the review. We also find the costs of the “Management Unit” strikingly high and we would recommend these be reduced and re-directed to the down-stream pilot efforts of the programme. As a general observation, the draft programme document does not offer much detail on the strategy as such, which might have provided greater clarification on the functions of this Unit as well as other aspects of the design.

An Inception Workshop with key stakeholders at the outset of the programme and before finalizing the first Annual Workplan will be very important before starting implementation. We would like to identify a suitable expert to also participate in the Inception Workshop and to assist your team in finalizing the strategy in the period leading up to the launch of activities.

The substantial impact promised by the Joint Programme is not well captured in the Executive Summary and we would encourage the Summary to be edited and expanded in this regard. We expect the summary will likely be used in many different forms for public information purposes over the coming years so this would be a worthwhile investment.

Finally, please note that the Fund Secretariat may revert to you with comments on your Monitoring Framework in the first part of 2008. The proposed Monitoring framework does not include indicators relating to UN reform or the Paris Declaration. This has been a common feature across many submissions, and the Secretariat has been tasked with investigating what is feasible within a three-year programme and developing Fund-wide M&E standards.

III. JP re-design requirements and/or recommendations

The following changes are required to the Joint Programme document before finalization:

- The budget should be revisited to give higher priority to down stream social and economic activities and environmental infrastructure in the pilot areas (output 2.3) and less priority to the establishment and functioning of the proposed Management Unit which should be reduced by at least \$300,000. NB/ if the proposed ‘Management Unit’ is expected to be integrated into the Government counterpart, the sustainability implications and strategy should be explicitly addressed;
- The description of the programme strategy (section 4.6.2) should be expanded to provide greater detail on how the outcomes and outputs will be achieved, responding to the questions identified in the independent reviewers comments (attached). How the program will establish links to other relevant on-going development initiatives so as to incorporate lessons learnt in respect to the payment of Environmental services should also be included here. Careful consideration should be given to expanding the national stakeholders involved in the governance of the programme, in particular the role of the Ministry of Finance and local Government. Rationale for selection of geographic concentration and/or complementarities between the UN actions should also be provided;
- Activities and allocations corresponding to reporting vs. those relating to monitoring and evaluation should be clearly distinguished, both at the conceptual and budgetary level. Budgets for monitoring and evaluation should be streamlined into a single line-item; and



- The Executive Summary should be edited in order to better capture the impact intended by the programme by its conclusion.

IV. Management arrangements and delegation of authority

On receipt of a copy of the signed document, the Fund Secretariat will transfer the full three-year allocation to the custody of the Multi Donor Trust Fund (MDTF) Office pending further instructions from you.

Please note the MDTF Office will pass-through funds to Participating Organizations on instruction from you as Resident Coordinator and Co-Chair of the National MDG-F Steering Committee.

As reflected in the Fund's Framework Document (Section 9 'Formulation Process & Release of Funds) and the global MoU with Participating Organizations (Article I, 2-c) the MDTF Office will release resources on an annual, advance basis. For the first advance, these funds will be transferred on the basis of receipt of the first year Annual Workplan and the signed Joint Programme document. Subsequent annual advances will be released on instructions from you and on the basis of a) receipt of the next annual work-plan approved by the National Steering Committee; b) evidence that a formal review of the programme's progress has been undertaken not more than three months earlier, either in the form of an annual progress report (if the timing coincides) or through the minutes of a National Steering Committee where this has been discussed; and c) only when combined commitments against the existing advance have exceeded 70%. Please review the initial year budget requests carefully with participating organizations in order to ensure realistic delivery targets in this regard. The annual agency apportionment projected in the final budget attached to the signed Joint Programme document should also be reviewed and can be revised up to the time of your first funds-advance request. This is important for the reasons outlined below.

In order to allow the implementation team some flexibility to adapt the strategy to unexpected challenges and opportunities, and to empower Resident Coordinators in their oversight responsibilities, this memorandum also provides you with the authority over the three year duration of the programme and with the agreement of your National Steering Committee to (a) transfer up to \$1,000,000 or 20% of the total value of the project budget – whichever is lowest – *between Participating Organizations* identified in the original Joint Programme budget and (b) re-phase up to \$1,000,000 or 20% of the total value of the project budget – whichever is lowest - *between years*. The base-line against which these ceilings will be measured is the annual budget projection (by year and by participating organization) confirmed at the time of your first funds-advance request. The MDTF Office must be informed of any revisions of this kind, decided locally and is responsible for tracking these delegation ceilings for each programme. Any changes that fall outside these parameters will have to be referred back to the (Global) MDG-F Steering Committee for approval.

The success of the MDG-F activities will depend on your ongoing leadership and engagement. We count on you to exercise this leadership and to ensure this Joint Programme remains an ongoing, integrated effort by the UN system in support of national priorities. Please also use the National Steering Committee mechanism to help ensure national ownership by the Government in particular and involve it in important financial and programmatic oversight decisions.



The Executive Coordinator of the MDTF Office, Bisrat Aklilu, will be in contact with any specific documentation requirements to ensure the programme meets compliance requirements for UNDG pass-through arrangements.

With best wishes.

cc.

Mr. Bisrat Aklilu, Executive Coordinator, Multi-Donor Trust Fund Office
Mr. Gilbert Hougbo, Assistant Administrator and Director Bureau for Africa, UNDP New York
H.E. Mr. D. Juan Antonio Yáñez-Barnuevo, Permanent Representative of Spain to the United Nations
H.E. Mr. Paul Badji, Permanent Representative of Senegal to the United Nations
Ms. Milagros Hernando, Director-General for Planning & Evaluation, MFA Madrid
Ms. Sally Fegan-Wyles, Director, Development Group Office
MDG-F Secretariat

Joint Programme: **Joint Programme Senegal: Valuation of Forest
(OPAS # and title)** **Ecosystems in Senegal**
Name of Reviewer: **Emma Torres**
Contact Information: **455 E 51st apt 2B**
(address, phone, email) **NY, NY 10022**
 Phone: 917 362 3805
 Email: emmatorresbecker@gmail.com
Date: **November 8, 2007**

A. Overall Comments

1. Growth in human populations and economic translates into increased conversion of natural ecosystems to other uses such as agricultural, industrial but also into increased demand for ecosystem services, such as fresh water, fiber, nutrients and soil fertility.
2. Hence, there is an increased demand on natural ecosystems even as its capacity to meet needs is being diminished. Understanding the value of the ecosystems and the services they provide, as well as protecting biodiversity is important for policy makers. Maintaining ecosystems, whether through protected areas or through some other mechanism, requires expenditure of resources.
3. Around the world, widespread interest is emerging in markets and payment schemes that reward actors who conserve or restore the ecosystem services provided by terrestrial, freshwater, and marine ecosystems, while providing a viable and sustainable source of livelihood for rural communities. ***There are currently many markets for ecosystem services and ongoing initiatives by donors, NGOs, and international financial institutions to develop ecosystem service payment schemes.***
4. The Senegal UN Joint Programme is timely and can be implemented in conjunction with the on-going Poverty Reduction Strategy Paper 2006-2010 (PRSP II). However, the challenges of undertaking such reforms are manifold. Defining a problem and proposing pricing or taxation instruments as a possible policy response is not enough. Political and public support for the reforms must be secured. Building strong alliances is absolutely vital. ***The UN Joint Programme should secure broader stakeholder participation and partnerships for its successful implementation.***
5. ***Public awareness campaigns based on accurate information, presented in a way that is easy to understand, and broad based consultation with affected stakeholders (including representatives of civil society, the private sector and vulnerable groups) can help build the necessary support for reform.***
6. Government agencies responsible for administering the reforms will need the appropriate technical capacity in order to function as a credible monitoring and

enforcement agency. Credibility is essential to sustain support for reform. *Environmental agencies must also be credible vis à-vis the Ministry of Finance, which should be a key partner in the Programme and engaged in its strategic direction and oversight .*

B. Elaboration of the Concept Note

1. The Technical Sub-Committee considered the Programme in Senegal well designed albeit ambitious. The UN Joint Programme formulation has addressed its main recommendations as follows:
 - a. An attempt to better define what can feasibly be done in the course of three years was made. In the analysis provided below, some recommendations are submitted with a view to further enhance the feasibility of the programme.
 - b. While an effort was made to build on best practices, the programme could benefit further by establishing systematic mechanisms to draw lessons and best practices of other on-going initiatives-especially the UNDP/GEF Global Programme on Payments for Environmental Services.
 - c. The monitoring and evaluation strategy has been enhanced and, in consultation with stakeholders, a set of more specific indicators should be developed in the initial phase of programme implementation.

C. Relevance and external coherence

1. The Programme outcomes should contribute to the attainment of MDG 7 and to conserve forest ecosystems' services through facilitating the establishment of payments for those services. The outcomes related to the establishment of payments and taxes will contribute to improvement of living conditions of local populations and encourage sustainable management of forest ecosystems. Hence, contributing to the attainment of MDG1
2. The programme encourages national ownership and alignment with:
 - i) Second Poverty Reduction Strategy Paper- covering 2006-10 (PRSP II). The PRSP-II pushes the poverty reduction agenda forward so as to meet the objective of raising economic growth in line with the targets set out in the New Partnership for Africa's Development (NEPAD) and the Millennium Development Goals (MDGs).
 - ii) The Local National Development Programme aiming at strengthening local capacities, and access to social services.
 - iii) The Forest Code which establishes forests under the aegis of the federal government (e.g. national parks, nature reserves, etc) and those considered of protected domain under communal and community administered forests.
3. The Institutional Coordination Mechanism is centered on the Project Coordination Unit. The Ministry of Environment serves as leading government agency. The project will be anchored at the Direction of Water, Forests, Nature

Protection and Soil Conservation. *The document states that the work of the Programme will be carried out in close collaboration with all the UN agencies involved; but, it does not foresee a UN coordination mechanism to participate systematically in the oversight of the Programme.*

4. Provisions are made for the establishment of a Steering Committee and a Technical Committee but no explicit reference is made regarding its membership. And in both Committees only the Ministry of the Environment is singled out as participating government agency. The Ministry of Finance should play a critical role in the reform process. Similarly, local government and community organizations need the appropriate technical capacity in order to function as a credible monitoring and enforcement agency. If the reform is to be successful political and commercial vested interests should see the agency responsible for forestry management as credible particularly if they are to be influenced and resistance is to be overcome. *It is advisable that key stakeholders-Ministry of Finance, local governments, community and private sector representatives are engaged in the strategic direction, oversight and implementation of the Joint UN Programme.*
5. *Participation of local authorities and other local stakeholders is foreseen in the implementation of the UN Joint Programme*, especially in those activities related to Output 2.3 – development mechanisms to invest fiscal revenues in local communities, as well as in activities envisaged under outcome 3: enhanced local communities and private sector ownership of the forest fiscal reform.
6. *The Programme document does not acknowledge other relevant on-going international development initiatives such as:* the Senegal World Bank/GEF Coastal and Biodiversity Management Programme ; and new and innovative environmental mechanisms being explored in Senegal, such as the one brokered by GoodPlanet Action Carbon programme: Air France is now offering passengers the opportunity to offset their CO2 emissions with carbon credits from Pro-Natura's Green charcoal project in Senegal.
7. *The Programme should establish systematic coordination arrangements with the UNDP/GEF Global Project: Institutionalizing Payments for Ecosystem Services (PES).* This project will support PES innovators and initiatives in agricultural, forest, coastal and mountain ecosystems globally, with special emphasis on Eastern and Southern Africa and tropical America. The main goal of the global project is to strengthen the capacity of leaders and institutions from diverse stakeholder groups (buyers, sellers, intermediaries and policymakers) in the two regions for strategic analysis, planning and implementation of PES. New policies to mainstream biodiversity conservation through PES will be implemented by the private, public and civil society sectors. The project will directly improve biodiversity outcomes on at least one million hectares in the two regions, by improving design of PES schemes, stimulating new PES schemes, and supporting pilots of new models of biodiversity payments. *UN Joint Programme*

could benefit from the knowledge, networks and best practices emerging from the UNDP/GEF global programme.

8. The UN Joint Programme in Senegal is timely and positions the UN system in supporting Payment for Environmental Services innovators and finance initiatives in Senegal forest ecosystems for conservation and sustainable management by local communities. The unified vision and coordinated inter-agency management of the Programme has the potential of amplifying the impact of UN work in Senegal.

D. Internal coherence

1. Forests represent a major natural and capital resource in Senegal, which is frequently undervalued. They provide goods and services critical to poor people's livelihoods and environmental services which underpin broader economic growth – for example in sustaining soil and water resources. Forest management well functioning systems are essential prerequisites to ensure the long-term sustainable provision of forest goods and services to the economy and society. The main challenge of forest policy is to reconcile the multiple functions of forests. *To achieve the UN Joint Programme's main goal - integrating the economic value of the forest ecosystems services in the decentralized fiscal policy- participation of local communities, NGOs and the private sector in the process of revision of the forest fiscal policy should be ensured. And provisions should be made to reward local stakeholders for stewardship of those resources.*
2. **The Programme envisages three major set of outcomes :** 1) Development of national information system on the total economic value of the economic services provided by Senegal forest ecosystems and strategies required to address environmental changes and its impact on migration; 2) Integrate and mainstream the economic value of the services provided by the forest ecosystems in the decentralized fiscal policies with a view to promote its sustainable management; and 3) Ensure ownership and participation of local communities and private sector in the process of fiscal forest reform.
3. Outputs envisaged for the first outcome include:
 - a. An Information System to include in National economic accounting the value of services provided by forest ecosystems and the impact of climate change on those systems.
 - b. Baseline data on the environmental changes and its impact on migration, as well as a better understanding of the economic, political and social strategies needed to better manage environmental changes , adaptation and migration; and
 - c. A geographical information system on the services provided by forest ecosystems and the institutional environmental.

4. Understanding the value of forest ecosystems and the services they provide is important for policy makers. Maintaining ecosystems, through protected areas or through other mechanism, requires expenditure of resources.
5. Around the world a widespread interest is emerging in markets and payment schemes to stakeholders who conserve or restore the ecosystem services while providing a sustainable source of livelihood for rural communities.
6. In the next decades, payments and markets for ecosystem services could become a major source of financing for ecosystem stewardship and biodiversity conservation. Senegal has the opportunity to establish institutions to enable the direct beneficiaries of ecosystem services to finance their protection, and that provide incentives to resource stewards and investors in stewardship.
7. ***It would be highly recommendable that the Programme does not focus only on developing an information system on valuation; but rather gives priority to specific pilot cases on payment for environmental services. It should also consider providing support in setting up national institutional infrastructure to finance productive and stable forest ecosystems.*** Hence, it will be essential that partners from the NGO, private sector and from the ministry of finance and banking system are mobilized to join in. ***Programme implementation should be informed by lessons learned and best practices emanating from the UNDP/ GEF Global Programme on Payments for Environmental Services.***
8. Outputs envisaged for the second outcome include: the development of forest fiscal reform in the forest sector, including the design of an eco-tax to reward local populations' stewardship of forest ecosystems; and enhanced capacity of community organizations to develop small scale sustainable productive projects. The document is not explicit on which stakeholders will participate in these activities. In this regard, it will be advisable that ***before the programme begins full implementation key stakeholders are identified and their participation is secured, including delineating roles and responsibilities.*** It is further recommended for implementing the micro-projects' component, the programme explores ***partnerships with national institutions with strong track record in community development projects and or microfinance,*** ensuring that they incorporate in their business proper safeguards to avoid negative impacts on the environment. That approach will be more cost-effective than starting a new set up, and could ensure sustainability of the operations.
9. ***Reviews of reform processes in several countries indicate that the key issue is to identify and engage as many different pro-reform actors possible. This will ensure a stronger coalition for change.*** However, this also requires overcoming the tensions between different groups. So, while some in the private sector, government, civil society favour reform, they may have quite

different motives. *Effective partnerships to be formed across these different groups through frequent dialogue.*

10. Reliable qualitative and quantitative information should be collected and disseminated. *Information on the social costs of unsustainable forest management and the amounts of revenue being foregone is vital for raising awareness with key stakeholders and the general public, and getting their support for fiscal reforms.*
11. *Public awareness campaigns based on accurate information, presented in a way that is easy to understand, and broad based consultation with affected stakeholders (including representatives of civil society, the private sector and vulnerable groups) can help build the necessary support for the Programme.*
12. *The reform process might be more successful if it is integrated in to other ongoing national processes (e.g. PRSP II), or at least takes these into account.*
13. Outputs envisaged for the third outcome include enhanced capacities and knowledge of local government, communities and NGOs to manage forest resources, the potential flow of finance emanating from environmental services; and the establishment of a pilot reserve developed and managed by local communities.
14. These activities are essential for the ultimate success of the programme and should be developed in close partnership with the communities involved, local government authorities and private sector. *Establishment of the pilot reserve should be decided after a pre-feasibility assessment of different pilot options and drawing lessons and best practices from other initiatives in Senegal especially from the World Bank/GEF project.*
15. The work plan for *the first year should place higher emphasis on establishing partnerships and ensuring that key stakeholders are engaged and committed to the Programme. The budget should be revisited to place higher priority to pilot cases. Currently, more than a third of the budget is committed to the establishment and functioning of the Programme Coordination Unit.* The programme activities while generally structured to lead to the stated outputs seem front-loaded particularly given that stakeholders, partnerships, pilot areas and co-financiers the programme have not been identified in the current document. *Once the Programme Coordination Unit is established it should revisit the first year work plan and consider phasing activities over a longer implementation period.*

E. Sustainability, Monitoring and Evaluation

1. In order to ensure sustainability the Programme should mobilize key stakeholders- Ministry of Finance, local governments, community and private sector representatives to ensure sustainability. It should also seek engagement of co-financiers especially for the pilot projects. Potential local and international buyers of environmental services should be brought on board in the early stages of implementation. At this stage the programme document is not explicit of any co-financing arrangements.

3. The UN Joint Programme includes a monitoring and evaluation plan with indicators for monitoring and identifies means of verification. However, the indicators are not specific on targets on volume in payments for environmental services to be operating at the end of its activities. It is recommended that in the first months of operation the Coordination Unit - in consultation with stakeholders-finalizes preparation of the project's first annual work plan on the basis of the project's log frame matrix. This will include reviewing the logframe (indicators, means of verification, assumptions), imparting additional detail as needed, and on the basis of this exercise finalize the Annual Work Plan with precise and measurable performance indicators, and in a manner consistent with the expected outcomes for the project. The Oversight Committees should serve as a mechanism to reformulate the programme activities based on monitoring and evaluation findings.

V. Recommendations to the UNCT for modifications to the JP design

1. Around the world, widespread interest is emerging in markets and payment schemes that reward actors who conserve or restore the ecosystem services provided by terrestrial, freshwater, and marine ecosystems, while providing a viable and sustainable source of livelihood for rural communities. ***There are currently many markets for ecosystem services and ongoing initiatives by donors, NGOs, and international financial institutions to develop ecosystem service payment schemes.***

2. The Senegal UN Joint Programme is timely and can be implemented in conjunction with the on-going Poverty Reduction Strategy Paper 2006-2010 (PRSP II). However, the challenges of undertaking such reforms are manifold. Below follow some specific recommendations aim at enhancing project design:

- i. ***The UN Joint Programme should secure broader stakeholder participation and partnerships for a successful implementation. .***
- ii. ***It would be highly recommendable that the Programme does not focus only on developing an information system on valuation; but rather gives priority to specific pilot cases on payment for environmental services. It should also consider providing support in setting up national institutional infrastructure to finance productive and stable forest ecosystems.***
- iii. No explicit reference is made regarding the Programme Steering and Technical Committees' membership. And in both Committees only the Ministry of the Environment is singled out as participating government agency. ***It is advisable that key stakeholders-Ministry of Finance, local governments, community and private sector representatives are engaged***

in the strategic direction, oversight and implementation of the Joint UN Programme.

- iv. *The document states that the work of the Programme will be carried out in close collaboration with all the UN agencies involved. It is recommended that a UN coordination mechanism to participate systematically in the oversight of the Programm is foreseen..*

- v. *The Programme should establish links with other relevant on-going international development initiatives such as: the Senegal World Bank/GEF Coastal and Biodiversity Management Programme ; and with new and innovative environmental mechanisms being explored in Senegal, such as the one brokered by GoodPlanet Action Carbon programme: Air France is now offering passengers the opportunity to offset their CO2 emissions with carbon credits from Pro-Natura's Green charcoal project in Senegal. It should also establish **coordination arrangements with the UNDP/GEF Global Project: Institutionalizing Payments for Ecosystem Services (PES). And benefit from the knowledge, networks and best practices emerging from this global programme.***

- vi. *Forests represent a major natural and capital resource in Senegal, which is frequently undervalued. **To achieve the UN Joint Programme's main goal - integrating the economic value of the forest ecosystems services in the decentralized fiscal policy- participation of local communities, NGOs and the private sector in the process of revision of the forest fiscal policy should be ensured. And provisions should be made to reward local stakeholders for stewardship of those resources.***

- vii. ***Public awareness campaigns based on accurate information, presented in a way that is easy to understand, and broad based consultation with affected stakeholders (including representatives of civil society, the private sector and vulnerable groups) can help build the necessary support for reform. This should include information on the social costs of unsustainable forest management and the amounts of revenue being foregone.***

- viii. *The document is not explicit on which stakeholders will participate in the activities related the development of forest fiscal reform. It will be advisable that **before the programme begins full implementation participation of key stakeholders is secured, including agreeing on roles and responsibilities.** It is further recommended that the programme explores **partnerships with national institutions with strong track record in community development projects and or microfinance** to implement the component dealing with micro-projects. And ensuring that they*

incorporate in their business proper safeguards to avoid negative impacts on the environment.

- ix. ***Reviews of reform processes in several countries indicate that the key issue is to identify and engage as many different pro-reform actors possible. This will ensure a stronger coalition for change.*** However, this also requires overcoming the tensions between different groups. So, while some in the private sector, government, civil society favour reform, they may have quite different motives. ***Effective partnerships to be formed across these different groups through frequent dialogue.***

- x. ***Once the Programme Coordination Unit is established it should revisit the first year work plan and consider phasing activities over a longer implementation period.*** This should include reviewing the logframe matrix (indicators, means of verification, assumptions) imparting additional detail as needed, and finalize the Annual Work Plan with precise and measurable performance indicators, in a manner consistent with the expected outcomes for the project. The budget should be revisited to place higher priority to financing pilot cases. Currently, more than third of the budget is committed to the functioning of the Programme Coordination Unit.

- xi. The monitoring and evaluation plan should also include indicators specifying targets in volume in of payments for environmental services to be operating at the end of its activities. The Oversight Committees should serve as a mechanism to reformulate the programme activities based on monitoring and evaluation findings.

ET
8 – 11 - 07