

# Guidance for Inception Phases of UN-REDD National Programme: An overview

UNDP/UN-REDD Programme Planning Meeting  
New York  
1-5 February 2010





# Process

- ToR: “Principled Guidance”
- Starting point model: Viet Nam Inception Workshop (Sept)
- Planned second data point : Congo (October)
- Drafting: v.1: Dec; v.2: Jan
- Commenting: some comments received - UNDP, FAO
- Actual second data point: Tanzania (last week)
- Finalization: February submission to Policy Board



# 1: The external coordination, or “fitting in,” principle

*NPs should contribute to, and form a constituent element of, an integrated national approach to the challenges and opportunities of REDD*

- Effective coordination and integration with national REDD Readiness process is paramount
- Complexity and importance will vary according to country: # of players, centrality of UN-REDD programme
- Redouble efforts during IP
  - Assessing & supporting the process
  - Updating the scene since NP document
  - Key objective of Inception Workshop
  - Potential implications for workplan
  - Coordination jujitsu: use any criticism / demands for coordination to enhance coordinating role



## 2: The oversight principle

*NPs should have effective and transparent systems of oversight*

- Need for a Steering Committee, Board or Advisory Group
- Project-level oversight should be used as a tool for broader, ‘beyond project’ integration
- Finding the ‘sweet spot’ between project-level control and integration with broader processes (a political judgment)
- During IP: Draft ToR, select members, hold first meeting



## 3: The integrated management principle

*Day-to-day and strategic management processes and systems should be streamlined and integrated across participating UN organizations*

- The Programme Coordination & Management Group (PCMG): (1) Implementing Agency (counterpart staff), (2) project professional staff and (3) participating UN organizations (representatives).
  - During IP: Developing workplans & budgets, agreeing on staff ToRs
  - Developing harmonized implementation arrangements for:  
Workplan and budget preparation; financial procedures: recruitment of project staff and consultants; procurement of supplies, services and equipment; organization of travel, workshops and meetings; adaptive management and reporting
- 'Harmonizing egos': Representatives of UN organizations need to behave as a team - developing common positions, having a team leader, consistent representation, etc.



## 4: The financial harmonization principle

*Financial management systems should be harmonized across agencies and should minimize transaction costs facing national authorities*

- Maintaining a common 'interface' vis-à-vis Government
- Use of the HACT process and FACE forms
- Another fine line: between encouraging use of national systems and ownership and ensuring integrity of the process
- Importance of assurance measures (IP)
- Maintaining flexibility



# Conclusions: Inception Guidance is critical (unbiased view)

- Defines an inception process around which project teams (UN, Government, project staff) can coalesce:
  - What needs to be accomplished: common agenda and template
  - Who needs to accomplish it: helps to define roles and responsibilities within that overall set of tasks
  - When it needs to be accomplished: encourages emergence of quarterly work packages
  
- Lessons from Tanzania mission
  - Guidelines as a point of departure for discussions about project oversight, management, coordination and harmonized implementation arrangements and structures
  - Easy to see what remains to be done; to be further aided by a checklist