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# Enhancing Implementation of National Programmes

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UN-REDD PROGRAMME NINTH  
POLICY BOARD MEETING

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26-27 October 2012

Brazzaville, Republic of the Congo

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## Background

Currently the UN-REDD Programme has 14 National Programmes that have received transfers of funds and are in different stages of implementation from inception to operational closure. The first National Programmes (NPs) approved in 2009 were designed for a duration of two years (see Annex 1). Early into implementation, the participating organizations and national counterparts realized that the timelines for these NPs were unrealistic. There were significant start-up delays due to both the specific requirements for UN-REDD NPs and the complex nature of the REDD+ readiness process that requires involvement of stakeholders and institutions that traditionally have not worked together. To date, five countries have requested non-cost extensions, three of them being NPs approved in 2009, with two years duration.

In accordance with the UN-REDD Programme's Rules of Procedure and Operational Guidance<sup>1</sup>, only "substantive revisions to NJPs [National Joint Programmes] under implementation (i.e. changes at the "outcome" level of the Results Framework) must be re-submitted to the Secretariat for clearance before being signed by the UN-REDD Programme Policy Board". Therefore non-cost extensions, considered as non-substantive revisions, have been processed as follows:

- The decision to approve a non-cost extension is made by the national-level Project Executive Board, Steering Committee or equivalent entity (co-chaired by the Government counterpart and the UN RC, including other government stakeholders, the agencies' Country Directors and, and non-government stakeholders
- The Secretariat is notified of the decision by a [memo](#) from the UN Resident Coordinator
- The Secretariat informs the Board (as part of the presentation on status of NPs), and makes sure the new end date is reflected in all relevant documentation and that the decision is recorded in the semi-annual and annual reports

In addition to extending the duration of NPs to a more realistic timeframe, the participating UN-agencies have taken several actions and measures to improve delivery of National Programmes:

- An internal review and discussions during an inter-agency staff retreat in early 2012 resulted in a list of actions to improve the implementation of national programmes in general.
- The recently released "[Handbook for National Programmes and other National level activities](#)" which is being distributed to staff and stakeholders involved in implementation of National Programmes, contains detailed guidance on the formulation, implementation and monitoring of NPs.
- In response to Policy Board requests, the Secretariat has also amended the reporting templates, which are now results-based and with sections on challenges and risk management.
- A series of principles for NP implementation have been developed and disseminated.
- The Programme has identified country-specific bottle-necks for delivery of National Programmes and has established an Action Team to improve implementation in partner countries

Lessons learned from implementation and the progress reported by existing National Programmes, show that there are a few countries facing severe challenges to implementation, some of them reporting no activities more than one year after receiving the first transfer of funds due to several factors including changes in government, changes of authorities and delays in hiring project personnel.

Since NPs generally have a budget for 3-4 million US\$ and the funds are transferred once the NP has been finalized and signed, this results in a large amount of funding being tied up.

Given the above, the Secretariat proposes the following items for consideration by the Policy Board:

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<sup>1</sup> [http://www.unredd.net/index.php?option=com\\_docman&task=doc\\_download&gid=361&Itemid=53](http://www.unredd.net/index.php?option=com_docman&task=doc_download&gid=361&Itemid=53)

### **For existing National Programmes**

The Policy Board is requested to consider adopting the following decisions:

- To encourage rapid progress from finalization of the National Programme document to implementation of the National Programmes, the Board decides that the inception workshop must be conducted and a Programme Management Unit (PMU) must be set up no later than six months from the date of the first transfer of funds.
- The Board decides that if it is not possible to conduct the inception workshop and set up a PMU within six months, the country is requested to ask the Board for an extension to be considered inter-sessionally, justifying the reasons for this.
- The Board also decides that for National Programmes with a duration of more than 3 years in need of a non-cost extension, the request shall be submitted inter-sessionally to the Board, justifying the reasons for the request.

### **Future National Programmes**

For future National Programmes the Policy Board is invited to exchange views on other means for enhancing delivery and implementation of National Programmes, including, but not restricted to:

- Having flexible sizes for National Programmes in relation to absorption capacities and country circumstances. Possible options:
  - Equal allocations per region/with different sizes of NPs
- Having all future National Programmes funds transferred in tranches, with the disbursement of the second tranche being conditional upon delivery of the first tranche
- Further revision of the application of the [criteria to prioritize countries for new National Programmes](#)

**Annex 1. Current status: Duration and non-cost extensions of National Programmes**

| #                             | NATIONAL PROGRAMME               | Duration   |            | First Extension | Second Extension |
|-------------------------------|----------------------------------|------------|------------|-----------------|------------------|
|                               |                                  | Start Date | End Date   |                 |                  |
| AFRICA                        |                                  |            |            |                 |                  |
| 1                             | DRC - initial National Programme | 01.06.2009 | 01.05.2010 |                 |                  |
|                               | DRC - full National Programme    | 01.09.2010 | 31.03.2013 |                 |                  |
| 2                             | Tanzania                         | 01.10.2009 | 30.09.2011 | 30.06.2012      | 30.06.2013       |
| 3                             | Zambia                           | 01.09.2010 | 01.08.2013 |                 |                  |
|                               | Total Africa                     |            |            |                 |                  |
| ASIA & THE PACIFIC            |                                  |            |            |                 |                  |
| 4                             | Cambodia                         | 01.05.2011 | 01.05.2013 |                 |                  |
| 5                             | Indonesia                        | 01.10.2009 | 01.05.2011 | 30.06.2012      | 31.10.2012       |
| 6                             | Papua New Guinea                 | 01.01.2011 | 31.12.2013 |                 |                  |
| 7                             | Philippines                      | 01.07.2011 | 01.07.2012 | 31.12.2012      |                  |
| 8                             | Solomon Islands                  | 01.07.2011 | 01.12.2012 | 16.06.2013      |                  |
| 9                             | Vietnam                          | 01.09.2009 | 01.04.2011 | 30.06.2012      |                  |
|                               | Total AP                         |            |            |                 |                  |
| LATIN AMERICA & THE CARIBBEAN |                                  |            |            |                 |                  |
| 10                            | Bolivia                          | 01.05.2010 | 01.04.2013 |                 |                  |
| 11                            | Ecuador                          | 01.07.2011 | 31.12.2013 |                 |                  |
| 12                            | Panama                           | 01.01.2011 | 01.01.2014 |                 |                  |
| 13                            | Paraguay                         | 01.07.2011 | 01.07.2014 |                 |                  |
|                               | Total LAC                        |            |            |                 |                  |