

Management Note for Improved Delivery of the UN-REDD Programme



September 2012



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Resilient nations.



UN-REDD

PROGRAMME



The UN-REDD Programme is the United Nations collaborative initiative on Reducing Emissions from Deforestation and forest Degradation (REDD+) in developing countries. The Programme was launched in 2008 and builds on the convening role and technical expertise of the Food and Agriculture Organization of the United Nations (FAO), the United Nations Development Programme (UNDP) and the United Nations Environment Programme (UNEP). The UN-REDD Programme supports nationally-led REDD+ processes and promotes the informed and meaningful involvement of all stakeholders, including Indigenous Peoples and other forest-dependent communities, in national and international REDD+ implementation.

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September 2012

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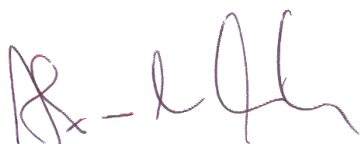
Foreword

The UN-REDD Programme was established in September 2008 as an innovative 'One UN' partnership to provide technical and financial support for the development and implementation of REDD+ strategies in a coordinated way. Building on the convening role and technical expertise of the Food and Agriculture Organization of the United Nations (FAO), the United Nations Development Programme (UNDP) and the United Nations Environment Programme (UNEP), the UN-REDD Programme has evolved to be one of the leading multilateral initiatives for REDD+ in the world. The Programme provides support to partner countries for the development and implementation of their REDD+ strategies, while strengthening the role of indigenous peoples, local communities, other forest-dependent communities and civil society organizations in REDD+ activities.

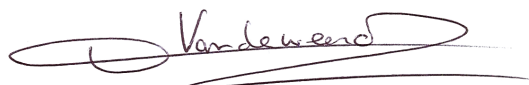
REDD+ partner countries are continuously evolving, as is the REDD+ mechanism itself. In light of this, the UN-REDD Programme management recognizes the strategic importance of taking stock of the current REDD+ context, and making adjustments to vision, scope and modus operandi of the Programme to ensure it is meeting the needs of countries as they gradually move beyond the readiness phase.

The following Management Note and annexes represent the UN-REDD Programme's commitment to continue to improve and take advantage of the Programme's unique expertise and position to enhance the delivery of the Programme. As the senior management of the three Participating UN Organizations of the Programme, we look forward to working through the challenges ahead to build an even stronger UN-REDD Programme.

The UN-REDD Programme Strategic Group:



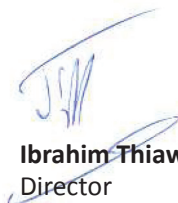
Alexander Mueller
Assistant Director-General
Department of Natural Resources
Food and Agriculture Organization of the United Nations (FAO)



Verle Vandeweerd
Director
Environment and Energy Group
United Nations Development Programme (UNDP)



Eduardo Rojas
Assistant Director-General
Department of Forestry
Food and Agriculture Organization of the United Nations (FAO)



Ibrahim Thiaw
Director
Division of Environmental Policy Implementation (DEPI)
United Nations Environment Programme (UNEP)

1. Introduction

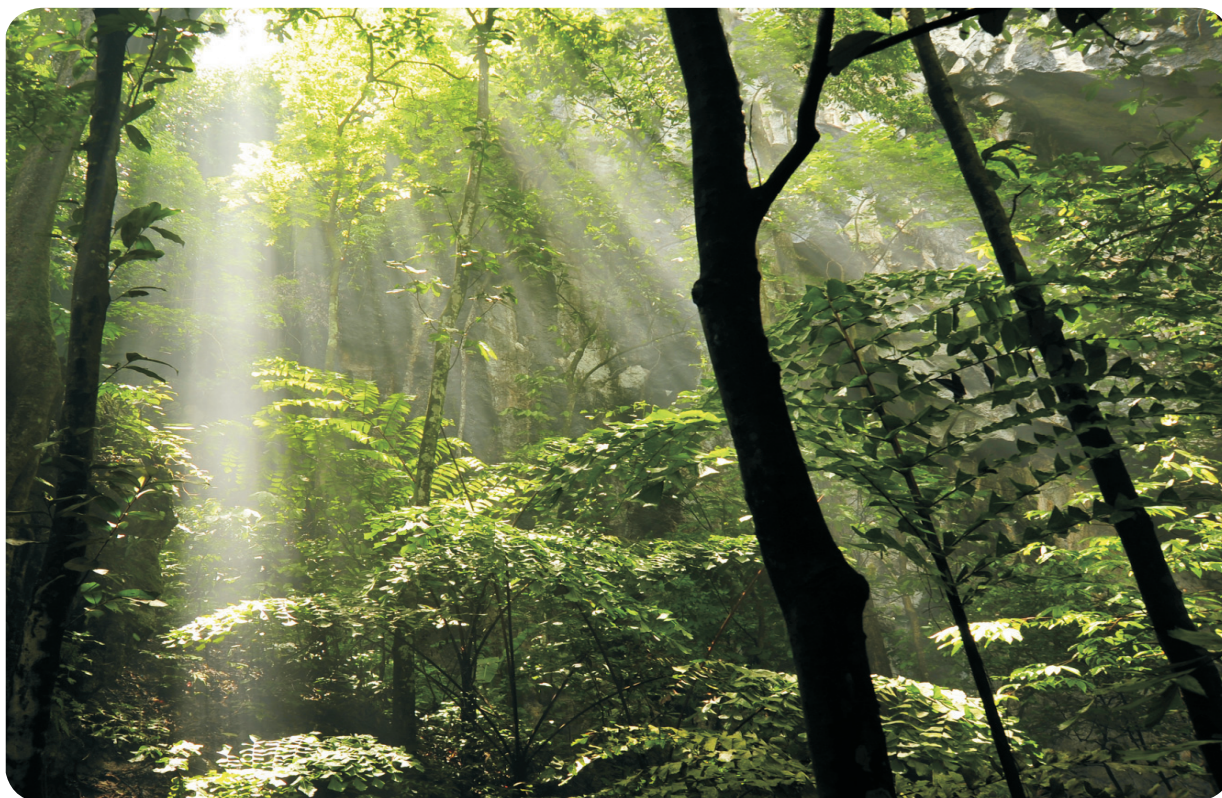
Over the past year, the UN-REDD Programme has commissioned a series of internal processes that includes an internal review of the Programme, staff retreat and interagency management retreat, to assess lessons learned and make recommendations for mid-stream adjustments to further strengthen the Programme. The conclusions and recommendations of all these activities (see Annexes 2-4) have been considered by senior management,¹ together with other lessons learned from Programme implementation and informal feedback, to improve Programme delivery.

This 'Management Note for Improved Delivery of the UN-REDD Programme' is an outcome of these internal review processes, representing a consolidation of various recommendations, and the lessons learned through the initial years of experience of designing and implementing the Programme. The Note

proposes adjustments to the positioning and operations of the UN-REDD Programme, in five broad areas:

- i. Positioning and vision;*
- ii. Delivery of National Programmes and the Global Programme support to national REDD+ actions;*
- iii. Internal Programme management;*
- iv. Knowledge management.*
- v. Resource mobilization.*

The overall aim is to strengthen governance and internal management arrangements to enhance delivery of the Programme. More details regarding the proposed adjustments, including timeframe and ownership, is provided in Annex 1. The Programme has already begun implementing some of these interventions, whilst others are not yet underway. This management note will also contribute to the planned external review of the Programme in 2013.



¹ See Section 3 for a more information on the composition of the Strategic Group.

2. Adjustments to the Programme

2.1 Positioning the UN-REDD Programme

Over the past four years, UN-REDD Programme has grown from supporting nine initial pilot countries, to 44 partner countries across Africa, Asia-Pacific and Latin America and the Caribbean, with 16 receiving direct support for UN-REDD National Programmes (See Figure 1). Additionally, another seven countries are receiving smaller-scale targeted support. As the REDD+ landscape and countries' needs evolve, the Programme will need to set priorities in an environment of competing demands. The complexity and requirements for REDD+ makes a strong case for the establishment of strategic partnerships. The Programme is therefore committed to promoting strong partnerships at the necessary scales, from global to local levels, and to taking on broad lessons learned from complementary initiatives while avoiding duplication of efforts. With respect to the UNFCCC, management recognizes that although there is a clear distinction between negotiations that must continue to take place within the United Nations Framework Convention on Climate Change (UNFCCC) and its subsidiary bodies and the UN-REDD Programme, its work does not need to be constrained by the pace of progress on REDD+ issues under the UNFCCC.

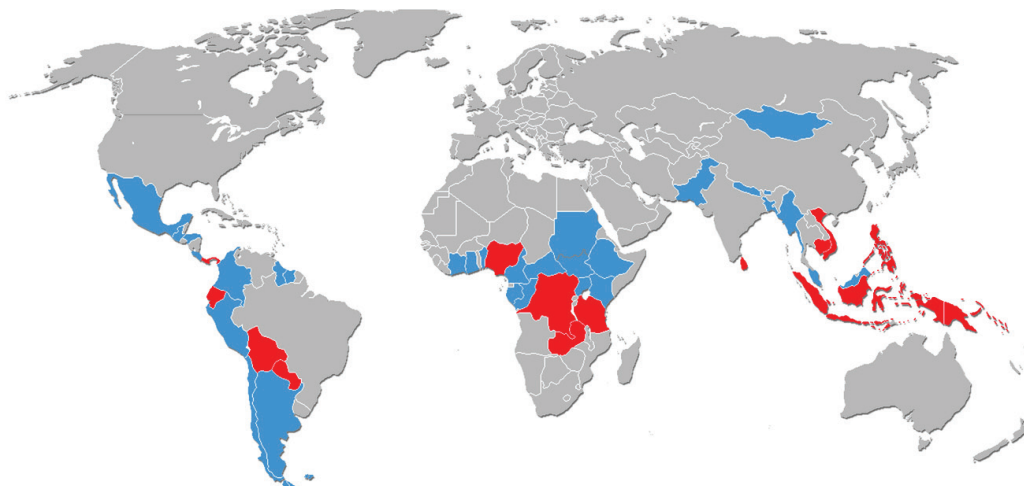
Senior management recognizes REDD+ as a long-term development choice that requires innovation in order to achieve environmental

benefits, as well as economic growth and increased prosperity for REDD+ countries. The UN-REDD Programme senior management is committed to reducing transaction costs for governments, donors, and the UN, and to strengthen joint programming and improve efficiency of country-level delivery in line with the UNDG guidelines.²

To address the above issues and priorities, the Programme will:

- Learn from the experiences of “Delivering as One” and its recent evaluations and develop proposals for greater synergies and amend UN-REDD Programme operations accordingly;
- Maintain the strong link to the UNFCCC, with the Programme serving as a “learning by doing” initiative that generates lessons learned that can be applied in the context of the UNFCCC negotiations;
- Consider how the Programme relates to the Green Climate Fund following the decision taken at COP17 to operationalize the Fund;
- Continue to identify opportunities for country-level coordinated action with other multilateral initiatives as well as national and international research institutions;
- Revise the UN-REDD Programme strategy in response to the changing external environment, ensuring a clear vision and goals.

Figure 1: Map of UN-REDD Programme Partner Countries



² http://www.undg.org/archive_docs/5830-Quick_Reference_Guide_to_Joint_Programmes.pdf <http://bit.ly/RTjnJF>

2.2 Delivery of National Programmes and the Global Programme support to national REDD+ action

Issues affecting delivery of National Programmes and the Global Programme support to national REDD+ action have been identified. These include the need for improved collaboration and coordination, both at the agency level and with other local, national, regional and global REDD+ actors, particularly in the early stages of National Programmes implementation. Clarifying the roles and responsibilities of the agencies is also important. Delays in fund transfers due to differences in the agencies' management and implementation procedures have also been identified as an issue.

Issues relating to weak capacity in governments and among agency staff in country were highlighted, along with misunderstandings related to the link between the Global Programme support to national REDD+ action and National Programmes implementation. The needs and demands of countries and the Global Programme can be better aligned in the future. Improving delivery and impact of the Programme was identified as an immediate priority, including the need to strengthen coordination and collaboration with other multi-laterals especially the Forest Carbon Partnership Facility (FCPF).

To address the above issues, the Programme will:

- Learn from lessons of implementing joint programmes and the experiences of "Delivering as One" and its recent evaluations. In particular, research best practices of joint delivery from the experiences of the UN Development Group (UNDG) and use UNDG guidelines to streamline and improve country-level delivery;
- Implement with immediate effect agreed 'Principles to be applied for UN-REDD National Programmes' (see Annex 3);
- Increase investment to in-country national coordination to strengthen national ownership and leadership as well as to enhance coordinated agency support;
- Finalize and disseminate the National Programme Handbook consolidating the role and responsibilities of all partners and with clear guidelines for fund allocation for National Programme budget design by October 2012;

- Analyze implementation rates in partner countries, review challenges with in-country implementation, and prepare proposals for consideration by Policy Board;
- Build on the results of the country needs assessment, to ensure greater alignment of the needs and demands of countries with the Global Programme;
- Improve communications related to how the Global Programme supports efforts in-country.

2.3 Internal Programme management

The UN-REDD is a joint programme, and not a fund, which is something that should be coordinated and communicated externally and internally. Feedback from the internal review and the staff retreat underlined the need to strengthen joint Programme management, in terms of improved planning and internal governance, in order to improve delivery of the Programme. Senior management recognizes the challenges of managing a complex yet unique partnership of three UN agencies. Therefore, it accepts the need to continuously address the mandates of the various management groups and strengthen interagency collaboration and cooperation. To move towards managing for results, improved reporting, the capturing of lessons, and ensuring accountability, the Programme will develop and implement a results-based planning framework.

In terms of Programme governance, the UN-REDD Programme Policy Board has been a pioneer in terms of a new form of governance body for a multi-lateral initiative, in that its membership includes representatives of countries, Indigenous Peoples, Civil Society, donors and UN agencies all enjoying equal decision-making rights. The Policy Board has also put countries in a prominent position with respect to fund allocation, as well as providing some direction to the Programme. At the same time, the Policy Board has principally focused on managing financial allocations and less on providing strategic direction to the Programme. As such, there is a need to review the Policy Board and consider adjustments to its function, role and structure.

To address some of the above issues, the Programme has revised and clarified the roles and responsibilities of the various internal

management groups in line with the changing nature and context of the UN-REDD Programme. (See the ToR at Annex 3). The “Coordination Group” has been further divided into a “Strategy Group” and a “Management Group”, supported by the Secretariat with the following mandates:

- Strategy Group (SG): provides strategic oversight related to the contributions of the Participating UN Organizations to the UN-REDD Programme;
- Management Group (MG): provides Programme management;
- Secretariat: provides programmatic coordination, quality assurance and administrative and logistical support for the key decision-making bodies of the UN-REDD Programme.

To address other issues related to internal Programme management, the Programme will:

- Continue to further develop and implement a framework for results-based management, that includes monitoring and reporting on agreed Programme-wide milestones and performance results. The framework will include an impartial assessment of the progress by the Participating UN Organizations in implementing their individual and collective commitments. The framework will reflect current priorities but will be flexible enough to respond to changes as the Programme continues to evolve;
- Maintain the Programme as a knowledge hub by finalizing the compilation of lessons learned and success stories, and capturing best practices;
- Commission an independent external evaluation of the UN-REDD Programme in 2013 as planned. The Programme has started to strengthen interagency collaboration and cooperation by engaging agency capacities more broadly including delegation of authority to appropriate levels (the MG, the Secretariat and Programme staff/‘Action Teams’);
- Undertake a review of the Policy Board as mandated by the Policy Board.
- Consider a review of the MoU guiding the UN-REDD Programme partnership to increase efficiency and facilitate adaptive management of the Programme.

2.4 Improved Knowledge Management

Improving knowledge management and sharing so that the knowledge developed within the programme is applied was another theme that emerged. As the UN-REDD Programme grows and delivers to an increasing number of partner countries, it requires adequate Knowledge Management (KM) resources to capture, store, analyze and share knowledge so that it can inform planning and delivery in the future. The ambition is that the UN-REDD Programme transforms itself to become a knowledge hub and an open source of REDD+ information for all countries worldwide. The UN-REDD Programme’s current KM resources are unlikely to be sufficient to provide for evolving needs of the Programme over the next four years.



To address the above issues, the Programme will:

- Develop and implement an effective KM strategy to support effective internal decision-making, and bolster the Programme’s ability to communicate results achieved by partner countries. The strategy will identify proposals for new KM activities and systems, identified roles and responsibilities, an annual work plan and the resources needed to implement and maintain effective and sustainable KM systems that meet the needs of the Programme;
- Continue to develop and improve the UN-REDD Programme website and workspace as a source of knowledge;
- Maintain the Programme as a knowledge hub by finalizing the compilation of lessons learned and success stories, and capturing best practices;
- Continue to produce policy papers on topical issues.

2.5 Resource mobilization

As outlined in the UN-REDD Programme Strategy 2011-2015, the Programme objective for disbursements over the five-year period totals approximately US\$350-400 million. This is a realistic goal that the UN-REDD Programme management is committed to achieve. The Programme has provided support to an additional seven countries for initial REDD+ readiness (in addition to the Programme's nine initial pilot countries) and is providing or considering requests for targeted support from 28 partner countries. The Programme recognizes the need for increased resource mobilization to meet the needs of the growing numbers of partner countries, along with broadening of the donor base. Thus far, the Programme has benefited from the valuable support of a limited number of donors (approximately 80 per cent of funding from the Government of Norway).

As countries move beyond the REDD+ readiness phase, financial and technical support for the implementation of REDD+ strategies needs to be gradually scaled up. Tier 2 therefore provides an opportunity for scaling up funding in a way that offers flexibility for the benefit of participating countries and donors.

Given the above, the Programme will:

- Update and implement a revised fund raising strategy to guide donor relations and resource mobilization for the Programme to raise sufficient, predictable and sustainable resources;
- Incorporate the results of the country needs assessment to inform planning and resource allocation;
- Continue to work with participating countries to progressively operationalize the Tier 2 funding modality;
- Clearly define procedures for countries to access targeted support under the Global Programme;
- Support countries to access alternative funding windows, including GCF, GEF and private sector funding.



Annex 1. Consolidated list of actions to improve delivery of the UN-REDD Programme

Action	Status/ Timeline	Lead/owner
Positioning and vision		
<i>Learn from the experiences of "Delivering as One" and its recent evaluations and develop proposals for greater synergies and amend UN-REDD operations accordingly.</i>	Planned – Q3-4 2012	UNDP
<i>Maintain the strong link to the UNFCCC, with the Programme serving as a "learning by doing" initiative that generates lessons learned that can be applied in the context of the UNFCCC negotiations.</i>	Underway – ongoing	Action team tasked by the MG
<i>Consider how the Programme relates to the Green Climate Fund following the decision taken at COP 17 to operationalize the Fund.</i>	Planned Q4	SG
<i>Continue to identify opportunities for country level coordinated action with other multilateral initiatives as well as national and international research institutions.</i>	Underway – ongoing	Country Teams
<i>Revise the UN-REDD strategy with a clear vision and goals. The strategy document states that the document will be updated in response to changing external environment.</i>	Planned - 2013	MG
Delivery of National Programmes and the Global Programme support to national REDD+ actions		
<i>Learn from lessons of implementing joint programmes and the experiences of "Delivering as One" and its recent evaluations</i>	Planned – Q3-4 2012	MG/UNDP
<i>Implement with immediate effect agreed "Principles to be applied for UN-REDD National Programmes" to improve consistency in the administration and delivery of joint UN-REDD Programmes (see Annex 3)</i>	Underway – Principles agreed May 2012.	Country Teams
<i>Finalise and disseminate National Programme Handbook consolidating the role and responsibilities of all partners and with clear guidelines for fund allocation for National Programme budget design</i>	Underway – October 2012	Secretariat/ NP Working Group
<i>Analyze implementation rates in partner countries, review challenges with in-country implementation, and prepare proposals for consideration by Policy Board</i>	Underway – Oct	FAO with support of inter-agency Action Team
<i>Build on the results of the country needs assessment, to ensure greater alignment of the needs and demands of countries with the Global Programme</i>	Underway – Q4	GP WG and PB WG on Roadmap
<i>Improve communications related to how the Global Programme supports efforts in-country</i>	Planned – Q4 2012	Secretariat
Internal Programme management		
<i>Revise and clarify the roles and responsibilities of the various internal management groups - the Strategy Group, Management Group and Secretariat. to clarify roles and responsibilities of respective internal groups. See ToR attached at Annex 3.</i>	Completed – revised ToR adopted June 2012	SG, MG, Secretariat
<i>Develop and implement a framework for results-based management, that includes monitoring and reporting on agreed Programme-wide milestones and performance results.</i>	Underway – Q3-4 2012	Secretariat, MG

Action	Status/ Timeline	Lead/owner
Positioning and vision		
<i>Learn from the experiences of "Delivering as One" and its recent evaluations and develop proposals for greater synergies and amend UN-REDD operations accordingly.</i>	Planned – Q3-4 2012	UNDP
<i>Maintain the strong link to the UNFCCC, with the Programme serving as a "learning by doing" initiative that generates lessons learned that can be applied in the context of the UNFCCC negotiations.</i>	Underway – ongoing	Action team tasked by the MG
<i>Consider how the Programme relates to the Green Climate Fund following the decision taken at COP 17 to operationalize the Fund.</i>	Planned Q4	SG
<i>Continue to identify opportunities for country level coordinated action with other multilateral initiatives as well as national and international research institutions.</i>	Underway – ongoing	Country Teams
<i>Revise the UN-REDD strategy with a clear vision and goals. The strategy document states that the document will be updated in response to changing external environment.</i>	Planned - 2013	MG
Delivery of National Programmes and the Global Programme support to national REDD+ actions		
<i>Learn from lessons of implementing joint programmes and the experiences of "Delivering as One" and its recent evaluations</i>	Planned – Q3-4 2012	MG/UNDP
<i>Implement with immediate effect agreed "Principles to be applied for UN-REDD National Programmes" to improve consistency in the administration and delivery of joint UN-REDD Programmes (see Annex 3)</i>	Underway – Principles agreed May 2012.	Country Teams
<i>Finalise and disseminate National Programme Handbook consolidating the role and responsibilities of all partners and with clear guidelines for fund allocation for National Programme budget design</i>	Underway – October 2012	Secretariat/ NP Working Group
<i>Analyze implementation rates in partner countries, review challenges with in-country implementation, and prepare proposals for consideration by Policy Board</i>	Underway – Oct	FAO with support of inter-agency Action Team
<i>Build on the results of the country needs assessment, to ensure greater alignment of the needs and demands of countries with the Global Programme</i>	Underway – Q4	GP WG and PB WG on Roadmap
<i>Improve communications related to how the Global Programme supports efforts in-country</i>	Planned – Q4 2012	Secretariat
Internal Programme management		
<i>Revise and clarify the roles and responsibilities of the various internal management groups - the Strategy Group, Management Group and Secretariat. to clarify roles and responsibilities of respective internal groups. See ToR attached at Annex 3.</i>	Completed – revised ToR adopted June 2012	SG, MG, Secretariat
<i>Develop and implement a framework for results-based management, that includes monitoring and reporting on agreed Programme-wide milestones and performance results.</i>	Underway – Q3-4 2012	Secretariat, MG
<i>Maintain the Programme as a knowledge hub by finalising the compilation of lessons learnt and success stories, capturing best practices</i>	Underway - ongoing	Secretariat
<i>Commission an independent external evaluation of the UN-REDD Programme in 2013 as planned.</i>	Planned (2013)	MG, Policy Board

<i>Strengthen interagency collaboration and cooperation by engaging agency capacities more broadly including delegation of authority to appropriate levels (the MG, the Secretariat and Programme staff/‘Action Teams’).</i>	Underway – ongoing	MG
<i>Undertake a review of the Policy Board as mandated by the Policy Board.</i>	Underway – Recruitment of consultants in line with ToR in progress	Secretariat & Policy Board WG
<i>Consider a review of the MoU guiding the UN-REDD Programme partnership to increase efficiency and facilitate adaptive management of the Programme.</i>	Planned - 2013 following PB Review	SG
Knowledge management		
<i>Develop and implement an effective Programme- wide KM strategy to support internal decision making, and bolster the Programme’s ability to communicate results achieved by partner countries.</i>	Underway – Q3-4 2012, ToR for initial AT on Knowledge Management Strategy in preparation	Secretariat (supported by Action team tasked by the MG)
<i>Continue to develop and improve the UN-REDD Programme website and workspace as a source of knowledge</i>	Underway – Q3-4 2012.	
<i>Revamped website launched Aug 2012</i>	Secretariat	
<i>Maintain the Programme as a knowledge hub by finalising the compilation of lessons learnt and success stories, capturing best practices.</i>	Underway – Q3-4 2012	Secretariat, Agencies
<i>Continue to produce policy papers on topical issues.</i>	Underway - ongoing	Secretariat, Agencies
Resource mobilization		
<i>Develop and implement a fund raising strategy to guide donor relations and resource mobilization for the Programme to raise sufficient, predictable and sustainable resources.</i>	Underway – September 2012	MG & SG (supported by Action team tasked by the MG)
<i>Incorporate the results of the country needs assessment to inform planning and resource allocation</i>	Underway – Q3-4 2012	GP WG and PB WG on Roadmap
<i>Progressively operationalize the Tier 2 funding modality</i>	Underway – Q3-4 2012	Agencies/MG
<i>Clearly define procedures for countries to access targeted support under the Global Programme</i>	Underway – Q3-4 2012	Secretariat
<i>Support countries to access alternative funding windows, including GCF, GEF and private sector funding</i>	Underway - ongoing	Country Teams

Annex 2: Summary of UN-REDD Programme Staff Retreat

UN-REDD
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Meridian Institute
Connecting People to Solve Problems

UN-REDD Programme Staff Retreat

8-10 May 2012

This meeting of the UN-REDD Programme staff was convened to provide an opportunity for the staff to build a greater sense of cohesiveness, trust and esprit de corp; identify challenges and opportunities; identify appropriate strategic and operational responses to those challenges and opportunities to ensure ever more effective and efficient delivery of the UN-REDD Programme; and generate input on a vision for the future direction of the UN-REDD Programme that can be used to feed into upcoming decisions of the Strategic Directions Group (now referred to as the Strategy Group).

A list of attendees can be found at Annex A.

Tuesday, 8 May 2012

Welcome, Introductions, and Overview of the Agenda

Yemi Katerere, Secretariat and Tim Mealey, Meridian Institute

Yemi Katerere, Head of the Secretariat, welcomed the staff and expressed his excitement in holding the first UN-REDD Programme Staff Retreat. Yemi emphasized that the retreat may only succeed in meeting its objectives if the participants engage openly, honestly, and creatively in addressing some of the challenges and opportunities of the Programme. He stated that the retreat should not be regarded as an end in itself; it should be seen as one step of many that must be taken in order to improve delivery so that the Programme is seen as a partner of choice within the larger REDD landscape. Yemi informed the participants that retreat outcomes and recommendations will be reported to the Strategy Group, the senior management of the three UN-REDD agencies, at their joint meeting with the Coordination Group (now referred to as the Management Group) on 15-16 May 2012.

Tim Mealey from Meridian Institute gave a brief overview of Meridian Institute and reviewed the UN-REDD Programme Staff Retreat documents. He summarized the agenda and established some ground rules to be observed at the retreat to encourage open, honest, and creative participation. After a brief round of introductions from all of the participants, the group completed an exercise designed to help them get to know as many people in the room as possible.

Presentation on the History and Current Status

Estelle Fach, UNDP and Clea Paz, Secretariat

Estelle Fach of UNDP and Clea Paz of the Secretariat provided an overview of the history of the UN-REDD Programme and a snapshot of the current status. Following their presentation, questions and comments were received from the retreat participants. The presentation can be found on the workspace <http://bit.ly/Qtzv2c>.

Questions and Comments

Several staff had comments on about the information provided regarding implementation rates and funding for the Programme. They pointed out some potential reasons for the Programme's low delivery rates. They noted that the speed of the initial UN-REDD negotiations may have heightened expectations regarding the speed of implementing of the overall Programme. The Programme now has the challenge of adapting to the speed of negotiations while ensuring that decisions being made in countries are well-informed and address the complex needs of the countries. The group recognized that improving implementation has broader fundraising implications that should be explored.

Ideas were offered about how to address the funding concerns expressed at the last Policy Board meeting. It was suggested that the funding concerns stem from the standard allotment of \$4 million to support country programmes. The Programme's limited funds make it difficult to provide this level of financial support to the 42 countries currently active under the Programme. The group stated that the support that countries receive does not necessarily have to be \$4 million as countries have already used their participation in UN-REDD to leverage funds from outside donors. Additionally, the group emphasized that funding is not the ultimate measure of success for the Programme; getting countries ready to implement their REDD programmes is the ultimate goal. It was suggested that the amount of funding made available to countries is not a good measure of success and more accurate measures: building in-country trust and support for REDD, developing quality national programmes, and establishing MRV systems and implementation frameworks.

Presentation on Emerging Challenges and Opportunities

Mario Boccucci, UNEP and Peter Holmgren, FAO

Peter Holmgren of FAO and Mario Boccucci of UNEP presented a summary of the key emerging challenges and opportunities for the UN-REDD Programme. The main topics that were emphasized in the presentation included:

- Positioning and Perception of UN-REDD
- Making a difference in countries
- Operating as One-UN
- Knowledge and Dialogue at international level
- Resource Mobilization
- Programme Management

The points made in this presentation provided a common reference that the participants referred back to during the course of the retreat. The presentation can be found on the workspace <http://bit.ly/Qtzv2c>.

Plenary Discussion of Advantages & Disadvantages and Challenges & Opportunities with the Three Agency/One Programme Operating Environment of the UN-REDD Programme

Building on the points made in the overarching presentation of key challenges, the UN-REDD Programme staff identified the key challenges and opportunities to working in an environment that includes three separate agencies working together to achieve a common mission. The group recognized the need to clearly define the services provided to countries, articulate its comparative advantages, and link REDD initiatives to larger green economy strategies in order to increase stakeholder buy in both in-country and at the Policy Board level. Since climate change is not a top priority for legislators around the world, the Programme must position itself as an integral part of a broader solution for rural development. One of the Programme's key contributions to rural development is the cross-sectoral linkages it promotes within governments, particularly between the forestry, finance, and agricultural ministries. The group stated that the Programme should continue to refine its areas of focus, while also paying attention to the global context in which UN-REDD operates to create crucial linkages to other initiatives.

A key challenge that the Programme faces is in defining its role in readiness preparation within a wide variety of country contexts. While some UN-REDD countries have completed the first step to readiness and are moving towards Phase 2 implementation, others have faced significant challenges and still require basic assistance, such as completing national forest inventories. The group noted the Programme needs to work closely with the countries to carefully identify the best ways to work within these varying contexts. Now that the Programme has been underway for three years, the group recognized the importance of managing expectations and, in particular, the need to communicate realistic timelines for what can be achieved to expectant politicians and their constituents.

The group also identified improving implementation rates as a key challenge ahead. Issues with Programme implementation vary between countries and regions, creating a need for an increase in communicating lessons learned across the Programme. Participants recognized that the Programme is operating within a difficult global political and economic environment, which creates challenges to quick implementation. They suggested that the Programme consider embedding a policy advisor within forestry ministries to assist in Programme implementation, promote inter-ministry collaboration, and encourage governments to think about the linkage between REDD+ and rural economic development.

The group recognized the importance of increasing the UN-REDD Programme's brand recognition and explicitly defining its relationship to the UNFCCC. The high-level perception that the Programme is in competition with UNFCCC should be dispelled because there is much work to be done under the REDD+ framework by all of the players. In reality, the UN-REDD Programme demonstrates how a global UNFCCC policy can be implemented at a country level. The challenge that the Programme faces is clarifying this relationship to combat the common misperception that the Programme is the financial mechanism for implementing UNFCCC policy. The group emphasized the importance of refining the core work areas of the Programme in order to refine the technical and policy services that the Programme offers and fully take advantage of the comparative advantages of each agency.

Lastly, the group discussed establishing a 'theory of change' for the Programme -- meaning a clear understanding of the changes the Programme is trying to bring about and a clear rationale or theory about how to accomplish those changes. Such a theory of change can be used as a guide for determining how to address immediate operational challenges as well as longer term priorities. It was suggested that the Programme's theory of change should give it more flexibility in project scope and delivery in order to develop alternative pathways to preserve forests while

reducing poverty. The group explored the possibility of establishing incentive systems, creating methods for tracking the services offered under the Programme, and setting up mechanisms for learning lessons from what has already been done in countries.

The retreat participants then broke into small groups to create ranked lists of the top priorities that the Programme should focus on addressing.

Round 1 of Small Group Discussions

In the first round of small group discussions, the UN-REDD Programme staff were assigned to small groups to generate ideas for strategic and operational responses to challenges and opportunities associated with operating in a Three Agency/ One Programme environment. These small groups consisted of staff members from each agency, with representation of more senior and more junior staff from both the country and headquarter levels. Once in their groups, participants designated a note taker, a discussion facilitator, and a presenter.

Reports from Round 1 of Small Group Discussions

The presenters from each group summarized their list of high-priority challenges and opportunities. After each presentation, all UN-REDD Programme retreat participants were given the opportunity to ask the presenters clarifying questions, offer refining suggestions, and identify cross-cutting themes and linkages. The top priorities identified by the small groups yielded five areas of strategic focus: vision and strategy, country-level implementation, results-oriented programme management, knowledge management, and resource mobilization.

Wednesday, 9 May 2012

Round 2 of Small Group Discussions

Building on the outcomes from the Round 1 discussion groups, retreat participants self selected to participate in one of five groups: vision and strategy, country-level implementation, results-oriented programme management, knowledge management, and resource mobilization. In this second round of small group discussions, the participants were asked to recommend a list of concrete, concise, actionable solutions to the previously identified challenges. In this second round, the self selection exercise resulted in no participants volunteering to participate in a breakout group on resource mobilization, which resulted in only four small group discussions taking place in this round.

Reports from Round 2 of Small Group Discussions

The presenters from each group summarized their list of high-priority challenges and opportunities. After each presentation, all UN-REDD Programme retreat participants were given the opportunity to ask the presenters clarifying questions, offer suggestions for refinement, and identify cross-cutting themes and linkages.

Team Building Exercise

The UN-REDD staff participated in a team building exercise titled “The UN-REDD Amazing Race.” Participants were assigned to one of seven teams. Each team competed for one hour in a scavenger hunt, answering questions about the UN-REDD Programme’s history and current status that were hidden around the hotel. The UN-REDD Amazing Race also gave participants the opportunity to engage in creative brainstorming sessions which allowed them to identify ways to promote interagency cooperation and to create taglines to market the Programme’s mission and purpose. Photos of the teams can be found on the workspace.

Thursday, 10 May 2012

Plenary Session

Before breaking into small groups to refine the recommendations drafted in Round 2, retreat participants discussed the necessary steps to ensuring effective follow through after the retreat. To ease accountability concerns, each small group was asked to identify responsible parties for each recommendation. The Management Group (previously referred to as the Coordination Group) stated their intention to consider all recommendations made at the retreat, noting their plan to consult with each other afterwards to determine the best way to take the recommendations forward. To ensure that each of the topic areas was properly represented, several retreat participants volunteered to form a fifth small group focusing on drafting recommendations about resource mobilization.

Round 3 of Small Group Discussions

The third and final round of small group discussions was focused on explicitly stating the challenges, making specific recommendations to the Programme's senior management groups, and identifying the key decision-making and implementing parties. The Programme staff split up into five different groups, with each group focusing on vision and strategy, country-level implementation, results-oriented programme management, knowledge management or resource mobilization.

Reports from Round 3 of Small Group Discussions

The following is a summary of the recommendations the breakout groups made to the UN-REDD Programme senior management groups. After each presentation, all UN-REDD Programme retreat participants were given the opportunity to ask the presenters clarifying questions, offer suggestions for refinement, and identify cross-cutting themes and linkages. The consolidated list of the recommendations from all five groups can be found in Annex B.

Vision and Strategy

The Vision and Strategy group focused on clarifying the link between the UN-REDD Programme and the UNFCCC process, revising the Programme strategy, and promoting interagency collaboration. The group suggested that the strategy be consistently updated to reflect changes in the global landscape. In order to effectively scale up the Programme, the group suggested developing a package of Programme elements for countries and establishing appraisal missions in which specialized teams visit countries to develop tailored actions to be undertaken by partner countries. The group also proposed restructuring the work areas to include a list of core services that result from broader consultations. All of this work is to be carried out by Action Teams appointed by the Management Group.

Country-Level Implementation

The Country-Level Implementation group made several recommendations about in-country political commitment, results-based management, linking global and national programmes, fund management and staff training. To ensure Programme continuity and political commitment, the group recommended establishing UN policy advisors in countries. They recommended that the Strategy Group call for a half day session on UN-REDD at the next regional Resident Coordinators' meeting to strengthen the role of the Resident Coordinator in countries. The group suggested that the Programme consider establishing a default financial arrangement of national counterparts receiving cash transfers from only one UN agency. The final recommendation that this group made is that the National Programme Teams organize regular training for UN-REDD staff for induction.

The group assigned National Programme Teams and the Management Group as the responsible parties for most of the recommendations.

Results-Oriented Programme Management

The Programme Management group explored a wide variety of issues and challenges. To gain clarity on Programme decision-making, the group recommended that the Strategy Group and Management Group finalize their Terms of Reference, which fully reflect the functions of each group, by the end of May 2012. They emphasized the need to delegate authority necessary for the Secretariat to fully perform its functions. The group recommended the circulation all Management Group and Strategy Group meeting minutes to the UN-REDD staff to ensure that information regarding management decisions is disseminated properly. To address the lack of responsiveness and effectiveness of the Management Group, the group recommended that the agency representatives on the Management Group establish clear procedures for getting input from their respective staff on agenda topics. There is a lack of trust both within the agencies and between agencies. To address both of these issues, agency staff members need sufficient authority to take decisions and each agency needs to be trusted to represent the entire Programme. To improve interagency collaboration, the group suggested establishing clear positive incentives for staff to collaborate with each other. Most of this work is to be carried out by the Management Group in consultation with the Strategy Group.

Knowledge Management

This breakout group recommended that the Programme establish a policy for knowledge management in order to prioritize it at all levels. The group also recommended that the Programme establish a planning process to develop interagency results-based work plans for all outcomes of the Global Programmes. The third recommendation is to the managers and supervisors of the program. The group recommended that they ensure that their staff members are given time to complete knowledge management activities. The fourth recommendation is to increase the ease-of-use of the UN-REDD logo by developing a straightforward clearance process with varying levels of flexibility. They proposed establishing discussion paper series in which approval would not be required by all agencies to publish additional papers within a given series. The fifth recommendation that this group made is to review the current UN-REDD Programme online workspace to assess whether additional tools are necessary to fulfill the Programme's need for a common knowledge database with accessible statistics and data. The final recommendation is for the managers to provide clear guidance on reporting to their staff in order to ensure that the challenges reported accurately reflect the issues occurring in countries. In their comments, the retreat participants noted that many of these recommendations rely upon Action Teams and the Coordination Group. The participants suggested reassessing these assignments and utilizing the Secretariat in carrying out these tasks.

Resource Mobilization

The group recommended that the Programme begin utilizing the existing resource mobilization plan. In order to ensure the efficient use of existing funds, they proposed forming an official "Action Team" to define models for resource mobilization for Tier 2 and models to use existing funds to support countries through targeted support. They noted that this work can be linked to the ongoing Country Needs Assessment that should be completed in June. For the third challenge, operationalizing Tier 2 and recognizing its potential range of modalities, the group recommended that the Management Group and other relevant high-level leadership groups resolve political issues that arose at Policy Board 8. They recommended that the resource mobilization plan be presented to the Strategy Group and formally adopted, with the Secretariat in charge of its implementation. The group determined that the Programme must assist countries in establishing National REDD+ Funds. They also recommended that the Management Group and the Multi-Partner Trust Fund Office establish a generic framework for establishing National

REDD+ Funds that could be tailored to fit individual countries. This framework could be based on a successfully demonstrated example from one or two countries. Most of this work is to be carried out by the Secretariat.

Closing Remarks

Yemi Katerere, Secretariat and Charles McNeill, UNDP

Yemi ended the UN-REDD Programme Staff Retreat by sharing his appreciation for the participants in helping to meet the overall objectives of the retreat. He expressed his appreciation for the honest messages that the group conveyed about issues of leadership, the efficient delegation of authority, the complexity of the Programme's structure, and the challenges associated with working across multiple agencies. Yemi noted that the Management Group has a strong commitment to following up on the retreat outcomes and that all members of the UN-REDD Programme staff have important contributions to make to the overall success of the Programme.

Charles McNeill, speaking on behalf of the Management Group, expressed gratitude for the insightful and authentic engagement of Programme staff at all levels throughout the retreat. He thanked all those who assisted in planning the retreat and emphasized that the future of the Programme lies in the hands of the staff. He stated that the Management Group members are engaged and ready to work with the Strategy Group to address the challenges and opportunities identified in order to secure the position of the UN-REDD Programme as a key player in the larger REDD+ landscape.

Annex A: List of Attendees

	Silje Haugland, UNDP	Sharon McAuslan, Secretariat
Melissa Aytekin, FAO	Matieu Henry, FAO	Charles McNeill, UNDP
Mario Boccucci, UNEP	Peter Holmgren, FAO	Tim Mealey, Meridian
Tim Boyle, UNDP	Onye Ikwu, Secretariat	Daniilo Mollicone, FAO
Emelyne Cheney, FAO	Reem Ismail, Secretariat	Clea Paz, Secretariat
Tim Clairs, UNDP	Inge Jonckheere, FAO	Leo Peskett, UNDP
Barney Dickson, UNEP-WCMC	Thais Juvenal, Secretariat	John-Erik Prydz, Secretariat
Thomas Enters, UNEP	Yemi Katerere, Secretariat	Diego Recalde, FAO
Estelle Fach, UNDP	Rogier Klavier, FAO	Cheryl Rosebush, Secretariat
Francesca Felicani, FAO	Aki Kono, UNDP	Alberto Sandoval, FAO
Serena Fortuna, FAO	Gabriel Labbate, UNEP	Maria Sanz Sanchez, FAO
Julian Fox, FAO	Jennifer Laughlin, UNDP	Joel Scriven, FAO
Josep Gari, UNDP	Tsegaye Lemma, UNDP	Thomas Sembres, UNEP
Adam Gerrand, FAO	Mette Loyche Wilkie, FAO	Gaya Sriskanthan, UNDP
Pierre-Yves Guedez, UNDP	Danae Maniatis, FAO	Kimberly Todd, UNDP
Tina Hageberg, UNDP	Elisa Marzo Perez, FAO	Tiina Vahanen, FAO
Dina Hajj, UNDP	Mari Matsumoto, MPTF Office	

1- VISION AND STRATEGY		
Issues/Challenges	Recommended Actions	Responsible Parties
Clarifying UN-REDD's relationship with UNFCCC; incorporating UNFCCC developments into UN-REDD strategy	Define relationship with the UNFCCC in the UN-REDD mission/ vision; capture UNFCCC developments since Cancun and Durban and incorporate them into the strategy; propose mechanism to consistently incorporate UNFCCC developments into the strategy in a timely manner	Action Team appointed by MG
Revising strategy; measuring impact across countries	Restructure work areas to reflect core services and incorporate them into a "Package of Core Services" that UN-REDD offers; develop theory of change that contains deliverables attached to recognized products as well as deliverables dealing with the enabling environment Draft new strategy, including consultations with countries; develop business process for appraisal in countries, including appraisal missions of specified teams to develop tailor-made actions	Action Team appointed by MG develops package, SDG and PB approve Action Team appointed and managed by MG; SDG and PB approve
Turning competition into constructive collaboration	Organize delivery of core services through interagency Action Teams led by designated team leaders	Action Team leader and members appointed by MG
2- COUNTRY LEVEL IMPLEMENTATION		
Issues and Challenges	Recommended Actions	Responsible Parties
Ensuring Programme continuity and in-country political commitment	Embed UN policy advisor (in addition to technical support) in UN-REDD countries	MG/ National Steering Committees endorse; Secretariat incorporates into handbook
Increasing results-based management	Emphasize the importance of results-based reporting and lessons learned to agency teams	Secretariat and agencies
Linking Global Programme to National Programme	Reorient Global Programme to support national activities by creating targeted GP plan to meet technical needs of National Programmes; assign budget lines in GP for National Programme start up capacity assessment (proposed budget \$100,000); ensure that agency country offices have necessary funds to provide country level support	Global Programme Action Team appointed by MG

Strengthening RC supportive role in the Programme	Hold half-day session on UN-REDD at the next regional RC meetings	SDG endorses; MG implements
Defining and assigning a “lead agency”	Establish principles on how to determine country level lead agencies based on comparative advantages; define what it means to serve as lead/ supporting agency	MG endorses; National Programme Teams implement.
Managing funds efficiently	Arrange for each national counterpart to receive funds from one UN agency; where there are multiple UN agencies for a country level counterpart, all apply the same cash transfer modalities (HACT); agree upfront on amount of funds for UN agencies to utilize with national counterparts	MG endorses; National Programme Teams implement
Using RPP template effectively	Recommend ways to streamline, simplify, and make necessary modifications to RPP template for various country circumstances	Secretariat
Establishing regular trainings for Programme staff	Organize regular trainings for UN-REDD staff for induction, COP decision updates, thematic work areas, UN-REDD guidelines, etc.	MG approves budget; Secretariat/ National Programme Teams implement

3- RESULTS-ORIENTED PROGRAMME MANAGEMENT

Issues and Challenges	Recommended Actions	Responsible Parties
Clarifying which leadership group makes what decisions	Finalize and implement the ToR for the SDG and MG that full reflects the functions of each group	MG/SDG
Strengthening Programme structure	Review current structure; undertake analysis to consider options; strengthen Programme to increase results-based efficiency	SDG decides; MG implements.
Clarifying the role, responsibilities and functions of the Secretariat	<p>Review roles, responsibilities, management and performance of Secretariat. Secretariat should propose responsibilities to be delegated to them to MG</p> <p>Consult with regional/country staff in the review of the Secretariat (as clients).</p> <p>Delegate authority to the Secretariat that is necessary to fully perform its functions</p>	<p>MG reviews/ approves proposal; Secretariat implements</p> <p>MG/SDG</p> <p>MG/SDG; agencies</p>
Distributing management decisions effectively	Disseminate MG and SDG meeting minutes to all UN-REDD staff	MG approves; Secretariat disseminates
Increasing responsiveness and effectiveness of MG	Hold frequent meetings with agendas reflecting inputs from the national/regional field level; effectively delegate decision-making	MG
Increasing levels of trust within agencies	Delegate authority to agency staff members to make decisions in processes and/or meetings	Agencies
Increasing levels of trust between agencies	Allow comparative advantages to be reflected in the actual participation/ contribution processes and meetings; allow staff to represent the Programme, not just their agencies	MG endorses; agencies implement
Improving interagency collaboration	Identify positive incentives for collaboration (e.g. 360 evaluations based on trust and delegation); learn from successful regional/national level models of collaboration	MG endorses; agencies implement
Strengthening Secretariat's authority	Authorize Secretariat to take action on a "no objections" basis after a specified time period	MG endorses; Secretariat implements

Improving information sharing mechanisms	Strengthen information, dissemination and feedback mechanisms for all staff, including regional and national levels; develop, regularly update and circulate full UN-REDD staff list	MG endorses; Secretariat implements; agencies assist with updating staff list
4- KNOWLEDGE MANAGEMENT (KM)		
Issues and Challenges	Recommended Actions	Responsible Parties
Prioritizing KM		Develop a KM strategy
Making information widely available	Develop interagency results-based work plans for all outcomes in the Global Programme with assigned responsibilities to better capture where knowledge is being generated	MG endorses; GP working group implements
Accurately estimating time for staff to undertake KM activities	Better reflect time needed for KM in work plans and ToRs	Supervisors
Simplifying the process to release UN-REDD branded material	Develop straightforward clearance process and flexibility. (i.e. adopt a “discussion papers” series that doesn’t require all agencies to clear/approve every paper added to the series)	Action Team proposes; MG delegates authority; agencies implement
Assessing information and knowledge sharing needs	Review workspace and assess whether additional tools are needed	MG endorses/appoints focal point
Reflecting full range of Programme challenges in reports	Provide clear guidance on reporting staff; make more time made available to complete reports	Supervisors endorse, staff implement
5- RESOURCE MOBILIZATION (RM)		
Issues and Challenges	Recommended Actions	Responsible Parties
Increasing contributions to the MPTF (Tier 1)	Finalize RM plan by the end of June 2012; adopt RM plan by end of July 2012 and take action to implement Be accountable for implementation and guidance (i.e. going to capital of donors and organizing round tables, etc.) Establish joint high level involvement to secure funds	SDG/MG Secretariat SDG/MG

Using existing funds efficiently	<p>Use existing funds for targeted country support.</p> <p>Assess lessons learned and effectiveness of current National Programme and targeted support models, linked to the work undertaken on the CAN, where applicable, by the end of July</p> <p>Establish objective process to prioritize targeted support in line with country needs (including initial roadmap development, basic capacity development, and training)</p>	<p>MG</p> <p>Secretariat</p> <p>Secretariat</p>
Operationalizing Tier 2	<p>Resolve PB Tier 2 issues by the end of October 2012</p> <p>Define roles and responsibilities for collectively mobilizing funds while considering the wide diversity of modalities (to be defined by the Action Team); allow flexibility to accommodate them</p>	<p>Secretariat/MG</p> <p>SDG/Action Team</p>
Supporting countries/meeting demand to design national REDD+ finance arrangements	<p>Support design of a demonstrations/generic model of National REDD+ Funds to fulfill UN requirements from donors, for example related to quality assurance and safeguards on an interim basis while building national capacities</p>	<p>MG/ MPTF Office</p>

Annex 3: Summary of UN-REDD Programme interagency management meeting of the Strategy Group (SG) and the Management Group (MG)

15-16 May 2012, Geneva, Switzerland

Attendees

Strategy Group: Alexander Müller, Eduardo Rojas, FAO; Veerle Vandeweerd, UNDP; Ibrahim Thiaw, UNEP

Management Group: Peter Holmgren, Mette Loyche Wilkie, FAO; Tim Clairs, Charles McNeill, UNDP; Mario Boccucci, UNEP; Yemi Katerere, UN-REDD Programme Secretariat

Others

Secretariat: Thais Linhares-Juvenal, Clea Paz, Sharon McAuslan

Facilitator: Tim Mealey, Meridian Institute

1. Welcome, Overview and Agenda Review

The meeting opened on Tuesday 15 May with Yemi Katerere welcoming participants to Geneva and thanking Norway for making Meridian Institute available to support the joint meeting. Tim Mealey introduced the purpose, intended results and agenda for the meeting, which was convened to strengthen the agencies' collective capacities to successfully implement the UN-REDD Programme by addressing a number of management issues and aligning on a future strategic direction for Programme. The agenda was adopted as proposed, following which Tim Mealey delivered an overview of the process and main outcomes of the UN-REDD Programme Retreat on 8-10 May 2012 (<http://bit.ly/PQKoco>).

2. Revised Terms of Reference for the Strategy Group (SG), Management Group (MG), and Secretariat

In order to ensure higher level engagement from the three UN-REDD Programme agencies, the Strategic Direction Group (SDG) was established in 2011, to complement and support the existing Coordination Group (CG) to ensure delivery and impact of the Programme.

The internal management of the Programme was discussed with a view toward clarifying functions, responsibilities and reporting procedures. A consolidated draft of Terms of Reference for the SG, MG and Secretariat were considered.

Decisions

- i. It was agreed that the Strategic Direction Group will be renamed the Strategy Group (SG), and will provide strategic guidance and oversight, and the Coordination Group will be renamed the Management Group (MG), to better reflect its accountability for the implementation of the Programme, in line with the strategic direction provided by the SG and the Policy Board.
- ii. The role of the Secretariat in supporting the delivery of the UN-REDD Programme was confirmed, with increased emphasis on results-based management (RBM).
- iii. The MG will be co-chaired by one member of the MG from the UN agencies on a rotational basis and the Head of Secretariat.
- iv. The revised ToR are attached as Annex A.

3. Management Issues related to implementation of the UN-REDD Programme

A number of issues relating to the management of the Programme were considered, including the Policy Board, programme governance and internal management, support provided to countries through the Global Programme, and implementation of National Programmes.

Discussion acknowledged the evolution of the UN-REDD Programme since its inception, and identified a number of challenges and adjustments that should be made to the management and operations of the Programme.

Issues raised included challenges with respect to some aspects of coordination at both the agency and country level, with the need to improve performance at country level underlined. Another theme that emerged was the need to continue to address collaboration between the UN-REDD Programme and other REDD+ players.

The forthcoming review of the Policy Board structure was discussed, with the SG undertaking to engage by considering the review as a standing item on the SDG agenda.

Decisions

- v. Opportunities to reorganize work areas were identified, including the adoption of a set of principles to be applied for National Programmes, attached as Annex B
- vi. The concept of interagency action teams to develop specific, concrete and actionable recommendations to the MG on how to resolve specific issues, was embraced. The MG will define action teams and how they will operate.
- vii. The Secretariat will develop and implement a logical framework for results based management. The framework will be endorsed by the MG and subsequently implemented by the Secretariat.
- viii. There was unanimity that a document should be prepared describing improvements to Programme management that the agencies intend to pursue, building on the outcomes of all internal processes including the recently completed internal management review, as well as the staff retreat and the joint SG-MG meeting. The 'Management Note for Improved Delivery of the UN-REDD Programme' will be developed by the MG, supported by the Secretariat. Inputs will include the findings and response to the internal review, the outcomes of the staff retreat, and this joint meeting, with a view to proposing adjustments based on the experience gained to date from implementing the Programme. A draft will be circulated to the SG one week in advance of a teleconference meeting of the SG and MG in early July (Secretariat to schedule, Dates tbc). The note will subsequently be disseminated to all staff on behalf of the SG, and will serve as an input to the external review.
- ix. SG members committed to convene monthly for one hour teleconferences

4. Strategic Vision for the UN-REDD Programme over the mid-term (from now until 2015)

Participants considered issues that will impact on the UN-REDD Programme in the near term and renewed their collective commitment to effective and efficient delivery of high quality services, outputs and outcomes under a single jointly managed Programme. Discussion on the vision built on the outcomes of the staff retreat. In contrast to the initial "quick start" approach that the UN-REDD

Programme has taken to date, there was agreement that as the REDD+ mechanism continues to develop a number of REDD+ countries will begin to move beyond the readiness phase. This will result in changes to their support needs and concomitant changes in the nature and scope of the support service from the UN-REDD Programme agencies. Participants explored the pros and cons of integrating REDD+ in the broader landscape of sustainable development, and the current push toward "green growth" and "green economy," and agreed that the Programme should take full advantage of future opportunities to support the implementation of REDD+ in this broader context. In other words, the Programme should be perceived as a bridge between the future negotiated REDD+ mechanism under UNFCCC, and the current ongoing but wider landscape of national efforts to pursue sustainable development and green growth economic development.

The SG agreed with the MG that the UN-REDD Programme was never intended to be limited to nor constrained by the outcomes of the UNFCCC negotiations. There is and continues to be a healthy relationship between the UN-REDD Programme and the UNFCCC, with the Programme serving as a "learn by doing" institution that can generate lessons learned that can then be applied in the context of the UNFCCC negotiations. However, this does not mean that the UN-REDD Programme -- and the Policy Board of the Programme in particular -- should serve as a surrogate forum for negotiations that must continue to take place within the UNFCCC and its subsidiary bodies. Nor does it mean that the UN-REDD Programme should be constrained by the pace of progress on REDD+ issues under the UNFCCC.

Contributions to the discussion on Strategic Vision for the UN-REDD Programme included the following:

- Have as an overall ambition to take steps that help to ensure that REDD+ can become catalytic and a truly transformative force in terms of SD, green growth etc
- Provide technical support and cooperation to facilitate delivery at national level
- Be a successful example of a programme that delivers as One UN on sustainable development (SD)

- Expand the scope of REDD+ beyond the traditional tropical forest sphere (e.g. to include afforestation opportunities via agro forestry and development of dry lands)
 - Explore the opportunity to expand work at the regional level, e.g. Congo Basin
 - Strategically catalyze, facilitate and mobilize partnerships at necessary scales, to leverage additional capacity and influence to maximize the impact of implementation activities
 - Support countries that are ready to move from receiving Phase I readiness finance to moving into Phase II, and ultimately Phase III financing
 - Focus on country needs at all ends of the readiness spectrum, and use multiple modalities to respond to differing needs Other issues of strategic relevance were also discussed. In connection with Tier 2, participants reiterated their commitment to the Tier 2 modality, as an option for pursuing activities initiated by a country/donor. The SG noted that the definition of Tier 2 that is contained in the UN-REDD Programme 2011-2015 Strategy is a reasonably clear starting point that the agencies can build upon.
- xi. It was also agreed that adjustments to the 2011-2015 Strategy may be required in the future, but that revisions should follow the completion of the external review of the Programme.
- xii. It was acknowledged that the Tier 2 ToR could be improved. In line with the process agreed by the Eighth Policy Board, the SG members will provide input on the ToR by 15 June. The Secretariat will seek to enhance clarity by preparing a revised draft to be considered at a SG call in early July. The MG will subsequently provide options to the SG outlining the possible next steps that will be discussed at the ninth Policy Board. In the meantime, participants agreed the Secretariat should proceed with confirming criteria for Tier 2 and coordinating any approaches received for proposals.
- xiii. On the development of a QA mechanism, it was agreed that the Programme should proceed with various streams of work to develop a harmonized approach across the agencies.
- xiv. FAO will analyze implementation rates in partner countries, factors contributing to delays etc, and prepare proposals for consideration by Policy Board, on how to deal with implementation issues in country.
- xv. UNDP will do a situation analysis of National Programmes (e.g. Viet Nam). A statement will subsequently be issued to RCs and other partners, as appropriate, regarding the challenges facing implementation.
- xvi. UNEP to develop policy paper on coherent vision for the future, building on paper on green economy and transformation of forest sector, namely how to move from rhetoric to practical solutions, particularly for countries that are ready to move into Phase II.

The development of a quality assurance (QA) mechanism for the Programme was also discussed, responding to calls for a new approach in the UN to safeguards and an accountability system (including compliance and grievance mechanisms) from the GEF, the FCFP's Common Approach, the EMG, the GCF, civil society, etc.

Decisions

- x. Participants agreed that evolutionary changes of the Programme have now reached a point where changes in the modus operandi of the UN-REDD Programme will be required. It was agreed that the interagency MOU that serves as the foundation for Programme should be revisited following the conclusion of other processes underway, including the review of the Policy Board structure and the planned external evaluation of the Programme.

Annex A: Revised Terms of Reference Terms of Reference for the Strategy Group, Management Group and Secretariat 15 June 2012

Introduction

The UN-REDD Programme is a collaborative initiative of the Food and Agriculture Organization of the United Nations (FAO), the United Nations Development Programme (UNDP) and the United Nations Environment Programme (UNEP). As a collaborative Programme, UN-REDD serves as an example, and strives to be a flagship example of the “One UN” approach that is being advanced by UN Secretary General Ban Ki-Moon. Under this approach, the three Participating UN Organizations (hereafter referred to as the UN agencies) continue to operate under their respective governing policies, procedures, and rules but commit to doing so in a manner that effectively and efficiently delivers high quality services, outputs and outcomes under the banner of a single jointly managed programme.

The UN-REDD Programme Policy Board (PB) is the governing body of the UN-REDD Programme that is responsible for “oversight, strategic direction and financial allocations.” The existing Terms of Reference (ToRs) for the UN-REDD Programme Policy Board refers to a “Coordination Group” and a “Technical Secretariat.” These revised Terms of Reference are intended to clarify and strengthen the respective roles and responsibilities of three mechanisms the UN agencies are now utilizing to ensure: a) clear strategic direction related to the UN agencies contributions to the UN-REDD Programme through the Strategy Group (SG); b) effective programme management through the Management Group; and c) effective programmatic coordination, quality assurance, and administrative and logistical support for the key decision-making bodies of the UN-REDD Programme through the UN-REDD Secretariat.³

Strategy Group (SG)

The SG was established by the three participating UN agencies⁴ in 2011 to complement and enhance the role of the UN-REDD Policy Board and to improve the overall performance of the UN-REDD Programme by

providing strategic direction to the staff members of the UN agencies who are responsible for managing and implementing the UN-REDD Programme in support of the Partner Countries.

The membership of the SG will include one executive representative from each UN agency. These individuals will have individual responsibility to represent their respective Head of Agency on all matters related to the UN-REDD Programme and to ensure an adequate and sustained commitment to the UN-REDD Programme by their respective agencies, including from all involved offices at the global, regional and country levels. Collectively they will have responsibility to:

- Provide a co-Chair for Policy Board meetings on a rotational basis and constructive strategic leadership of and input into the deliberations of the Policy Board;
- Designate a Chair person to guide its own deliberations and be available for intercessional consultations with the Head of the Secretariat and the rotational Co-Chair of the Management Group, roughly coinciding with the rotational schedule for Co-Chairing the Policy Board meetings;
- Review and endorse a shared vision and strategy and a clear set of priorities for the UN agencies regarding management and implementation of the UN-REDD Programme;
- Provide strategic guidance and oversight to the Management Group (MG) and the Secretariat to ensure effective delivery of high quality UN agency services, including allocating responsibilities and resources between the UN agencies and the Secretariat, to be reviewed and approved by the Policy Board;
- Review and approve these Terms of Reference for the SG, MG, and Secretariat, and revise them from time to time in the future, as necessary;
- Review and comment in a timely manner on draft agendas for PB meetings in accordance with PB procedures, with a view toward

³ These revised and consolidated ToRs effectively split the functions of the “Coordination Group” into a “Strategy Group” and a “Management Group” and clarify the responsibilities of the “Secretariat” to better reflect the need for clear responsibility and accountability for delivering high quality services to Participating Countries under a single, well-managed and well-coordinated programme. It is understood that changes to the underlying governing documents may be needed to fully effectuate this proposed renaming of the Coordination Group.

⁴ FAO may nominate two representatives (in line with the shared responsibility for the UN-REDD Programme between the FAO Department of Natural Resources Management and Environment and the FAO Department of Forestry), who will express a single agency position on.

increasing involvement of all SG members in PB meetings and elevating the discussion in the PB to strategic issues;

- Review and approve management responses to evaluations, reviews and audits of the UN-REDD Programme;
- Conduct regular meetings, including a minimum of one in-person meeting per year and monthly conference calls, with logistical and administrative support provided by the Secretariat, with timely and appropriate circulation of draft agendas and written summaries of the outcomes of SG meetings and decisions made by the SG;
- Facilitate and engage in resource mobilization for the UN-REDD Programme;
- Resolve conflicts and other issues related to interagency collaboration that are preventing efficient and effective delivery of high quality services;
- Serve on the interview panel that the lead contracting agency will establish and conduct to select the Head of the Secretariat and provide input to the lead contracting agency on the performance evaluation of the Head of Secretariat; and
- Strive to position the UN-REDD Programme as a preeminent example of a joint programme under the One UN approach that is being advanced within the UN System at large.

Management Group (MG)

The responsibility to efficiently and effectively deliver high quality services to participating countries under the UN REDD Programme rests with the MG. The MG will include one lead representative from each UN agency and the Head of the Secretariat, and their respective alternates.

The MG will conduct regularly scheduled meetings with agendas that are developed and circulated to its members in advance and with written summaries of the outcomes of those meetings circulated to the SG and all UN-REDD Programme staff on a timely basis. Each member of the MG will be responsible for consulting with their respective staff to propose items to be added to the MG agenda. The deliberations of the MG will be co-chaired by one member of the MG from the UN agencies on a rotational basis and the Head of the Secretariat. If the

Head of the Secretariat faces an operational question that requires a decision before the next regularly scheduled meeting of the MG, he or she will consult with whoever is serving as the rotational Co-Chair of the MG to jointly decide on how to address the operational issue or agree to defer a decision on the matter until the next regularly scheduled meeting of the MG. Collectively the MG will:

- Take decisions on programme management and operational issues related to the implementation of the Programme, consistent with the strategic direction provided by both the SG and the PB;
- Suggest amendments and refinements to the SG and PB regarding their strategic direction and priorities for the UN-REDD Programme, including but not limited to strategies and priorities for resource mobilization;
- Take responsibility for ensuring the effective engagement and operational coordination of UN-REDD Programme staff at the global, regional, and national levels;
- Review and approve the results-based management framework that will be developed by the Secretariat in collaboration with UN agency staff and their national counterparts.
- Support and assist the Secretariat in their role as facilitator of the coordination of UN agency implementation of the results-based management framework for the UN-REDD Programme, including empowering and supporting the Secretariat in its role to monitor and report on the substantive results and financial matters pertaining to implementation of the UN-REDD Programme;
- Support and assist the Secretariat in preparations for Policy Board meetings and other UN-REDD activities that require resources beyond the capacity of the Secretariat;
- Oversee the development of workplans and proposed budgets for the Global Programme and related support functions of the UN-REDD Programme;
- Provide the enabling conditions for regional and country-level UN agency staff to support the efforts of their national counterparts to develop and submit high quality proposals for National Programmes and respond in a timely manner to

information provided by the Secretariat and/or UN agency staff to challenges faced in the development and/or implementation of National Programmes; and

- Establish interagency action teams⁵ to develop specific, concrete and actionable recommendations to the MG on how to resolve specific problems that may be impeding or preventing the efficient and effective delivery of high quality services and results. The remit for the interagency action teams will be specified in terms of reference that are developed by Secretariat and approved by the MG. With assistance from the Secretariat, the MG will hold these action teams accountable for providing recommendations in accordance with deadlines to be specified in the ToR for each action team.

Secretariat

The main roles and responsibilities of the Secretariat are to:

- 1) Support the delivery of high quality UN-REDD Programme services and results through the creation and implementation of efficient and effective interagency quality assurance, reporting, and coordination mechanisms;
- 2) Provide administrative and logistical support to Policy Board, SG, and MG;
- 3) Develop and implement innovative approaches to facilitate knowledge sharing among UN-REDD Programme staff, participating countries, and interested stakeholders;
- 4) Develop and nurture existing and new partnerships and manage external relations at the Programme-level; and
- 5) Develop and seek MG and SG approval of a donor relations and resource mobilization strategy, and coordinate SG and MG implementation of such a strategy.

The Head of the Secretariat is accountable to the SG, and administratively supervised by the Director, Division of Environmental Policy Implementation, UNEP.

In order to ensure that the staff of the Secretariat is a well-functioning team, the Head of the Secretariat will serve on the interview panel that the contracting UN agency conducts to select individuals to fill

vacant positions in the Secretariat as well as provide input to the performance evaluations of all Secretariat staff. The specific roles and responsibilities of the Secretariat regarding each of five functions listed above are further elaborated below.

1. Support the delivery of high quality services and results through the creation and implementation of efficient and effective interagency quality assurance, reporting, and coordination mechanisms by:

- Actively promote and encourage collaboration between the UN agencies' teams with the goal supporting the UN Agencies to successfully deliver the intended strategic results of the Programme;
- Developing, seeking MG approval of, and regularly updating a results-based management framework for the UN-REDD Programme, with particular attention to identifying programme management milestones and performance results that are agreed to by the UN agencies;
- Providing regular reporting and an impartial assessment of the UN agencies' collective and individual progress in implementing the results-based framework for the UN-REDD Programme, including developing and instituting means to monitor, report and evaluate individual and collective UN agency performance in relation to the results-based framework.
- Serving as a liaison between the SG and the MG to ensure effective communication between these two groups and effective follow up on decisions made by these two groups;
- Developing and seeking MG approval of an annual work plan and budget for the Secretariat;
- Coordinating the development and finalization of an integrated set of UN-REDD Programme work plans and budgets for the Global Programme and monitor implementation of the Global Programme to ensure consistency with the results-based framework;
- Coordinating the process for reviewing draft proposals for new National Programmes prior to their submission to the PB for approval, including:

⁵ These interagency actions teams are an outgrowth of the UN-REDD Programme staff retreat conducted in May 2012. They are intended to be "right sized" groups with a clear mandate to address a specific topic that requires cooperation and collaboration between the UN agencies and/or between the UN agencies and the Secretariat. Each team will include knowledgeable staff from whichever UN agencies and/or the Secretariat that have an important perspective that must be accounted for in order to successfully resolve the issue to be addressed.

- Reviewing the proposals for completeness and consistency with the results-based framework and relevant technical standards; and
- Overseeing the timely completion of the external technical review process.

- Monitoring implementation of individual National Programmes, as well as the collective progress of all National Programmes, for consistency with the results-based framework;
- Communicating in a timely manner to the MG and, as needed and appropriate, to the SG and the PB any risks related to programme management and performance, including the ability of the UN agencies to collectively and individually deliver the intended results to the Programme; and
- Developing and issuing guidelines and other tools to enhance coordinated delivery of the intended results of the UN-REDD Programme.

2. Provide administrative and logistical support to the Policy Board, SG and MG by:

- Organizing and providing logistical and administrative support for meetings of the Policy Board, SG, and MG as set out in the respective Terms of Reference for these bodies, including securing appropriate meeting venues, and arranging for transportation and lodging needs, etc.;
- Coordinating timely delivery of all documentation and information needs in advance of and immediately following meetings of the Policy Board, SG and MG, including summarizing and communicating decisions taken by the Policy Board, SG and MG at their respective meetings;
- Ensuring Policy Board meetings are conducted in adherence to the Programme's rules and procedures and do not conflict with the participating UN Organizations' policies;
- Providing intercessional logistical and administrative support to the Policy Board, such as for meetings of PB working groups, including summarizing and communicating in a timely manner intercessional decisions that are taken by PB working groups;
- Serving as a liaison between Policy Board members and

observers and the participating UN Organizations; and

- Facilitating meetings of the SG, MG and other interagency meetings as necessary and appropriate, including the provision of background information and documents.

3. Develop and implement innovative approaches to facilitate knowledge sharing among UN-REDD Programme staff, participating countries, and interested stakeholders by:

- Developing and seeking approval of a knowledge management strategy that includes gathering lessons and experiences from the National Programmes to inform planning and delivery of the Global Programme in order to:
 - Identify critical success factors and barriers to success;
 - Propose necessary resolution of issues and risks that preclude successful delivery; and
 - Determine the effectiveness of the work being carried out, and its likelihood to lead to results being delivered as planned.
- Developing and implementing efficient and effective mechanisms for sharing and disseminating information and for gathering feedback from PB members and UN-REDD Programme staff to improve overall delivery of intended results;
- Managing the UN-REDD Programme's public outreach efforts including but not limited to the UN-REDD Programme website, workspace and other online communication tools⁶.
- Developing, seeking MG approval of, and implementing agreed upon procedures for obtaining MG clearance for public release of various knowledge products, including procedures to ensure consistent use of UN-REDD logo;
- Developing and managing programme-level communication requirements and opportunities, including yearly communications activities and associated budgets (e.g., the annual 'Year in Review' reports newsletters, lessons learned material, FAQs, etc.), as well as announcements, editorials and press releases;
- Serving as a liaison with the UN agency programme managers, and regional and national-level staff on communications

⁶The website (un-redd.org) is the Programme's primary tool for external communications. The online workspace (unredd.net) is the Programme's primary tool for internal communications, which is to say communications among UN-REDD staff. With a membership of more than 800 people as of March 2012, the workspace also plays a role in external communications.

initiatives and report to the MG on any uses of the UN-REDD Programme logo that are inconsistent with approved clearance procedures; and

- Responding to external requests for information and coordinate responses to information requests that require input from the UN agencies.

4. Develop and nurture existing and new partnerships and manage external relations at the Programme-level by:

- Acting as the focal point for the UN-REDD Programme's partnerships and external relations;
- Serving as a liaison with the UN agencies' external relations units in order to build on the agencies' existing capabilities and partnerships;
- Receiving and sending communications on behalf of the UN-REDD Programme, as appropriate.
- Coordinating comments, statements and media releases on behalf of the UN-REDD Programme.
- Identifying opportunities for and representing the UN-REDD Programme in external fora as needed, provide support to UN-REDD events in conjunction with the UN agencies' teams as required, and enhance existing mechanisms for coordinating overall UN-REDD participation at external fora;
- Serving as a liaison and coordinating efforts with other relevant initiatives to ensure streamlined support to countries;
- Providing secretariat services, in collaboration with the World Bank's Forest Carbon Partnership Facility (FCPF), to the REDD+ Partnership; and

- Serving as a liaison to and work closely with the FCPF Facility Management Team in the scheduling of Policy Board meetings and meetings of the FCPF's Participants Committee.

5. Develop and seek MG and SG approval of a donor relations and resource mobilization strategy, and coordinate SG and MG implementation of such a strategy by:

- Developing and seeking approval from the MG and SG on the UN-REDD Programme's resource mobilisation strategy and plans;
- Being accountable for the coordination of UN agency implementation of the agreed upon resource management strategy and plans, including coordinating with the UN agencies' existing resource mobilization arrangements in order to achieve maximum efforts to mobilize funds for the UN-REDD Programme;
- Undertaking resource mobilization missions and organize targeted efforts (such as round tables, Ambassador briefings etc) in coordination with the UN Agency resource mobilization efforts as needed and appropriate;
- Serving as a liaison to and coordinating administrative and financial accounting matters related to the management of the fund with the Multi-Partner Trust Fund (MPTF) Office, and with the Administrative Agent of the UN-REDD Programme.

Annex B: Principles to be applied for UN-REDD National Programmes

Preamble

- Respect the United Nations Development Group's (UNDG) Guidance Note on Joint Programming, which states: "The decision to select one or a combination of fund management options for a joint programme should be based on how to achieve the most effective, efficient and timely implementation, and to reduce transaction costs for national partners, donors and the UN."
- Commit to:
 - Minimizing national counterpart transaction costs
 - Putting the interests of the national counterpart ahead of agency interests
 - Taking advantage of agencies' comparative advantages in implementation support
- Recognise that National Programmes (NP) are country-driven and designed to serve countries REDD+ readiness needs

Principles

- The UN REDD Programme will identify a lead agency that will be accountable to the Management Group for programme delivery in that country
- The determination of which agency should play the lead role in any particular country should be made on the basis of which agency has the comparative advantage in providing effective, efficient and timely implementation. This includes:
 - UN Country Team roles set out in the UNDAF
 - Relationship and past project implementation experience with the national counterpart
 - In-country capacity to support the implementation modality
 - Guidance from the UN Resident Coordinator
- In instances of national implementation, the national counterpart should expect to receive funds from one agency, based on the agreed NP. If there is more than one national counterpart, there may be more than one UN agency transferring funds
- Where it is not possible to have only one UN agency transferring funds to a national counterpart, multiple agency channels should use the same cash transfer modality, based on the Harmonized Approach to Cash Transfer (HACT) process, and coordinate the timing of cash transfers to the single national counterpart
- The Lead agency in a country shall support inter-agency coordination (including non-resident agencies) and shall fund the Programme Management Unit (PMU), or equivalent. The PMU will include a coordinator, recognized by each agency as supporting the overall NP
- A national counterpart may receive direct technical assistance from a UN agency. The budgeted amount that is used for directly implemented technical assistance shall be agreed with the national counterpart before the NP allocations are submitted for approval
- Directly implemented technical assistance should be integrated into the overall NP workplan, managed by the PMU, or equivalent
- Technical support missions by UN agencies to support NP implementation and other Targeted Support shall be charged to the Support to National REDD+ Actions – global programme (Global Programme)
- Where UN agency direct support costs are charged to a NP budget, they should be agreed (in writing) in advance with the national counterpart

Annex 4: Executive Summary of the findings of the internal review of the UN-REDD Programme

Introduction

An internal review of the UN-REDD Programme was undertaken in 2011 to assess lessons learned and to produce recommendations for consideration by the leadership of the partner UN Agencies, as one input into the internal evaluation process.

The review found that the UN-REDD Programme has made an important contribution to enabling REDD+ delivery and that it should continue and keep pace with the evolving landscape of climate change and REDD+ developments. The findings draw attention to both the opportunities and challenges associated with managing such an innovative and complex mechanism, including issues with respect to aspects of coordination of UN-REDD implementing agencies at both the agency and country level. Based on the findings, the reviewers identified recommendations directed to strengthening governance and internal management to enhance delivery of the Programme.

The findings and recommendations of the review are a contribution to a broader management response for improved delivery of the UN-REDD Programme, which will elaborate adjustments to the internal governance and operations of the Programme, including steps which have already begun to be implemented.

1. General findings and recommendations

The review found that the UN-REDD Programme represents an important example of interagency collaboration and has made a significant contribution to enabling REDD+ delivery. It also noted the need to keep pace with the evolving landscape of climate change and REDD+ developments and to further elaborate the niche of the Programme.

Certain principles envisaged when the Programme was elaborated were found not to have fully realized. These include the role of the Coordination Group (CG) as a decision making body, and the adoption of a common approach among the participating agencies on how to address REDD+, both as part of a corporate strategy and as a joint programme.

Recommendations

- Revisit the current terms of reference and modus operandi of the Inter-agency secretariat, Coordination Group and Policy Board (PB)
- Improve management of the UN-REDD Programme as a Programme, i.e. with clear identity, objectives and procedures and to be implemented by a team accountable for delivery with strong leadership
- Ensure a common approach among the agencies on how to address REDD+ both as part of a corporate strategy and a joint Programme

2. Policy Board

The findings acknowledged that the UN-REDD Policy Board has been a pioneer in terms of a new form of a high level governance body for a multi-lateral initiative, in that its membership includes representatives of countries, Indigenous Peoples, Civil Society, donors and UN agencies all sharing equal decision-making rights. However, the current structure of the Policy Board was found to be complicated relative to comparable entities. Additionally, since each agency has its own auditing and evaluation procedures, the suggestion was made for more comprehensive oversight of the Programme.

Recommendations

- Reconsider the function of the Policy Board, e.g. to become more advisory and give broad direction to the Programme
- Make adjustments to the structure of the Policy Board, for instance introduction of two complementary structures - a compact Policy Board and an enlarged forum. The streamlined Policy Board would be composed of three countries, three UN Participating Agencies, one donor, Indigenous Peoples and Civil Society representative and MPTF as observer ex officio. The enlarged forum would have a more inclusive membership, including all UN-REDD Programme constituencies. It can act as the UN-REDD Programme General Assembly and could be named UN-REDD Programme Stakeholders Forum. It could

meet annually to deal with the general performance of the Programme as well as other general issues of interest to the stakeholders at large.

- Institute a clear system of terms and rotation of membership

3. Governance and internal management

The review identified a number of issues associated with the internal management of the Programme such as lack of clarity and overlap in the mandates of the internal management groups (the Coordination Group and the Strategic Direction Group (SDG)), and to some extent, the Policy Board. The review acknowledged that some challenges related to the management by the Coordination Group were being addressed. The review also raised the issue of the Secretariat structure, function and capacity, having essentially remained the same since its inception.

Recommendations

- Clarify the roles and functions (ToRs) of the SDG and CG and formalize the new arrangements with a view to instituting consistency and transparency of functions, responsibilities and reporting procedures with other governing bodies such as the Policy Board
- Ensure the CG is in a position to manage the Programme with strong leadership and to be accountable for delivery
- Strengthen CG collaboration further; work as a team, including more frequent face-to-face meetings
- Revise the current ToR of the Inter-agency Secretariat, giving it clarity on how it serves the UN-REDD Programme and the nature of its functions, and an unambiguously strong mandate to perform its assigned responsibilities
- Consider capacity and location of the Secretariat

4. Inter-agency collaboration and coordination

Whilst the Programme has been designed as a One UN Programme, challenges exist with regard to some aspects of collaboration and coordination, including different organizational structures and working modalities of each participating UN agency, both at the headquarters and country levels.

Recommendations

- Address operating modalities at the country and regional levels, including through increasing coordination and communication
- Address challenges facing inter- and intra-agency coordination at the executive level
- Review the overlap among agencies and redevelop the collaborative Programme based on the comparative advantages and expertise of each partner
- Prioritize fund raising for the Programme over raising funds for agency activities

5. Collaboration and Coordination with relevant international agencies

The review identified constructive collaboration between the UN-REDD Programme and other REDD+ players, although more systematic coordination is needed to increase the efficiency and streamlining of human and financial resources involved in implementing the REDD+ funding initiatives.

Recommendations

- Improve collaboration with international forestry research institutions and national research centres
- Work with other REDD+ entities to improve collaboration so that it is translated into serious coordinated action on the ground

6. Global Programme

The review found that the performance, delivery and achievements of the Global Programme (GP) range from quite satisfactory to challenging, related to its ambitious programme of work and diversity of responsibility. More clarity was called for around the link between the Global Programme support to national REDD+ action and the National Programmes, although the two were found to be mutually supportive and both contributing to REDD+ actions in countries.

Recommendations

- Make transparent information available on all the resources being used by the agencies from the GP budget
- Communicate the differences between “Programmes” and “Funds” to participating countries
- Clearly define access procedures for targeted support and inform partner countries of these procedures, as well as the amount of available resources per agency and specific areas of support
- Conduct an ‘Impact Assessment’ study when the Programme completes five years of operations
- Implement a proper joint, cohesive and efficiently coordinated approach to knowledge management and sharing
- Consider the role of the Programme in developing practical “guidelines” (manuals, sourcebooks etc)

7. National Programmes

The review identified the need for a clear and unified approach among agencies to the administration, management and implementation of National Programmes (NP), and for enhancing the coordination among the three agencies executing various components. This will help develop one programme instead of three separate projects. Issues related to intra-country coordination were also highlighted, particularly in countries receiving funds from several sources to work simultaneously on REDD+. The review also found the need for a stronger focus on monitoring national programmes and for work to address capacity issues, both in governments and among agencies’ local staff, and for this to evolve as local capacities develop.

Recommendations

- Improve coordination between agencies in the scoping and project formulation stage, including establishing a clear national coordination structure before starting implementation, with clear responsibilities defined for each agency
- Clarify indirect and direct costs and provide this information to the country representatives at an early stage to ensure greater transparency in the initial stage of the NP design and reduce misunderstanding with government officials
- Undertake a comprehensive analysis regarding how each agency is managing the 7 per cent indirect cost agreement in each NP, and how the direct costs are consistent for each agency and component
- Consider how to improve the release of funds
- Adopt a common approach to administering and managing country programmes, including implementation of the Harmonized Approach to Cash Transfer (HACT) system, as well as for other aspects, including reporting and monitoring
- Strengthen local capacities on Joint Programme Management issues, and improve capacity building, knowledge and information sharing among UN-REDD global personnel on a regular basis among the staff of the three UN-REDD agencies
- Strengthen local and regional capacities, including UN-REDD Programme technical support staff.

Disclaimer:

The boundaries, colours, denominations and other information shown on any map in this publication do not imply on the part of the UN-REDD Programme any judgement on the legal status of any territory or the endorsement or acceptance of such boundaries.



UN-REDD Programme Secretariat

International Environment House,
11-13 Chemin des Anémones,
CH-1219 Châtelaine, Geneva, Switzerland.

un-redd@un-redd.org

www.un-redd.org

