

UN-REDD PROGRAMME



Review of UN-REDD Programme Policy Board Structure: Terms of Reference

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4 May 2012

The [UN-REDD Programme](#) is a collaborative programme of the Food and Agriculture Organization (FAO), the United Nations Development Programme (UNDP) and the United Nations Environment Programme (UNEP). It therefore operates under the governing policies, procedures and rules of the three participating UN agencies. It also follows the governance guidelines developed by the [United Nations Development Group](#) (UNDG) for joint programmes, including with respect to the governance and oversight of [Multi-Donor Trust Funds](#) (MDTFs).

The UN-REDD Programme Policy Board was established to provide overall leadership and strategic direction to the UN-REDD Programme. The Policy Board also approves financial allocations from the UN-REDD MDTF, according to the parameters set out in relevant documentation, including the UN-REDD Programme Strategy for 2011-2015, to ensure overall Programme success. Therefore, the effectiveness and efficiency of the governance of the Policy Board is essential for the UN-REDD Programme's success. A transparent and well-functioning Policy Board gives confidence to stakeholders including contributors to the Programme.

At the seventh Policy Board meeting in Berlin 13-14 October 2011, the Board requested that the Programme establish a process for a comprehensive review of the Policy Board structure. The Board specifically requested that the UN-REDD Programme Secretariat propose a roadmap, including the scope and timeframe for such review, as soon as possible and within the ninth Policy Board meeting. These terms of reference (ToR) have been developed in response to that request.

Purpose and Objectives

The main purpose of the review is to assess and evaluate the current Policy Board mandate, composition, role, responsibilities, governance structure, practices, procedures and accountability, and, considering the evolving landscape, both related to the operations of the Programme, for instance the increasing number of countries, progress in REDD+ implementation, and the fact that the Programme has been operating for three years, along with external developments, including UNFCCC decisions, make recommendations to improve the UN-REDD Programme Policy Board. The review should focus on the period up to 2015 in line with the UN-REDD Programme Strategy 2011-2015 and previous Policy Board decisions.

Accordingly, the review of the Policy Board structure has three main objectives:

1. Examine the composition and governance structure of the Policy Board, how it conducts its business, and how it assists the Programme in the fulfillment of its mandate compared to other UN-administered Programmes, including MDTFs, and REDD Readiness initiatives;
2. Assess the existing UN-REDD Programme Rules of Procedure and Guidelines and Policy Board Terms of Reference, evaluate fit-to-purpose, consistency with meeting objectives, and identify any gaps that need to be addressed;
3. Within the context set out above, the expected future implementation of the UN-REDD Programme based on the 2011-2015 Strategy and relevant Policy Board decisions, and considering best practices of transparency and good governance, propose changes, if necessary, to the existing UN-REDD Programme Rules of Procedure and Guidelines and Policy Board Terms of Reference.

Scope

The final report addressing both the objectives above, and responding to the following aspects of the Policy Board's characteristics and operations, will inform proposals on how to strengthen the work of the UN-REDD Programme Policy Board. The list should be seen as guidance for the reviewers and is not exhaustive:

1. Organization and management of the Policy Board's business, composition and structure
 - UN-REDD Programme Rules of Procedure and Guidelines and Policy Board Terms of Reference
 - Policy Board size and profile, representative groups, and tenure (terms of appointment) of members
 - Whether the current system for determining membership to the Policy Board is adequate in ensuring that the Board has expertise in areas such as thematic oversight, financial oversight and institutional governance
 - Adequacy of the number of Policy Board meetings per annum
 - Conduct of Business (Management of the Board and working group meetings)
 - The Policy Board member's understanding of the delineation between the Policy Board and the implementing agencies' responsibilities
2. The Policy Board's engagement in reviewing progress and approving funding

Reviewing Progress

- Reviewing progress of the Programme
- Reviewing demand for support from the Programme and level of response
- Providing strategic guidance

Involvement in approval of funding requests

- Funding allocations to National Programmes and the Global Programme from the UN-REDD Programme Fund
- Implementation of clear policies for allocation of funds

3. Other areas pertinent to understanding how the Policy Board will operate up to 2015, in line with the Programme Strategy

Relationship to the participating agencies (FAO, UNDP and UNEP)

- The nature of UN joint programming (i.e. Delivering as One and other relevant MDTF examples such as the Spanish MDG Achievement Fund)
- Guidance from the UNDG and the Multi-Partner Trust Fund Office
- The partnership architecture (i.e. the MoU) between the participating agencies that underpins the UN-REDD Programme

Relationship between Tier 2 contributors and the Policy Board

- To what extent, if any, may Tier 2 donors through the creation of the Tier 2 mechanism influence the Programme
- What will be the Tier 2 donors relationship, if any, to the Policy Board

Relationship with other initiatives

- What should be the future role, functions and composition of the Policy Board, in the light of: (i) progress in REDD+ implementation and the evolution of the Programme and other relevant bodies (such as the Forest Carbon Partnership Facility's Participants Committee and Participants Assembly, the FIP Sub-Committee, the REDD+ Partnership and the Global Environment Facility's Governing Council and Assembly); (ii) UNFCCC decisions; and (iii) the evolution of finance to REDD+ including the establishment of the Green Climate Fund

Methodology, Consultant(s) and Working Group

The review shall apply international best-practices to ensure objective, transparent, evidence based and impartial assessment and learning. The review is to rely on examination of relevant documents, review of governance structures of similar initiatives, review of other REDD+ initiatives, use of surveys and questionnaires, interviews of Board members and other applicable data collection instruments.

One or more independent and experienced consultants, with expertise in organisational governance the UN system and fund management, will be recruited to undertake the review. The consultant(s) should produce a single document, responding to each of the three deliverables mentioned below. The consultant(s) must be independent from, and free from any potential conflicts of interest with, the UN-REDD Policy Board. The consultant(s) should demonstrate detailed knowledge of how the UN agencies (FAO, UNDP, and UNEP) function and the nature of joint programming. The consultant(s) should also have previous experience in the evaluation of similar decision making bodies. Some knowledge of REDD+ and the work of the UN-REDD Programme REDD+ would be an additional asset. See Annex 1 for ToR for the appointment of the consultant(s).

A Working Group was established by the eighth Policy Board for the review, composed of two representatives from each Policy Board member group¹. The consultant(s) will report on progress and their findings to the Working Group. The Secretariat will be responsible for facilitating the review process and the work of the Working Group. The Secretariat will designate a staff member to serve as Secretary to the review and coordinate the logistics of the review process.

Deliverables

Before going into data collection, the reviewers shall prepare an *inception report*. The *inception report* should detail the reviewers' understanding of what is being reviewed and why, demonstrating how the review questions can be addressed by way of: proposed methods and sources of data, as well as data collection procedures. The *inception report* should also include a proposed schedule of tasks, activities and deliverables, and an annotated outline of the report. This will allow the Working Group to verify that there is a shared understanding of the review and that it will meet the needs of the Programme.

¹ PNG, Viet Nam, Japan, Norway, FAO, UNEP, CAMV, Global Witness, AMAN, UNPFII.

At an interim point, the consultant(s) shall prepare a *draft review report* focussing on the specific issues described in the ToR. This should include proposed changes to the existing UN-REDD Programme Rules of Procedure and Guidelines and Policy Board Terms of Reference.

The *final report* of the review is expected to be a synthesised report that addresses the overall objectives of the review. The final product of the review will be delivered as one document with a set of recommendations and suggestions for improving the Policy Board, including proposed changes to the existing UN-REDD Programme Rules of Procedure and Guidelines and Policy Board Terms of Reference. The recommendations should be clearly derived from the findings of the review, and are expected to be realistic, time-framed and with a clear identification of human and financial resource implications.

Indicative Timetable and Output

Activity	Timeframe
Establishment of Working Group [Completed]	PB 8 March 2012
Secretariat to work with Working Group intersessionally to finalise ToR	April 2012
Send ToR to Policy Board for information	May 2012
Recruitment of the consultant(s)	May/June 2012
Briefing of the consultant(s) by the Working Group and Secretariat and preparation of an inception report by the consultant(s)	June 2012
Initiation of review activities	July 2012
Submission of draft report to Working Group and the Secretariat and comments and feedback provided to consultant(s)	Late August 2012
Draft summary report revised and circulated to the Policy Board	September/October 2012
Presentation of draft findings at PB9 and comments and feedback provided to consultant(s)	October 2012
Revised report shared with Working Group members for comments and feedback submitted to consultant(s)	November 2012
Final Report and a draft response to the report circulated to Policy Board	December 2012
Approval of recommendations and draft response prepared by the Working Group	PB 10

Annex 1. Terms of Reference for the Consultant(s)

The review will be conducted by a consultant, facilitated by the Secretariat and supervised by a Working Group established by the Policy Board. Depending on the available experience and skills, two consultants with complementary skills may be appointed by the Secretariat, who will nominate one as the team leader. The consultant(s) shall produce a single document responding to each of the aforementioned deliverables.

The consultant(s) will be selected through an open and competitive selection process in line with the standards of the administering UN agency.

It is anticipated the review will be carried out within a maximum of 90 working days over a period of seven months from June 2012. Consultancy fees for this assignment will be determined by level of experience and the commensurate UN remuneration rate for consultants at this level.

Requirements/competencies of the consultant(s):

- Independence from the UN-REDD Policy Board.
- Detailed knowledge of the UN system, including fund management, UN joint programming and the policies, procedures and rules of the participating UN agencies.
- Demonstrated experience of organisational governance and in evaluation of similar types of decision-making bodies.
- Some knowledge of REDD+ and the work of the UN-REDD Programme would be an additional asset.
- Advanced degree in relevant social science subject.
- Minimum 10 years work experience in relevant areas.
- Excellent writing and editing skills.
- Attention to detail and respect for timelines.

Scope and tasks:

- Prepare an inception report comprising an annotated outline of the report, along with a proposed schedule of tasks, activities and deliverables detailing the reviewers' understanding of what is being reviewed and why, and showing how the objectives will be answered by way of proposed methods, sources of data and data collection procedures.

- Conduct a thorough analysis of relevant documents, existing Policy Board procedures, composition of the Board, and review of governance structures of similar initiatives and other REDD+ initiatives.
- Conduct interviews with Policy Board members and use other applicable data collection instruments.
- Produce a draft report with the findings and recommendations focusing on the specific issues outlined in the review Terms of Reference, including proposed changes to the existing UN-REDD Programme Rules of Procedure and Guidelines and Policy Board Terms of Reference.
- Present draft findings/recommendations at the ninth Policy Board.
- Produce a consolidated final review report, with a set of recommendations and suggestions for improving the Policy Board, including proposed changes to the existing UN-REDD Programme Rules of Procedure and Guidelines and Policy Board Terms of Reference. The recommendations should be clearly derived from the findings of the review, and are expected to be realistic, time-framed and with a clear identification of human and financial resource implications.

Application

Applicants should send the following to the Secretariat (un-redd@un-redd.org) by 1 June 2012:

- a. Cover letter
- b. 1-2 page note including a brief indication of understanding of the ToR and the general approach proposed for the consultancy. The note may also raise any questions or suggestions related to the review approach
- c. Completed UNEP P11 form