

**Joint meeting of the UN-REDD Programme 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 \(8-10 May\)](#).

**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 reorganise 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 catalyse, facilitate and mobilise partnerships at necessary scales, to leverage additional capacity and influence to maximise 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.

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 FCPF'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.
- 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 harmonised 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. Vietnam). 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.

## 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 programme of the Food and Agriculture Organization (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 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 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.<sup>1</sup>

#### Strategy Group (SG)

The SG was established by the three participating UN agencies 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* of the UN agencies who are responsible for managing and implementing the UN-REDD Programme in support of the Partner Countries.

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<sup>1</sup> 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

The membership of the SG will include one executive representative from each UN agency<sup>2</sup>. 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 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;

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<sup>2</sup> 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

- 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 teams<sup>3</sup> 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.

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<sup>3</sup> 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.

In order to ensure that the staff of the Secretariat are 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:
  - 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:**

- Organising 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 tools<sup>4</sup>.

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<sup>4</sup> The 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.

- 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 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 National 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