Terms of Reference for the Strategy Group, Management Group and Secretariat

UN-REDD PROGRAMME

June 2012

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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.[1]

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

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[1] 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.

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[2]. 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

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[2] 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

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 teams[3] 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 tream.

Secretariat

The main roles and responsibilities of the Secretariat are to:

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[3] 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 successful resolve the issue to be addressed.

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;

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