

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

UN-REDD PROGRAMME EIGHTH
POLICY BOARD MEETING

25-26 March 2012
Asunción, Paraguay



In accordance with the decision of the Policy Board this document is printed in limited numbers to minimize the environmental impact of the UN-REDD Programme processes and contribute to climate neutrality. Participants are kindly requested to bring their copies to meetings. Most of the UN-REDD Programmes meeting documents are available on the internet at: www.unredd.net.

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).

Within the abovementioned context, 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 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 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 also 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 draft 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 mandate, role, responsibilities, governance structure, composition, practices, procedures and the overall performance of the UN-REDD Programme Policy Board.

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

1. Assess the effectiveness of the Policy Board in providing oversight and policy direction to the Programme, including the UN-REDD MDTF;
2. Capture best practices of the Policy Board to date and survey the extent to which the Board has responded to particular needs and circumstances of the Programme;
3. Examine the composition and 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 MDTFs and REDD Readiness initiatives;
4. Assess the existing Rules of Procedure and Guidelines and Terms of Reference of the Policy Board and identify to what extent the existing Policy Board is meeting these, and any gaps that need to be addressed;
5. Consider the future role, functions and composition of the Policy Board in the light of: (i) the expected future implementation of the UN-REDD Programme; (ii) the evolution of 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); (iii) UNFCCC decisions and the anticipated flow of climate finance; and (iv) the expectations of the UN-REDD Programme participants;

6. Within the context set out above, and considering best practices of good governance, propose changes to the existing Rules of Procedure and Guidelines and Terms of Reference, as well as the mandate, role, responsibilities, governance structure, composition, practices, procedures and accountability of the Policy Board.

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 decisions 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
 - Rules of Procedure and Terms of Reference of the Policy Board
 - 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
 - Management of the Board and working group meetings
 - Orientation, assessment and adequacy of information
 - Performance measurements of Policy Board members and co-Chairs annual self-assessments
 - Level of understanding amongst Policy Board members of their role at the Board and as members of the Board's working groups
 - The Policy Board member's familiarity with the UN-REDD Programme, its mission, goals, strategies and priorities, the issues of priority being addressed by the Programme, and how the Programme fits into the overall REDD+ landscape
 - The Policy Board member's understanding of the delineation between Policy Boards and the implementing agencies' responsibilities
 - Adequacy and timeliness of information made available to members, prior to Policy Board meetings
2. The Policy Board's engagement with the UN-REDD Programme's Strategy 2011 -2015 and mandate
 - Participation in strategic planning and monitoring and reviewing the Programme
 - Knowledge and understanding of the UN-REDD Programme's vision, mission and engagement in formulation of the strategy
 - Oversight of the Programme's thematic works, outcomes, outputs and impacts

Involvement in approval of funding requests

 - Financial oversight, budgeting and reporting
 - Implementation of clear policies for allocation of funds and review of expenditure

Involvement in policy development

 - Formulation of Programme policies as well as partnership policies

Donor relations, partnership facilitation, and resource mobilization

- Relationship to donors and partner institutions
- Role in mobilizing funding for the UN-REDD Programme

3. Other areas pertinent to understanding how the Policy Board will operate in the future

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 Policy Board

Relationship between Tier 2 contributors and the Policy Board

- How can Tier 2 donors have influence on programmatic issues and their contributions be considered when allocating board seats?

Methodology, Consultants 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.

Two independent and experienced consultants, one with expertise in organisational governance and the second with expertise in REDD+, the UN system and fund management will be recruited to undertake the review. The consultants should collaborate on a single document, responding to each of the three deliverables mentioned below. When selecting the candidates, a team leader should be designated for the review. The consultants must be independent from, and free from any potential conflicts of interest with, the UN-REDD Policy Board. The consultants should be familiar with REDD+ and the work of the UN-REDD Programme, while having detailed knowledge of how the UN agencies (FAO, UNDP, and UNEP) function and the nature of joint programming. The consultants should also have previous experience in the evaluation of similar decision making bodies. See Annex 1 for ToR for the appointment of the consultants.

A Working Group for the review will be established, with one representative from each Policy Board member group¹. The consultants will report on progress and their findings to the Working Group of the Policy Board. 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.

¹ The UN-REDD Programme Policy Board membership, as per the rules of procedure and operational guidance is as follows: three countries from each of the three regions (Africa, Asia-Pacific and Latin America-Caribbean), three donor countries, one Civil Society Organization, Chair of UNPFII (as the representative of Indigenous Peoples), and FAO, UNDP and UNEP.

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 about the review and that it will meet the needs of the Programme, and clarify any misunderstandings at the outset.

At an interim point, the reviewers shall prepare a *draft review report* for the Working Group to ensure that the evaluation meets the required criteria as described in the ToR.

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. 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.

Budget

The total cost of the review is US\$ 150K.

Indicative Timetable and Output

Activity	Timeframe
Establishment of Working Group	PB 8 March 2012
Secretariat to work with Working Group intersessionally to finalise ToR	April 2012
Recruitment of the consultants	June 2012
Briefing of the consultants by the Working Group and Secretariat and formulation of a work plan for the review	August 2012
Initiation of review activities	September 2012
Submission of draft Report to Working Group and the Secretariat	December 31 2012
Draft report shared with PB members for comments and comments submitted to reviewers	Comments by end January 2013
Final Report and a draft response to the report circulated to Policy Board	February 2013
Discussion of final report and recommendations as well as draft response prepared by the working group	PB 10

Annex 1. Terms of Reference for the consultants

The review will be conducted by two consultants, facilitated by the Secretariat and supervised by a Working Group established by the Policy Board. The consultants should have different, but complimentary skills, and they shall collaborate on a single document for each of the three main deliverables aforementioned. Depending on the selected candidates a team leader should be selected.

The consultants will be selected through a competitive process, advertised on the UN-REDD Programme websites and the recruitment websites of FAO, UNDP and UNEP. Recruitment will follow the standards of the administering UN agency.

Requirements/competencies of the team:

- Must be independent from UN-REDD Policy Board
- Must have detailed knowledge of UN joint programming and the policies, procedures and rules of the participating UN agencies.
- Should have some familiarity of REDD+ and the work of the UN-REDD Programme, and be sufficiently independent to provide a critical but forward-looking review.
- Must have experience in evaluation of similar types of decision-making bodies.
- Relevant higher education.
- Prepare a brief note on how previous work makes the candidate well suited for this assignment, a quick indication of their understanding of the ToR, and any questions or suggestions for the review approach and method they may have.

Scope and tasks:

- Prepare an inception report comprising an annotated outline of the report, along with the 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, as well as the composition of the Board.
- Conduct interviews with Policy Board members.
- Produce a draft report with the findings focusing on the specific issues outlined in the review terms of reference.
- Produce a consolidated final review report.