

**STANDARD MEMORANDUM OF UNDERSTANDING (MOU)  
FOR REDD+ PARTNERSHIP SECRETARIAT SERVICES  
JOINT PROGRAMME**

**Memorandum of Understanding  
between  
Participating UN Organizations<sup>1</sup>,  
and  
the United Nations Development Programme  
regarding the Operational Aspects of the  
REDD+ Partnership Secretariat Services Joint Programme**

**WHEREAS**, the **Participating United Nations Organizations** signing this Memorandum of Understanding (hereinafter referred to collectively as the “Participating UN Organizations”) have developed a **REDD+ Partnership Secretariat Services Joint Programme** starting on **1 September 2010** and ending on **30 June 2013** (hereinafter referred to as the “Joint Programme”), as may be amended from time to time, as more fully described in the Joint Programme Document dated 6 December 2010, (hereinafter referred to as the “Joint Programme Document”), a copy of which is attached hereto as ANNEX A, and have agreed to establish **REDD+ Partnership Secretariat Services Steering Committee** as the coordination mechanism (hereinafter referred to as the “Steering Committee”) to facilitate the effective and efficient collaboration between the Participating UN Organizations for the implementation of the Joint Programme;

**WHEREAS**, the Participating UN Organizations have agreed that they should adopt a coordinated approach to collaboration with donors who wish to support the implementation of the Joint Programme and have developed a Joint Programme Document to use as the basis for mobilising resources for the Joint Programme, and have further agreed that they should offer donors the opportunity to contribute to the Joint Programme and receive reports on the Joint Programme through a single channel; and

**WHEREAS**, the Participating UN Organizations have further agreed to ask the **United Nations Development Programme (UNDP)** (which is also a Participating UN Organization in connection with this Joint Programme) to serve as the administrative interface between the donors and the Participating UN Organizations and for these purposes the United Nations Development Programme Multidonor Trust Fund Office has agreed to do so in accordance with this Memorandum of Understanding.

**NOW, THEREFORE**, the Participating UN Organizations and the **United Nations Development Programme Multidonor Trust Fund Office** (hereinafter referred to collectively as the “Participants”) hereby agree as follows:

**Section I**

**Appointment of Administrative Agent; its Status, Duties and Fee**

1. The Participating UN Organizations hereby appoint the United Nations Development Programme (hereinafter referred to as the “Administrative Agent”) to serve as their Administrative Agent in connection with the Joint Programme, in accordance with the terms and conditions set out in this Memorandum of Understanding. The

---

<sup>1</sup> As indicated in the signature blocks.

Administrative Agent accepts this appointment on the understanding that the Participating UN Organizations assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. This appointment will continue until it expires, or is terminated, in accordance with Section VIII below.

2. On behalf of the Participating UN Organizations, the Administrative Agent will:
  - (a) Receive contributions from donors that wish to provide financial support to the Joint Programme;
  - (b) Administer such funds received, in accordance with this Memorandum of Understanding including the provisions relating to winding up the Joint Programme Account and related matters;
  - (c) Subject to availability of funds, disburse such funds to each of the Participating UN Organizations in accordance with instructions from the Steering Committee, taking into account the budget set out in the Joint Programme Document, as amended in writing from time to time by the Steering Committee;
  - (d) Consolidate statements and reports, based on submissions provided to the Administrative Agent by each Participating UN Organization, as set forth in the Joint Programme Document, and provide these to each donor that has contributed to the Joint Programme Account and to the Steering Committee;
  - (e) Provide final reporting, including notification that the Joint Programme has been operationally completed, in accordance with Section IV below;
  - (f) Disburse funds to any Participating UN Organization for any additional costs of the task that the Steering Committee may decide to allocate (as referred to in Section I, Paragraph 3) in accordance with Joint Programme Document.

3. The Steering Committee may request any of the Participating UN Organizations, to perform additional tasks in support of the Joint Programme not related to the Administrative Agent functions detailed in Section I, Paragraph 2 above and subject to the availability of funds. Costs for such tasks will be agreed in advance and with the approval of the Steering Committee be charged to the Joint Programme as direct costs.

4. The Administrative Agent will enter into a Standard Administrative Arrangement, in the form attached hereto as ANNEX B (hereinafter referred to as an "Administrative Arrangement"), with each donor that wishes to provide financial support to the Joint Programme through the Administrative Agent. The Administrative Agent will not agree with the Donor to amend the terms of Annex B without prior written agreement of the Participating UN Organizations. The Administrative Agent will ensure the posting of a copy of the Administrative Arrangement it enters into, as well as information on donor

contributions, on the website of the Administrative Agent (<http://mdtf.undp.org>), as well as the REDD+ Database website ([www.reddplusdatabase.org](http://www.reddplusdatabase.org)), as appropriate.

5. None of the Participating UN Organizations will be responsible for the acts or omissions of the Administrative Agent or its personnel, or of persons performing services on its behalf, except in regard to its respective contributory acts or omissions. With respect to contributory acts or omissions of the Participating UN Organizations, the resulting responsibility will be apportioned among them or any one of them to the extent of such contributory acts or omissions, or as may otherwise be agreed. In addition, donors will not be directly responsible for the activities of any person employed by the Participating UN Organizations or the Administrative Agent as a result of this Memorandum of Understanding.

6. The Administrative Agent will be entitled to allocate an administrative fee of one percent (1%) of the amount contributed by each donor signing an Administrative Arrangement, to meet the Administrative Agent's costs of performing the Administrative Agent's functions described in this Memorandum of Understanding.

7. Where the Administrative Agent is also a Participating UN Organization, a clear delineation, including distinct reporting lines and an accountability framework, will be established and maintained within the organization designated as the Administrative Agent between its functions as an Administrative Agent and its functions as a Participating UN Organization.

## **Section II** **Financial Matters**

### **The Administrative Agent**

1. The Administrative Agent will establish a separate ledger account under its financial regulations and rules for the receipt and administration of the funds received pursuant to Administrative Arrangement (hereinafter, the "Joint Programme Account"). The Joint Programme Account will be administered by the Administrative Agent in accordance with the regulations, rules, directives and procedures applicable to it, including those relating to interest. The Joint Programme Account will be subject exclusively to the internal and external auditing procedures laid down in the financial regulations, rules, directives and procedures applicable to the Administrative Agent.

2. The Administrative Agent will not absorb gains or losses on currency exchanges which will increase or decrease the funds available for disbursements to Participating UN Organizations.

3. Subject to the availability of funds, the Administrative Agent will make disbursements from the Joint Programme Account based on instructions from the Steering Committee, in line with the budget set forth in the Joint Programme Document,

as amended from time to time by the Steering Committee. The disbursements will consist of direct and indirect costs as set out in the budget.

4. The Administrative Agent will normally make each disbursement within three (3) to five (5) business days after receipt of the relevant Joint Programme Document, in accordance with the instructions received from the Steering Committee in line with the Joint Programme Document, along with a copy of the relevant Joint Programme Document, signed by all the parties concerned. The Administrative Agent will transfer funds to each Participating UN Organization through wire transfer. Each Participating UN Organization will advise the Administrative Agent in writing of the bank account for transfers pursuant to this Memorandum of Understanding. When making a transfer to a Participating UN Organization, the Administrative Agent will notify that Participating UN Organization's Treasury Operations of the following: (a) the amount transferred, (b) the value date of the transfer; and (c) that the transfer is from **the United Nations Development Programme Multidonor Trust Fund Office** in respect of the Joint Programme pursuant to this Memorandum of Understanding.

5. Where the balance in the Joint Programme Account on the date of a scheduled disbursement is insufficient to make that disbursement, the Administrative Agent will consult with the Steering Committee and make a disbursement, if any, in accordance with the Steering Committee's instructions.

#### The Participating UN Organizations

6. Each Participating UN Organization will establish a separate ledger account under its financial regulations and rules for the receipt and administration of the funds disbursed to it by the Administrative Agent from the Joint Programme Account. That separate ledger account will be administered by each Participating UN Organization in accordance with its own regulations, rules, directives and procedures, including those relating to interest. That separate ledger account will be subject exclusively to the internal and external auditing procedures laid down in the financial regulations, rules, directives and procedures applicable to the Participating UN Organization concerned.

7. Each Participating UN Organization will use the funds disbursed to it by the Administrative Agent from the Joint Programme Account to carry out the activities for which it is responsible as set out in the Joint Programme Document, as well as for its indirect costs. The Participating UN Organizations will commence and continue to conduct operations for the Joint Programme activities only upon receipt of disbursements as instructed by the Steering Committee. The Participating UN Organizations will not make any commitments above the approved budget in the Joint Programme Document, as amended from time to time by the Steering Committee. If there is a need to exceed the budgeted amount, the Participating UN Organization concerned will submit a supplementary budget request to the Steering Committee.

8. Indirect costs of the Participating UN Organizations recovered through programme support costs will be 7%. In accordance with the UN General Assembly resolution 62/208 (2007 Triennial Comprehensive Policy Review principle of full cost recovery), all other costs incurred by each Participating UN Organization in carrying out

the activities for which it is responsible under the Joint Programme will be recovered as direct costs.

### **Section III** **Activities of the Participating UN Organizations**

1. The implementation of the Joint Programme activities will be the responsibility of the Participating UN Organizations and will be carried out by each Participating UN Organization in accordance with its applicable regulations, rules, directives and procedures. On the termination or expiration of this Memorandum of Understanding, the matter of ownership of supplies and equipment will be determined in accordance with the regulations, rules, directives and procedures applicable to such Participating UN Organizations, including, where applicable, any agreement with the relevant host Government (if applicable).
2. Any modifications to scope of the signed Joint Programme Document, including as to their nature, content, sequencing or the duration thereof will be subject to mutual agreement in writing between the relevant Participating UN Organization and the Steering Committee. The Participating UN Organization will promptly notify the Administrative Agent through the Steering Committee, of any change in the budget as set out in the Joint Programme Document.
3. Where a Participating UN Organization wishes to carry out its Joint Programme activities through or in collaboration with a third party, it will be responsible for discharging all commitments and obligations with such third parties, and no other Participating UN Organization, nor the Administrative Agent, will be responsible for doing so.
4. In carrying out their Joint Programme activities, none of the Participating UN Organizations will be considered as an agent of any of the others and, thus, the personnel of one will not be considered as staff members, personnel or agents of any of the others. Without restricting the generality of the preceding sentence, none of the Participating UN Organizations will be liable for the acts or omissions of the other Participating UN Organizations or their personnel, or of persons performing services on their behalf.
5. Each Participating UN Organization will advise the Administrative Agent in writing when all activities for which it is responsible under the Joint Programme Document have been completed.
6. The Participating UN Organizations recognize that the donors reserve the right to discontinue future contributions if reporting obligations are not met as set forth in the Administrative Arrangement; or if there are substantial deviations from agreed plans and budgets. If it is agreed among the donor(s), the Administrative Agent and the concerned Participating UN Organization under the Administrative Arrangement that there is evidence of improper use of funds, the Participating UN Organization will use its best efforts, consistent with its regulations, rules, policies and procedures to recover any funds misused. The Participating UN Organization will, in consultation with the Steering Committee and the Administrative Agent, credit any funds so recovered to the Joint

Programme Account or agree with the Steering Committee to use these funds for a purpose mutually agreed upon. Before withholding future contributions or requesting recovery of funds and credit to the Joint Programme Account, the Administrative Agent, the concerned Participating UN Organization and the donor will consult with a view to promptly resolving the matter.

7. The Participating UN Organizations recognize that it is important to take all necessary precautions to avoid corrupt, fraudulent, collusive or coercive practices. To this end, each Participating UN Organization will maintain standards of conduct that govern the performance of their staff, including the prohibition of corrupt, fraudulent, collusive or coercive practices, in connection with the award and administration of contracts, grants, or other benefits, as set forth in their Staff Regulations and Rules and Financial Regulations and Rules, including regarding procurement. In the event that a Participating UN Organization determines that an allegation in relation to the implementation of activities – including that corrupt, fraudulent, collusive or coercive practices may have taken place - is credible enough to warrant an investigation, it will promptly notify the Steering Committee and the Administrative Agent, to the extent that such notification does not jeopardize the conduct of the investigation. The allegation will be dealt with in accordance with the Participating UN Organization's accountability and oversight framework and by the Participating UN Organization's unit in charge of investigations. Upon completion of the investigation, the Participating UN Organization will inform the Steering Committee and the Administrative Agent about the results of the investigation.

8. As an exceptional measure, particularly during the start up phase of the Joint Programme, subject to conformity with their financial regulations, rules and directives, Participating UN Organizations may elect to start implementation of Joint Programme activities in advance of receipt of initial or subsequent transfers from the Joint Programme Account by using their own resources. Such advance activities will be undertaken in agreement with the Steering Committee on the basis of funds it has allocated or approved for implementation by the particular Participating UN Organization following receipt by the Administrative Agent of an official commitment form or signature of the Administrative Arrangements by donors contributing to the Joint Programme. Participating UN Organizations will be solely responsible for decisions to initiate such advance activities or other activities outside the parameters set forth above.

#### **Section IV** **Reporting**

1. Each Participating UN Organization will provide the Administrative Agent with the following statements and reports prepared in accordance with the accounting and reporting procedures applicable to the Participating UN Organization concerned, as set forth in the Joint Programme Document. The Participating UN Organizations will endeavour to harmonize their reporting formats to the extent possible.

- (a) Annual narrative progress reports, to be provided no later than three months (31 March) after the end of the calendar year;

- (b) Annual financial statements and reports as of 31 December with respect to the funds disbursed to it from the Joint Programme Account, to be provided no later than four months (30 April) after the end of the calendar year;
- (c) Final narrative reports, after the completion of the activities in the Joint Programme Document and including the final year of the activities in the Joint Programme Document, to be provided no later than four months (30 April) of the year following the financial closing of the Joint Programme. The final report will give a summary of results and achievements compared to the goals and objectives of the Joint Programme; and
- (d) Certified final financial statements and final financial reports after the completion of the activities in the Joint Programme Document and including the final year of the activities in the Joint Programme Document, to be provided no later than six months (30 June) of the year following the financial closing of the Joint Programme.

2. The Administrative Agent will prepare consolidated narrative progress and financial reports, based on the reports referred to in paragraph 1 (a) to (d) above, and will provide those consolidated reports to each donor that has contributed to the Joint Programme Account, as well as the Steering Committee, in accordance with the timetable established in the Administrative Arrangement.

3. The Administrative Agent will also provide the donors, Steering Committee and Participating UN Organizations with the following statements on its activities as Administrative Agent:

- (a) Certified annual financial statement (“Source and Use of Funds” as defined by UNDG guidelines) to be provided no later than five months (31 May) after the end of the calendar year; and
- (b) Certified final financial statement (“Source and Use of Funds”) to be provided no later than seven months (31 July) of the year following the financial closing of the Joint Programme.

4. Consolidated reports and related documents will be posted on the REDD+ Database website ([www.reddplusdatabase.org](http://www.reddplusdatabase.org)), and the Administrative Agent (<http://mdtf.undp.org>).

## **Section V** **Monitoring and Evaluation**

1. Monitoring and evaluation of the Joint Programme will be undertaken in accordance with the provisions contained in the Joint Programme Document, which are consistent with the respective regulations, rules and procedures of the Participating UN Organizations.



2. The donor(s), the Administrative Agent and the Participating UN Organizations will hold annual consultations, as appropriate, to review the status of the Joint Programme.

#### **Section VI** **Audit**

1. The Administrative Agent and Participating UN Organizations will be audited in accordance with their own Financial Regulations and Rules.

#### **Section VII** **Joint Communication**

1. Each Participating UN Organization will take appropriate measures to publicize the Joint Programme and to give due credit to the other Participating UN Organizations. Information given to the press, to the beneficiaries of the Joint Programme, all related publicity material, official notices, reports and publications, will acknowledge the role of the host Government, the donors, the Participating UN Organizations, the Administrative Agent and any other relevant entities. In particular, the Administrative Agent will include and ensure due recognition of the role of each Participating UN Organization and national partner in all external communications relating to the Joint Programme.

2. The Administrative Agent in consultation with the Participating UN Organizations will ensure that decisions regarding the review and approval of the Joint Programme as well as periodic reports on the progress of implementation of the Joint Programme, associated external evaluation are posted, where appropriate, for public information on the REDD+ Database website ([www.reddplusdatabase.org](http://www.reddplusdatabase.org)) and the Administrative Agent (<http://mdtf.undp.org>). Such reports and documents may include Steering Committee approved programmes, fund level annual financial and progress reports and external evaluations, as appropriate.

#### **Section VIII** **Expiration, Modification and Termination**

1. This Memorandum of Understanding will expire upon completion of the Joint Programme, subject to the continuance in force of paragraph 5 below for the purposes therein stated.

2. This Memorandum of Understanding may be modified only by written agreement between the Participants.

3. Any of the Participating UN Organizations may withdraw from this Memorandum of Understanding upon giving thirty (30) days' written notice to all other Participants to

this Memorandum of Understanding subject to the continuance in force of paragraph 5 below for the purpose therein stated.

4. The Administrative Agent's appointment may be terminated by the Administrative Agent (on the one hand) or by the mutual agreement of all Participating UN Organizations (on the other hand) on thirty (30) days' written notice to the other party, subject to the continuance in force of paragraph 5 below for the purpose therein stated. In the event of such termination, the Participants will agree on measures to bring all activities to an orderly and prompt conclusion so as to minimize costs and expense.

5. Commitments assumed by the withdrawing or terminating Participants under this Memorandum of Understanding will survive the expiration or termination of this Memorandum of Understanding or the termination of the Administrative Agent or withdrawal of a Participating UN Organization to the extent necessary to permit the orderly conclusion of the activities and the completion of final reports, the withdrawal of personnel, funds and property, the settlement of accounts between the Participants hereto and the settlement of contractual liabilities that are required in respect of any subcontractors, consultants or suppliers. Any balance remaining in the Joint Programme Account or in the individual Participating UN Organizations' separate ledger accounts upon completion of the Joint Programme will be used for a purpose mutually agreed upon or returned to the donor(s) in proportion to their contribution to the Joint Programme as agreed upon by the donors and the Steering Committee.

#### **Section IX** **Notices**

1. Any action required or permitted to be taken under this Memorandum of Understanding may be taken on behalf of the Administrative Agent by the Executive Coordinator of the MDTF Office or his designated representative, and on behalf of a Participating UN Organization by the head of office, or his or her designated representative.

2. Any notice or request required or permitted to be given or made in this Memorandum of Understanding will be in writing. Such notice or request will be deemed to be duly given or made when it will have been delivered by hand, mail or any other agreed means of communication to the party to which it is required to be given or made, at such party's address specified in ANNEX C to this Memorandum of Understanding or at such other address as the party will have specified in writing to the party giving such notice or making such request.

Section X  
Entry into Effect


This Memorandum of Understanding will come into effect upon signature by authorized officials of the Participants and will continue in full force and effect until it is expired or terminated.

Section XI  
Settlement of Disputes

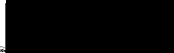
1. The Participants will use their best efforts to promptly settle through direct negotiations any dispute, controversy or claim arising out of or in connection with this Memorandum of Understanding or any breach thereof. Any such dispute, controversy or claim which is not settled within sixty (60) days from the date either party has notified the other party of the nature of the dispute, controversy or claim and of the measures which should be taken to rectify it, will be resolved through consultation between the Executive Heads of each of the Participating UN Organizations and of the Administrative Agent.

IN WITNESS WHEREOF, the undersigned, duly authorized representatives of the respective Participants, have signed this Memorandum of Understanding in the English in four<sup>5</sup> copies.

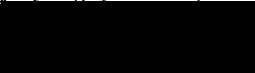
*For the Administrative Agent*

Signature:   
Name: Bisrat Akililu  
Title: Executive Coordinator, MDTF Office  
Place: New York  
Date: 9 December 2010

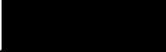
*For the Food and Agriculture  
Organization of the United Nations*

Signature:   
Name: José M. Sampaio  
Title: Assistant Director General,  
Technical Cooperation Department  
Place: \_\_\_\_\_  
Date: \_\_\_\_\_

*For the United Nations Development  
Programme*

Signature:   
Name: Olav Kjørven  
Title: Assistant Secretary General  
Place: New York  
Date: 8 December 2010

*For the United Nations Environment  
Programme*

Signature:   
Name: Angela Cropper  
Title: Deputy Executive Director  
Place: Paris  
Date: 7/12/2010

<sup>5</sup> Additional signatories can be included through addendum

Handwritten text, possibly a signature or name, located in the lower center of the page.

\*\*\*\*\*

ANNEX A: Joint Programme Document

\*\*\*\*\*

ANNEX B: Standard Administrative Arrangement between the Donor and the Administrative Agent

\*\*\*\*\*

ANNEX C: Notices

ANNEX C

NOTICES

*For the Administrative Agent:*

Name: Bisrat Aklilu

Title: Executive Coordinator, MDTF Office, UNDP

Address: 730 Third Avenue, 20<sup>th</sup> Floor, New York, NY 10017, USA

Telephone: +1 212 906 6880

Facsimile: +1 212 906 6990

Electronic mail: bisrat.aklilu@undp.org

*For FAO*

Name: Peter Holmgren

Title: Director, Climate, Energy and Tenure Division

Address: Via delle Terme di Caracalla 00100 Roma Italy

Telephone: +39 06 5705 2714

Facsimile: +39 06 5705 3250

Electronic mail: peter.holmgren@fao.org

*For UNDP*

Name: Charles McNeill

Title: Senior Policy Advisor, Environment & Energy Group

Address: 304 East 45<sup>th</sup> Street, Room 984, New York, NY 10017

Telephone: +1 212 906-5960

Facsimile: +1 212 906-6973

Electronic mail: charles.mcneill@undp.org

*For UNEP*

Name: Tim Kasten

Title Deputy Director, Division of Environmental Policy Implementation and Coordinator, Freshwater and Terrestrial Ecosystems Branch

Address: P.O. Box 30552, Nairobi, Kenya

Telephone: +254 20 762 4749

Facsimile: \_\_\_\_\_

Electronic mail: tim.kasten@unep.org



# JOINT PROGRAMME DOCUMENT

## 1. Cover page

Scope: **Global**

Programme Title: **REDD+ Partnership Secretariat Services**

<p>Programme Duration: 16 months Anticipated start/end dates: 1 September 2010 / 31 December 2011</p> <p>Fund Management Option: Pass-Through</p> <p>Managing or Administrative Agent: UNDP Multi-Donor Trust Fund Office</p>	<p>Total estimated budget*: <b>US\$ 1'113'292</b></p> <p>Out of which:</p> <p>1. Funded Budget: <b>US\$ 1'113'292</b></p> <p>2. Unfunded budget: -</p> <p>* Total estimated budget includes both programme costs and indirect support costs</p>						
<p>Sources of funded budget: REDD+ Partnership Fund</p> <ul style="list-style-type: none"><li>Distribution of Funds</li></ul> <table><tr><td>FAO</td><td>US\$490'148</td></tr><tr><td>UNDP</td><td>US\$137'250</td></tr><tr><td>UNEP</td><td>US\$485'894</td></tr></table>	FAO	US\$490'148	UNDP	US\$137'250	UNEP	US\$485'894	
FAO	US\$490'148						
UNDP	US\$137'250						
UNEP	US\$485'894						

### Names and signatures of participating UN organizations

#### UN organizations

*Name of Representative:* Peter Holmgren  
Director, Climate, Energy and Tenure Division

*Signature*

*Name of Organization:* Food and Agriculture Organization of the United Nations

*Date & Seal*

*Name of Representative:* Veerle Vandeweerd  
Director, Environment and Energy Group

*Signature*

*Name of Organization:* United Nations Development Programme

*Date & Seal*

*Name of Representative:* Tim Kasten  
Deputy Director, Division of Environmental Policy

*Signature*

*Name of Organization:* United Nations Environment Programme

*Date & Seal*



## 2. Executive summary

This joint programme is established to support the REDD+ Partnership through a set of secretariat services. These will be provided by the three participating UN Organizations, namely the Food and Agriculture Organization of the United Nations (FAO), the United Nations Development Programme (UNDP) and the United Nations Environment Programme (UNEP), as well as the UN-REDD Programme Secretariat. The programme will contribute to scaling up of REDD+ actions and finance. In summary, the outcomes of the programme – specified in section 5 – are related to: 1) a voluntary REDD+ database, 2) lessons learned on REDD+ initiatives, 3) website to exchange views and share information, 4) support to partnership meetings, and 5) coordination of the secretariat services.

## 3. Situation analysis

Reducing emissions from deforestation and forest degradation is a new environmental finance concept with the primary objective of providing financial incentives to reduce greenhouse gas emissions from forest lands in developing countries. In addition, well designed REDD+ frameworks can have a positive effect on the conservation of associated biological diversity and ecosystem services, and the livelihoods of forest-dependent communities, including greater income and improved forest governance. At the 2009 Climate Change Conference in Copenhagen (COP 15), these concepts were explicitly included in the definition of REDD+, meaning “reducing emissions from deforestation and forest degradation in developing countries; and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries.”<sup>1</sup>

The UN Framework Convention on Climate Change (UNFCCC) has encouraged the Parties to coordinate their efforts to reduce emissions from deforestation and forest degradation. Parties have recognized the critical role of forests in mitigating climate change and some of them have organized their action within a global platform to enable effective transparent and coordinated fast action on reducing greenhouse gas emissions from deforestation and forest degradation in developing countries, called the **REDD+ Partnership**<sup>2</sup>.

The partnership was launched during the Oslo Climate and Forest Conference hosted by Norway in May 2010 where heads of state and government, ministers and other representatives from 50 countries signed an agreement on reducing greenhouse gas emissions from deforestation. Around US\$4 billion were pledged for the period 2010–2012 for measures to reduce greenhouse gas emissions from deforestation and forest degradation in developing countries. As of November 2010, the pledges have grown close to US\$5 billion. Seventy-one countries have joined the partnership and are actively engaged in working together to progress this issue, and to maintain momentum in the lead up to the COP 16 in Cancun and beyond.

*“The core objective of the Partnership is to contribute to the global battle against climate change by serving as an interim platform for the Partners to scale up REDD+ actions and finance, and to that end to take immediate action, including improving the effectiveness, efficiency, transparency and coordination of REDD+ initiatives and financial instruments, to facilitate among other things knowledge transfer, capacity enhancement, mitigation actions and technology development and transfer.”<sup>3</sup>*

---

<sup>1</sup> UNFCCC Decisions 1/CP.13; 2/CP.13 and 4/CP.15

<sup>2</sup> [www.reddpluspartnership.org](http://www.reddpluspartnership.org)

<sup>3</sup> REDD+Partnership Document, 2010



The Partnership is considered as interim as it will be expected to be replaced by, or folded into, a UNFCCC mechanism including REDD+ once established and agreed upon by the Parties.

To operationalize the Partnership, the Partners agreed at the Oslo conference:

*“to draw on the knowledge and expertise of The Facility Management Team of the Forest Carbon Partnership Facility (FMT) and the UN-REDD Programme Team (PT) for the provision of secretariat services for the Partnership under oversight of the co-Chairs on behalf of the partner countries. Their tasks should include designing and maintaining the voluntary REDD+ coordination database, organizing Partnership meetings, and providing, on request from the Partners, related analyses, reports and papers, providing logistical support. These services should be independent of the normal functioning of the FMT/PT and of their respective organizations. Additional resources are to be provided to them for this purpose. Specific tasks could also be undertaken by particular countries and other organizations if agreed by the Partnership”.*

During the Climate Change Talks in Bonn in August 2010, the REDD+ Partnership agreed on its Work Program 2010<sup>4</sup>. They also agreed on the Terms of Reference (ToR) of the Secretariat Services<sup>5</sup> that describe the tasks to be undertaken by the FMT (services provided by World Bank) and the PT (services provided by the three UN-REDD Agencies: the Food and Agriculture Organization of the United Nations (FAO), the United Nations Development Programme (UNDP) and the United Nations Environment Programme (UNEP), as well as the UN-REDD Programme Secretariat). The services tasked to the FMT/PT are outlined in the work program of the REDD+ Partnership, categorized in several work components. In addition to these work components, the ToRs of the Secretariat Services request the FMT/PT to establish a website of the REDD+ Partnership; and to support the organization of the REDD+ Partnership meetings.

#### **4. Strategies, including lessons learned and the proposed joint programme**

##### **4.1 Background/context**

This joint programme will contribute to the advancement of the international consensus building on the eventual REDD+ mechanism under the UNFCCC and, in interim, to scaling up of REDD+ actions and finance, through provision of the secretariat services to the interim REDD+ Partnership.

As part of the REDD+ Partnership, the developed Partner countries are expected to provide scaled up funding and efficiency in funding for readiness and capacity strengthening and for supporting implementation of REDD+ plans and actions, including demonstration activities and payments for results. Developing country Partners are expected – with financial and technical support - to develop REDD+ strategies; build capacity; create an enabling environment for REDD+; establish robust and transparent national monitoring systems; and prepare and implement REDD+ actions. They are also expected to provide for the full and effective participation of relevant stakeholders, including indigenous peoples, local communities and civil society, in design and implementation of REDD+ activities and to build capacity in this regard. The REDD+ Partnership works as a facilitative process, focusing on exchanging information, sharing knowledge and capturing and disseminating lessons learned.

The joint programme brings together the convening power and expertise of the three participating UN organizations: FAO, UNDP and UNEP. They work in close collaboration with the co-Chairs of the REDD+

---

<sup>4</sup> [www.reddpluspartnership.org/22835-09a19e29926bb235adf7d98c56d269737.pdf](http://www.reddpluspartnership.org/22835-09a19e29926bb235adf7d98c56d269737.pdf)

<sup>5</sup> [www.reddpluspartnership.org/22739-01d9e4bb2e46d062f2e9f8be5a7b203f.pdf](http://www.reddpluspartnership.org/22739-01d9e4bb2e46d062f2e9f8be5a7b203f.pdf)

Partnership (currently Japan and Papua New Guinea, followed by France and Brazil for the first half of 2011), Partner Countries and Stakeholders, as well as with the World Bank hosted Forest Carbon Partnership Facility and the Forest Investment Program that provide the other part of the secretariat services as per the agreed work program and subsequent individual concept notes or ToRs for the individual program components.

#### **4.2. Lessons learned**

As a multilateral, country driven initiative, the UN-REDD Programme, a joint programme by the three UN agencies, has a critical role to play both to support the emerging interim arrangements for REDD+ financing and coordination. While the secretariat services rely on the UN-REDD Programme collaboration, they are kept separate from the governance and fund management of the UN-REDD Programme.

Working through the UN-REDD Programme, the agencies have gathered a number of lessons learned. Among the critical ones, and also outlined in the UN-REDD Programme Strategy, are that:

REDD+ needs to build on previous experience. The design of national REDD+ strategies needs to build upon previous experiences on forest conservation and restoration, payment for environmental services (PES) and integrated conservation and development projects.

Technical and institutional capacities are weak in potential REDD+ countries and it will take time to build a critical mass of know-how. Building a solid governance structure is fundamental for REDD+, the success of which depends on the country's capacity to coordinate and collaborate with different governmental and non-governmental bodies, channel important amounts of funds, fight corruption and deliver transparent data on GHG emissions from the forestry and other related sectors.

The three UN agencies focus their activities on areas where the individual and collective strengths and expertise of the UN agencies distinguish it from other initiatives and give it a comparative advantage, including possessing a variety of relevant technical competencies, experience and capacities within the agencies; creating a community of practice across a breadth of issues, from the evolution of a REDD+ mechanism to the implementation of national REDD+ strategies; and providing normative functions of the UN in building, managing and sharing knowledge.

#### **4.3. The proposed joint programme**

A joint programme approach was chosen based on the request of the REDD+ Partnership for the UN-REDD Programme Team to provide the secretariat services as well as the experience with the UN-REDD Programme.

Based on their comparative advantages and competencies, the three UN agencies – coordinating with other partners – can support the secretariat services in a variety of ways. Such efforts will be designed to support confidence and understanding in the delivery of REDD+ through the secretariat services to the REDD+ Partnership.

To achieve the outcomes (see next section) of the joint programme, the agencies will provide:

- a) Technical and scientific support: in terms of reviews, reports and analysis related to REDD+ (according to the work program)

- b) Knowledge management: system and content development for management of REDD+ data and information and platform(s) for sharing knowledge and experience and for communicating
- c) Organization and facilitation of meetings of different levels.

The division of labor is done based on the work program of the REDD+ Partnership and the competences and capacity of the three UN agencies. The joint programme will be revised to align with the developments of the REDD+ Partnership work program for 2011-2012.

#### **4.4. Sustainability of results**

The collaboration among the three UN organizations and the mandate from the REDD+ Partnership Document agreed at the Oslo Climate and Forest Conference and the subsequent ToR of the Secretariat Services as well as the Budget agreed by the REDD+ Partnership will ensure the continued support for the planned activities.

#### **5. Results framework**

Drawing from the work program of the REDD+ Partnership, the outcomes of the joint programme are:

**Outcome 1:** A Voluntary REDD+ Database is developed and maintained and provides data and information on REDD+ financing and actions.

**Outcome 2:** Lessons are shared on REDD+ initiatives; best practices are shared and cooperation among Partners is promoted and facilitated.

**Outcome 3:** The Partnership Website is developed and maintained and provides a tool to exchange information and views and store records of the Partnership's work.

**Outcome 4:** REDD+ Partnership meetings are organized in a timely and professional manner through logistics and other services to the participants.

**Outcome 5:** The secretariat services are effectively coordinated among the participating UN agencies, FAO, UNDP and UNEP, and with the World Bank.

**Table 1: Results framework**

Joint Programme Outputs	Participating UN organization <sup>6</sup>	Implementing Partner	Indicative activities for each Output	Resource allocation and indicative time frame <sup>*</sup>		
				Y1	Y2	Total
<b>Outcome 1:</b> A Voluntary REDD+ Database is developed and maintained and provides data and information on REDD+ financing and actions	<b>FAO, UNEP</b>			156'075	228'037	384'112
<i>Indicator: Database demonstrated and level of feedback from Partner and other users</i>						
Output 1.1. System development			Phase I: Core database concepts, functionality and testing; Phase II development, including linkages			-
Output 1.2. Content development			Reconcile existing data, including requesting additional information; data from additional contributors; focal point information; request comments/verification from partners after Tianjin; data collection and related support to countries			-
Output 1.3. Interface development			Website interaction; preparations for phase 2, graphic options			-
Output 1.4. Events and communication			Side events and coordination workshops (Rome, Tianjin, Cancun) and 2011 demonstrations			-
<b>Outcome 2:</b> Lessons are shared on REDD+ initiatives; best practices are shared and cooperation among Partners is promoted and facilitated	<b>UNDP</b>			74'299		74'299

<sup>6</sup> In cases of joint programmes using pooled fund management modalities, the Managing Agent is responsible/accountable for achieving all shared joint programme outputs. However, those participating UN organizations that have specific direct interest in a given joint programme output, and may be associated with the Managing Agent during the implementation, for example in reviews and agreed technical inputs, will also be indicated in this column.

<i>Indicator: Number of participants in the workshop and feedback from participants</i>								
Output 2.1. Content of Workshop in Cancun delivered				Develop ToR; plan and deliver the content ; Prepare background documents; consult with stakeholders				-
<b>Outcome 3:</b> The Partnership Website is developed and maintained and provides a tool to exchange information and views and store records of the Partnership work.	<b>FAO, UNEP</b>				10'280	78'505	88'785	
<i>Indicator: number of website visits and user feedback</i>								
Output 3.1. System and content development and management				Develop concept; test and launch the site; develop interactive features; develop content; maintain system; Phase II: develop features for dialogue and information sharing with Partners and Stakeholders				-
<b>Outcome 4:</b> REDD+ Partnership meetings are organized in a timely and professional manner through logistics and other services to the participants.	<b>UNDP, UNEP</b>					107'944	107'944	
<i>Indicator: Outcomes of workshops cited and feedback from participants</i>								
Output 4.1. Logistics arranged and material prepared for the Partnership meetings				Organize at least 2 meetings including logistics, travel, documents and report				-
<b>Outcome 5:</b> The secretariat services are effectively coordinated among the participating UN agencies, FAO, UNDP and UNEP, and with the World Bank	<b>FAO, UNEP</b>				83'892	301'428	385'320	

<i>Indicator: Timeliness of inputs and feedback from co-Chairs and Partners</i>							
Output 5.1. Coordination of the Support Team							
				Coordinate the UN-REDD Team support; coordinate with co-chairs, partners and stakeholders; liaise with the World Bank (FMT); monitor and report; support meetings and work planning			
<b>FAO</b>		Programme Cost **	170'153	287'929	<b>458'082</b>		
		Indirect Support Cost (7%)	11'911	20'155	32'066		
<b>UNDP</b>		Programme Cost	74'299	53'972	<b>128'271</b>		
		Indirect Support Cost (7%)	5'201	3'778	8'979		
<b>UNEP</b>		Programme Cost	80'093	374'013	<b>454'107</b>		
		Indirect Support Cost (7%)	5'607	26'181	31'787		
<b>Total</b>		<b>Programme Cost</b>	<b>324'546</b>	<b>715'914</b>	<b>1'040'460</b>		
		<b>Indirect Support Cost</b>	22'718	50'114	72'832		
<b>TOTAL (Programme and Indirect Support Cost)</b>			<b>347'264</b>	<b>766'028</b>	<b>1'113'292</b>		
MDTF 1% Administrative fee					11'245		
<b>GRAND TOTAL</b>					<b>1'124'537</b>		

\* Resource allocation may be agreed at either output or indicative activity level.

\*\* Please read the Explanatory Note on Harmonized Financial Reporting to Donors and its Annexes for guidance on how these terms should be interpreted

**Box 1. Participating UN organization corporate priority (moved below from the original template table)**

**FAO**

Reduction of the absolute number of people suffering from hunger, progressively ensuring a world in which all people at all times have sufficient safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life;

Elimination of poverty and the driving forward of economic and social progress for all with increased food production, enhanced rural development and sustainable livelihoods;

Sustainable management and utilization of natural resources, including land, water, air, climate and genetic resources, for the benefit of present and future generations.

**UNEP**

Keeping the world environmental situation under review;

Catalysing and promoting international cooperation and action;

Providing policy advice and early warning information, based upon sound science and assessments;

Facilitating the development, implementation and evolution of norms and standards and developing coherent interlinkages among international environmental conventions;

Strengthening technology support and capacity in line with country needs and priorities.

**UNDP**

Supporting countries in formulating, implementing and monitoring MDG-based national development strategies centered on inclusive growth and gender equality to ensure equitable, broad-based human development;

Helping countries strengthen their - electoral and legislative systems, improve access to justice and public administration, and develop a greater capacity to deliver;

Sharing innovative approaches to crisis prevention, early warning and conflict resolution;

Strengthen national capacity to manage the environment in a sustainable manner while ensuring adequate protection of the poor.

## **6. Management and coordination arrangements**

The **REDD+ Partnership Secretariat Services Steering Committee** will be established as the decision making body of the REDD+ Partnership Secretariat Services Programme, with responsibility of strategic orientation and oversight of the implementation of the programme.

The steering committee is composed of the signatories to this programme or their designated representatives from the three respective agencies FAO, UNDP and UNEP. The Chairmanship of the Steering Committee will rotate following the same cycle as the co-Chairmanship of the UN-REDD Programme Policy Board.

The Steering Committee will guide the implementation of the programme and review progress. It will take decisions related to the management and planning of the programme, including budgeted allocations.

The co-Team Leader of the REDD+ Partnership Secretariat (the FMT/PT Partnership Support Team) will serve as the focal point coordination of the programme and the secretary of the Steering Committee.

The Steering Committee members will each designate one focal point for coordinating the programme implementation. The focal points will submit the annual narrative reports to the co-Team Leader for consolidation.

## **7. Fund management arrangements**

### **Fund management**

This joint programme will utilize the **pass-through** fund management option of the UNDG. Participating UN organizations, in this case FAO, UNDP and UNEP, assume full programmatic and financial accountability for the funds received from the Administrative Agent. National governments, Multilateral Development Banks and Non Governmental Organizations (NGOs) can receive funding through a participating UN organization and act as executing agencies.

The **Participating UN Organizations**, in this case FAO, UNDP and UNEP, will each coordinate their respective support according to their areas of comparative advantage. Each respective agency will assume full programmatic and financial accountability for the funds it receives from the Administrative Agent.

### **Administrative agent**

The Multi-Donor Trust Fund Office (MDTF Office) of UNDP will serve as the **Administrative Agent (AA)** of the REDD+ Partnership Secretariat Services Programme. The AA is responsible for concluding Memorandum of Understanding (MoU) with the Participating UN Organisations; concluding Standard Administrative Arrangements (SAAs) with donors; the receipt, administration, and management of contributions from donors; the disbursement of funds to the Participating UN Organisations and the submission of consolidated narrative and financial report to the Steering Committee and donors.

### **Accounting**

Each participating UN organization shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent. The separate ledger account shall be administered by each Participating UN Organization in accordance with its own regulations, rules, directives and procedures, including those relating to interest. Each Participating UN organization will also be responsible for auditing their own contribution to the programme in accordance their existing regulations and rules.

### **Reporting**

Annual financial statements of each Participating Organization will be consolidated by the AA.

### **Admin fee and indirect costs**

Each Participating UN Organization will recover (7%) indirect costs for general oversight, management, and quality control, in accordance with its financial regulations and rules and as documented in the Memorandum of Understanding signed with the AA. Specialized service delivery costs for programme and project implementation may be recovered directly, in accordance with the respective agencies' policy. Direct costs may vary between UN organizations participating in the joint programme, based on their applicable regulations and rules.

The AA shall be entitled to allocate one percent (1%) of the amount contributed by donors, for its costs of performing the AA's functions.



## Balance of funds

Any balance remaining in the Joint Programme Account or in the individual Participating UN Organizations' separate ledger accounts upon completion of the Joint Programme will be used for a purpose mutually agreed upon or returned to the donor(s) in proportion to their contribution to the Joint Programme as decided upon by the donor(s) and the Steering Committee.

## 8. Monitoring, evaluation and reporting

**Table 2: Joint programme monitoring framework (JPMF)**

Expected Results (Outcomes & outputs)	Indicators	Means of verification	Collection methods	Responsibilities	Risks & assumptions
See Results Framework (Table 1.)	See Results Framework (Table 1.)	Sources, such as the meeting reports, and feedback from Partners and Stakeholders.	Reports and e-mail communication.	Each agency is responsible for their contribution operating through the joint programme.	The level of agreement within the REDD+ Partnership.

**Annual/Regular reviews:** The Programme will be reviewed regularly by the Steering Committee. Budget revisions will be made following the REDD+ Partnership work program development and availability of funds.

**Evaluation:** The co-Team Leader of the REDD+ Partnership Secretariat, working in collaboration with the Steering Committee, will establish an Evaluation Plan which ensures that the programme is properly. The Steering Committee will undertake a final evaluation which will assess the relevance and effectiveness of the intervention, and measure the development impact of the results achieved, on the basis of the initial analysis and indicators described at the time of programme formulation.

**Reporting:** The focal points designed by the Steering Committee will submit the annual narrative reports to the co-Team Leader for consolidation. Each Participating Organization will submit annual financial statements to be consolidated by the AA. Based on those reports (referred to in section 6 and 7 above and section V of the SAA), the AA will provide consolidated annual reports (both narrative and financial) to each donor as well as the Steering Committee, in accordance with the timetable established in the SAA.

## 9. Legal context or basis of relationship

The Participating UN Organizations (FAO, UNDP and UNEP) have signed a Memorandum of Understanding (MOU) to the REDD+ Partnership Secretariat Services Programme, coming into effect on 1 September 2010 and ending on 30 June 2013.

FAO, UNDP and UNEP have agreed to adopt a coordinated approach to collaboration with donors who wish to support the implementation of the REDD+ Partnership Secretariat Services. They have agreed to establish a common fund and establish a coordination mechanism (**REDD+ Partnership Secretariat Services Steering**

**Committee)** to provide overall leadership and strategic direction to the Programme implementation and to facilitate the effective and efficient collaboration between the participating UN organizations, the World Bank, REDD+ Partners and stakeholders. In addition, they have agreed to establish, in collaboration with the World Bank, a small Partnership Support Team, that serves as the Secretariat of the REDD+ Partnership. The co- Team Leader designated by the Participating Organizations, will also serve as the focal point to facilitate the coordination of the Programme and will report to the Steering Committee.

**Table 3: Basis of relationship**

Participating organization	UN	Agreement
FAO		MoU among FAO, UNDP and UNEP; and SAAs between UNDP and donors
UNDP		MoU among FAO, UNDP and UNEP; and SAAs between UNDP and donors
UNEP		MoU among FAO, UNDP and UNEP; and SAAs between UNDP and donors

*The Implementing Partners/Executing Agency<sup>7</sup> agree to undertake all reasonable efforts to ensure that none of the funds received pursuant to this Joint Programme are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by Participating UN organizations do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this programme document.*

## **10. Work plans and budgets**

The work plan and budget (attached as Appendix 1) of this Programme has been developed jointly by the three participating UN Organizations. A revised work plan and budget will be produced subsequent to the decisions of the annual/regular reviews. Each work plan will be approved by the Steering Committee.

<sup>7</sup> Executing Agency in case of UNDP in countries with no signed Country Programme Action Plans

**Work plan for: REDD+ Partnership Secretariat Services**  
**Period: 1 September 2010 – 31 December 2011**

UN Participating Organization	Activities	TIME FRAME					Implementing Partner	PLANNED BUDGET		
		Q1	Q2	Q3	Q4	Q5		Source of Funds	Budget Description	Amount US\$
Outcome 1: A Voluntary REDD+ Database is developed and maintained and provides data and information on REDD+ financing and actions										
Output 1.1. System development										
FAO		X	X					Personnel		33'000
UNEP		X	X					Personnel		33'000
Output total										66'000
Output 1.2. Content development										
FAO			X	X	X	X		Personnel		98'000
FAO			X	X	X	X		Misc.		10'000
UNEP			X	X	X	X		Personnel		98'000
UNEP			X	X	X	X		Misc.		10'000
Output total										216'000
Output 1.3. Interface development										

FAO												Personnel	37'500
UNEP												Personnel	37'500
Output total													75'000
<b>Output 1.4. Events and communication</b>													
FAO												Personnel	27'000
UNEP												Personnel	27'000
Output total													54'000
Outcome total													411'000
<b>Outcome 2: Lessons are shared on REDD+ initiatives; best practices are shared and cooperation among Partners is promoted and facilitated</b>													
<b>Output 2.1. Content of Workshop in Cancun delivered</b>													
UNDP												Personnel	79'500
Output total													79'500
Outcome total													79'500
<b>Outcome 3: The Partnership Website is developed and maintained and provides a tool to exchange information and views and store records of the Partnership work.</b>													
<b>Output 3.1. System and content development and management</b>													
FAO												Personnel	68'000
FAO												Misc.	8'000
UNEP												Personnel	

													17'000		
UNEP												Misc.			
Output total													2'000		
<i>Outcome total</i>													95'000		
<b>Outcome 4: REDD+ Partnership meetings are organized in a timely and professional manner through logistics and other services to the participants.</b>															
<b>Output 4.1. Logistics arranged and material prepared for the Partnership meetings</b>															
UNDP														Personnel	28'875
UNDP														Contracts	23'100
UNDP														Misc.	5'775
UNEP														Personnel	28'875
UNEP														Contracts	23'100
UNEP														Misc.	5'775
Output total															115'500
<i>Outcome total</i>															<b>115'500</b>
<b>Outcome 5: The secretariat services are effectively coordinated among the participating UN agencies, FAO, UNDP and UNEP, and with the World Bank</b>															
<b>Output 5.1. Coordination of the Support Team</b>															
FAO														Personnel	208'648
UNEP														Personnel	203'644

Output total																				412'292
Outcome total																				412'292
Total Planned Budget																				490'148
																				137'250
																				485'894
Grand TOTAL																				1'113'292

\* The Total Planned Budget by UN Organization should include both programme cost and indirect support cost

Signatures<sup>8</sup>:

<b>UN organizations</b>
<i>Name of Representative:</i> Peter Holmgren Director, Climate, Energy and Tenure Division  <i>Signature</i> <i>Name of Organization:</i> Food and Agriculture Organization of the United Nations <i>Date &amp; Seal</i>
<i>Name of Representative:</i> Veerle Vandeweerd Director, Environment and Energy Group  <i>Signature</i> <i>Name of Organization:</i> United Nations Development Programme <i>Date &amp; Seal</i>
<i>Name of Representative:</i> Tim Kasten Deputy Director, Division of Environmental Policy  <i>Signature</i> <i>Name of Organization:</i> United Nations Environment Programme <i>Date &amp; Seal</i>

---

<sup>8</sup> When CSOs/NGOs are designated Implementing Partners, they do not sign this Work Plan. Each participating UN Organization will follow its own procedures in signing Work Plans with CSOs/NGOs.

