

Institutional and Context Analysis for UN REDD

May 2013

INSTRUCTIONS FOR PARTICIPANTS

Note: These are your instructions for Session 2, and at the end of Session 1 we will go through them to clarify any doubts you may have.

Exercise: Simulating an ICA

Avilan is a country with great biodiversity which has expressed an interest in the REDD+ programme. Challenges related to forest management are abundant, and UN Avilan has been asked to carry out an Institutional and Context Analysis (ICA) to determine the political and economic context and to make recommendations on what needs to be taken into account for the REDD+ programme to be successful, if adopted at all.

The purpose of this exercise is to practice some of the main steps of the ICA methodology, as follows:

1. Defining the scope of the analysis
2. Mapping relevant rules and institutions and conducting a stakeholder analysis
3. Identifying stakeholder engagement strategies
4. Identifying risks and risk management strategies

Please note: In the context of a training, the information at your disposal is necessarily limited. In real life, you would have access to a much greater amount of material from different sources such as reports, articles, NHDRs and interviews with a diverse group of stakeholders. You may not be able to find an answer to all your questions in the background material. In addition, given the fictitious nature of Avilan, you must work with assumptions, keeping in mind that the political landscape could change suddenly. Therefore, for the purpose of this exercise, it is OK to make working assumptions on the basis of your general knowledge and experience.

Your task

You are UN REDD Regional Technical Advisor and you are conducting an institutional and context analysis to support the REDD+ process. You are leading the team of international and local experts which has been recruited to conduct the analysis. **The scope of the analysis has been identified as “How can UN REDD support help improve stakeholder awareness and effective engagement?”**

1. Based on the material provided and on your own assumptions, map out relevant rules (formal and informal) that affect positive progress toward the scope of the analysis. These can include the legal framework and ‘unwritten rules of the game’, for example issues related to vested interests, cultural practices, potential for conflict, etc.

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2. Stakeholder analysis :

- (i) List the stakeholders who are relevant in terms of the scope of the analysis. Consult the written material provided and the stakeholder table below.

Public and private sector stakeholders	Civil society stakeholders
Ministers and advisors (executive)	Forest-dependent communities
Civil servants and departments (bureaucracy)	Indigenous People's Groups
Elected representatives (legislature)	Ethnic minorities
Courts (judiciary)	Media
Political parties	Religious groups and spiritual leaders
Local government/councils	Social movements and advocacy groups
International bodies (World Bank, UN)	Trade unions
Private sector companies	National NGOs
Individual business leaders	International NGOs

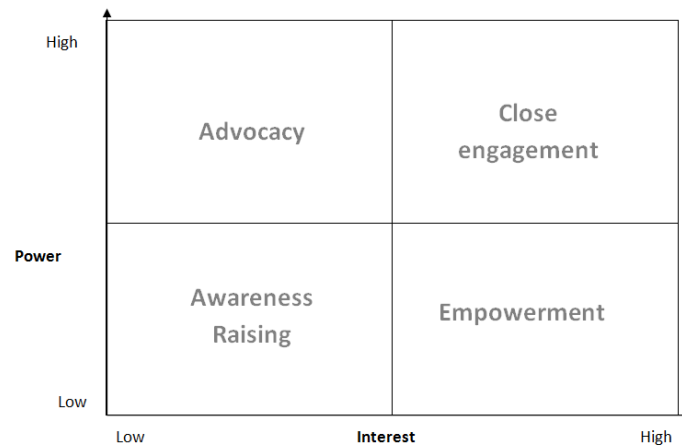
Please note: Collective stakeholders (groups, organizations) are not homogeneous entities. They may have some shared interests and agendas, but they also may diverge greatly with regard to other aspects.

- (ii) Think about the relative power of each stakeholder (defined as the ability to affect the outcome and their interest to see progress in the area you have identified). For example, the Ministry of Trade and Industry (MTI) may have a high degree of power but relatively little interest in REDD+. Marginalized indigenous groups may not have much power, but may have interest in sustainable forestry, environmental conservation, etc. Assign a rate from 0-3 to each stakeholder's power and interest in the project, ex MTI: Power - 3, Interest - 0; Indigenous groups: Power - 0, Interest - 3.
- (iii) Based on their power and influence, place each stakeholder on the power/influence diagram (see slide). This will show you the degree and type of engagement required, as well as alliances which you can help foster as the UN Team.

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Based on your work so far (informal institutions, stakeholder analysis), answer the following questions in writing:

1. What stakeholders would bring most traction to REDD+? What stakeholders would oppose REDD+? How should UN REDD engage with them? Provide details taking into account the relationship among stakeholders.
2. What kind of collective action by stakeholders or a coalition of stakeholders could enhance their influence and lead to or block change? Can UN REDD foster these coalitions? How?
3. What are the main risks involved? (Ex. corruption, lack of engagement by stakeholders, blockages by political/economic vested interests, etc). If you anticipate risks, what risk mitigation strategies do you recommend to address them?
4. Based on the above, what actions should be prioritized?
5. In the second webinar, present the following to the rest of the group:
 - (i) Stakeholder engagement strategy for key stakeholders
 - (ii) Coalition building options for UN REDD
 - (iii) Risks and risk mitigation strategies
 - (iv) Actions to be prioritized

Please send your answers and reflections to Gert on gert.danielsen@undp.org within two weeks of the webinar. He can also provide support, potentially via Skype username **gertico**.