



ICA for REDD+

An Introduction

Welcome

Who are we?

The process

Workshop objectives

Introduction of participants and expectations



What is institutional and context analysis?



Definition:

“Institutional and context analysis focuses on political and institutional factors as well as processes concerning the use of national and external resources in a given setting, and how these have an impact on the implementation of UNDP programmes and policy advice.”



ICA picks up topics that most analysis do not cover:



- Power relations
- Clientelism, patronage networks
- Grand, petty corruption
- Role of religion in public and private affairs
- Importance attached to ethnic group, tribe
- Implications from presence of informal institutions (e.g. traditional justice mechanisms, rules governing relationships between men and women) along formal ones



Value of ICA to UN-REDD



“ICA is a flexible tool that allows you to assess how institutions interact with each other in the context of specific sectors and themes. It’s extremely valuable in project or programme design, because it helps to ensure that the proposed strategy is aligned with institutional barriers that need to be overcome.”

Timothy Boyle, Regional Technical Adviser of UN-REDD at the Asia Pacific Regional Centre



Purpose of ICA



ICA helps to:

- Better understand the enabling/disabling environment, and the real interests of stakeholders
- Assess the likelihood of achieving the intended development change, given the prevailing political conditions, social constraints, and existing resources.
- Prioritize among different objectives and entry points, sequencing interventions in a way that maximises impact and sustainability.
- Predict and manage risks.



ICA Principles



1. Development requires a change in power relations and/or incentive systems
2. The powerful reward their supporters before anyone else
3. All actors in society have interests and incentives
4. Resources shape incentives
5. But all stakeholders have constraints

ICA for UN-REDD National Programmes

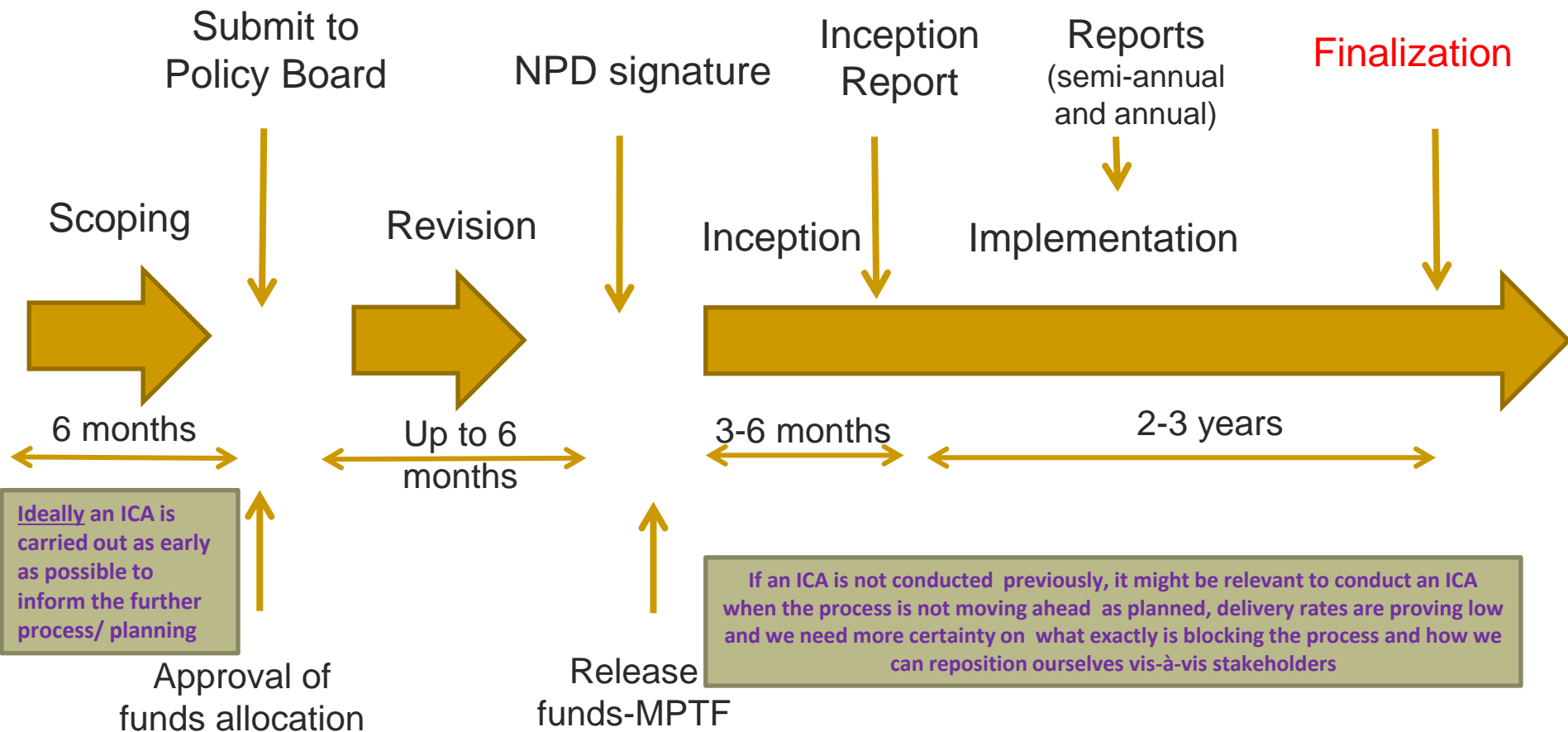


- State control and distribution of resources: looks at state control of territory and in-country competition for resources
- Outside forces at work: captures impact of aid, extractive industry, remittances, transnational crime
- Legal system: examines issues related to the political settlement and the extent to which the rule of law is vulnerable to political manipulation
- Social structure: seeks to understand the social fabric of a country (ethnic, religious, gender relations, traditional authority) and identify root causes for social exclusion
- Political structure: includes questions related to political legitimacy, access to political and economic power, patronage and the nature of political parties

WHEN TO DO IT: DURING SCOPING MISSION



UN-REDD National Programme Development Process





Questions?



ICA Steps



- **Step 1:** Defining the scope of the analysis
- **Step 2:** Mapping rules and institutions and Stakeholder Analysis
- **Step 3:** Identifying entry points and risks
- **Step 4:** Identifying potential for change and next steps



Step 1: Defining the scope of the analysis



Examples based on UN-REDD National Programme outcomes:

“How can we improve institutional and technical capacity of Government and civil society to manage REDD+ activities? (Paraguay)?”

“How can we demonstrate REDD+ readiness at the Cross River State?” (Nigeria)

“How can we support the development of a monitoring system and the capacity for its implementation?” (Cambodia)



Institutional and Context Analysis

Step 2 (1): Mapping rules and institutions



- Purpose: To understand the enabling / disabling environment
- Formal rules and institutions – What is the existing legal framework of the issue at hand? Is it adequate for the country's REDD+ process and implementation? Is it enforced? What is the record of reforms in this area?
- Informal rules and institutions – What are the informal rules, mechanisms and cultural factors preventing adoption/ implementation of relevant legislation and regulatory frameworks?



Step 2(2): Stakeholder Analysis



Types of Stakeholders

Private sector stakeholders	Public sector stakeholders	Civil society stakeholders
Corporations and businesses Business associations Professional bodies Individual business leaders Financial institutions	Ministers and advisors (executive) Civil servants and departments (bureaucracy) Elected representatives (legislature) Courts (judiciary) Political parties Local government / councils Military Quangos (Quasi non-governmental organizations) and commissions International bodies (World Bank, UN)	Forest-dependent communities Indigenous Peoples' groups Media Churches / religious groups Schools and Universities Social movements and advocacy groups Trade unions National NGOs International NGOs



Institutional and Context Analysis: Step 2(2): Stakeholder analysis (cont.)



- Who are the main actors relative to the REDD+ process in the country?
- How much power (ability to influence REDD+ process) does each actor have on a scale from 1-4?
- How much interest in the REDD+ strategy/ process/ implementation would each have on a scale from 1-4?
- Make a list of actors and their degree of ability to help or block as well as interest in the process. Ex:

Mining company – Power 4, Interest 1

Ministry of Environment Power 2 Interest 4

Indigenous people Power 1 Interest 3

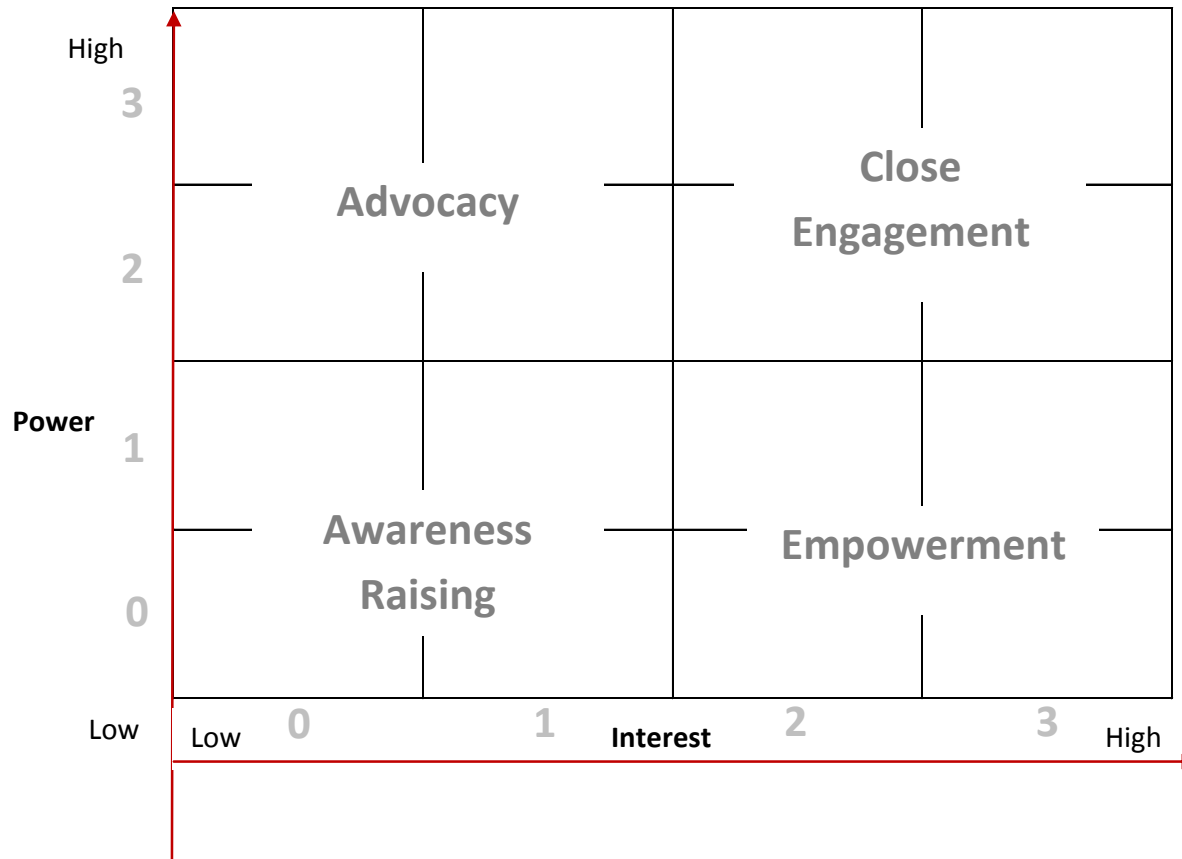
NOTE: THIS IS DONE ON THE BASIS OF INFORMATION COLLECTED DURING INTERVIEWS, MEETINGS ETC ON THE GROUND.



Visualizing a Stakeholder Analysis



Power / Interest Grid for Stakeholder Analysis



Stakeholder engagement



- Look at your list. What stakeholders would bring most traction to REDD+? How can they be supported? Are we engaging with the 'right' partners?
- What stakeholders would oppose REDD+? How should we engage with them?
- What kind of collective action by stakeholders or a coalition of stakeholders could enhance their influence and lead to or block change?

Step 3: Identifying entry points and risks



- Based on the findings of the ICA so far (informal institutions, stakeholder analysis), what are the most feasible entry points, champions for interventions in this area? How can these be explored?
- What are the main risks involved?
- If we anticipate risks, how can we mitigate possible adverse effects (corruption, lack of engagement by stakeholders, blockages by political/ economic vested interests etc.)?



Step 4 : Identifying potential for change and next steps



- Based on the findings of the analysis, is change possible? How likely is it?
- What can UN-REDD do to facilitate the change process? What can't it do?
- What are likely to be the main sources of support and resistance to the programme and who will ensure that there is an adequate engagement strategy in place?
- How will risks be monitored and strategies to deal with them implemented?



Conclusion



ICA helps to:

- Better understand the enabling/disabling environment, and the real interests of stakeholders
- Assess the likelihood of achieving the intended change, given the prevailing political conditions, social constraints, and existing resources.
- Prioritize among different objectives and entry points, sequencing interventions in a way that maximises impact and sustainability.
- Predict and manage risks.





Questions?



Introduction to exercise (Session 2)



Instructions for Participants

The case: UN-REDD in the Republic of Avilan

Access to Information and Assumptions

Timeline, Session 3 and available support

Questions?





UN
DP

Thank you!
All the best for your exercise!

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