

UN-REDD
PROGRAMME

**LESSONS
LEARNED**



A F R I C A



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UN-REDD LESSONS LEARNED: AFRICA

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UN-REDD PROGRAMME

The UN-REDD Programme is the United Nations collaborative initiative on Reducing Emissions from Deforestation and forest Degradation (REDD+) in developing countries. The Programme was launched in 2008 and builds on the convening role and technical expertise of the Food and Agriculture Organization of the United Nations (FAO), the United Nations Development Programme (UNDP) and the United Nations Environment Programme (UNEP). The UN-REDD Programme supports nationally-led REDD+ processes and promotes the informed and meaningful involvement of all stakeholders, including Indigenous Peoples and other forest-dependent communities, in national and international REDD+ implementation.



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ACRONYMS

CBFF:	Congo Basin Forest Fund
DRC:	Democratic Republic of the Congo
FAO:	Food and Agriculture Organization of the United Nations
FCPF:	Forest Carbon Partnership Facility
FIP:	Forest Investment Program
ITTO:	International Tropical Timber Organization
MRV:	Measurement, Reporting and Verification
NGO:	Non-Governmental Organization
REDD+:	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
UN:	United Nations
UNDP:	United Nations Development Programme
UNEP:	United Nations Environment Programme
UNFCCC:	United Nations Framework Convention on Climate Change
UN-REDD:	The United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in developing countries



1. INTRODUCTION

Forests in Africa range from forested savannas to woodlands and lush tropical forests and the potential for REDD+ to save these forests is applicable across the continent. While the issues, strategies and progress on REDD+ readiness varies across the African region, there are clear lessons emerging from initial REDD+ activities in the countries.

The UN-REDD Programme works with 16 partner countries in the region to support the development of capacities and strategies for REDD+. The lessons identified in this booklet are a result of the UN-REDD Programme's engagement in these partner countries, primarily in the five African countries receiving direct support for UN-REDD National Programmes, namely Democratic Republic of the Congo (DRC), Nigeria, Republic of Congo, Tanzania and Zambia. The lessons in this booklet underscore the complex nature of REDD+, and focus primarily on REDD+ readiness activities in the region. Many of these "on-the-ground" readiness observations and experiences have been developed through a learning-by-doing process. The goal of sharing and disseminating knowledge and lessons is to inform policy-making and improve REDD+ readiness and implementation in all countries, regardless of how far REDD+ activities have progressed in country. These lessons can provide countries with the tools necessary for a "quick-start" approach, and they demonstrate that innovation, pragmatism and commitment are key factors for advancing REDD+.

UN-REDD Programme partner countries in Africa* :

- Benin 
- Cameroon 
- Central African Republic 
- Ivory Coast 
- Democratic Republic of the Congo 
- Ethiopia 
- Gabon 
- Ghana 
- Kenya 
- Nigeria 
- Republic of Congo 
- South Sudan 
- Sudan 
- Tanzania 
- Uganda 
- Zambia 

* As of September 2012

2. BUILDING WIDESPREAD UNDERSTANDING OF REDD+



Context

REDD+ as a concept is relatively new and increasingly complex, although it has strong linkages to established issues such as environmental policies, sustainable forest management and many rural development programmes. REDD+ requires a fresh approach with a renewed look at the drivers of deforestation and forest degradation and a close association with global climate change policies. It is thus important that the scope, goals and functioning of a REDD+ system are clearly communicated to all stakeholders and that a wide audience of people is included in awareness-raising and capacity-building processes.

Challenges and Best Practices

1. Informing and engaging stakeholders early on in the process

REDD+ is a technically and politically complex topic. It can be quite challenging to ensure that there is a true and common understanding

of the concept and the requirements for developing a REDD+ mechanism. However, when activities to inform awareness raising and preliminary cross-stakeholder dialogue are conducted in advance, stakeholders are more supportive of REDD+ efforts and have greater trust in the process, increasing the likelihood of success.

Examples of successful preliminary stakeholder outreach can be found in several UN-REDD Programme partner countries in Africa. In the very early stages of DRC's National Programme development, the UN-REDD Programme together with the Forest Carbon Partnership Facility (FCPF) crafted an inclusive "community of practice" on REDD+ that spans from government counterparts to civil society organizations. In Republic of Congo, even before the initiation of their UN-REDD National Programme, significant time was devoted to meet and interact with civil society representatives interested in REDD+, which led to the formation of a permanent organized platform for civil society to engage on REDD+ called CACO-REDD+. The platform is structured to balance the interest of Indigenous Peoples within the broader landscape of Congolese civil society organizations.

Nigeria has also recognized the need to be inclusive of different stakeholders early in their REDD+ readiness process. The country's first official UN-REDD Programme mission comprised activities from meeting with the Minister of Environment and the Governor of Cross River State (identified as Nigeria's REDD+ demonstration state), to crafting a Stakeholders' Forum on REDD+ and community visits to gain a better understanding of how REDD+ is perceived and could work at the local level.



2. Including a broad range of stakeholders in awareness-raising and capacity building

In general, REDD+ knowledge among African countries tends to be concentrated in a few government sectors or restricted only to decision makers. However, there is a need to go beyond traditional constructs and include individuals and constituencies in other sectors when disseminating knowledge and building capacities. In order to ensure there is widespread understanding of REDD+, DRC and Nigeria have conducted "REDD+ University" events, which have brought together a broad range of stakeholders to facilitate learning and dialogue on a range of REDD+ issues. These events have helped to provide a wider and more accessible space for discussion and in-depth analysis of the issues that must be reflected upon and addressed to make REDD+ work. The enormous engagement, excitement, empowerment and media attention that these events have created has prompted the idea of conducting an "East Africa REDD+ University" which would target participants from UN-REDD Programme partner countries from Sudan to Zambia.

3. Investing in tools and capacities to support stakeholder engagement

It is important to invest in the necessary tools and human resources to ensure that stakeholders are effectively engaged in REDD+. The UN-REDD Programme has developed a variety of outreach materials including a range of publications and videos, which provide overviews on the topic of REDD+ readiness. These are appropriate for use in all countries and can be adapted and translated for local uses and needs.

The importance of having trained staff that can communicate effectively with stakeholders that may have very specific needs should not be underestimated. Staff involved in REDD+ may come from government departments with excellent technical expertise in forest management, but the skills required to reach some stakeholders such as Indigenous Peoples could be quite specific. Countries have learned that it is important to identify the needs of stakeholders and the corresponding facilitation skills that are required to engage stakeholders. For instance in Zambia, a network of specialized REDD+ provincial facilitators was established in 2012. These facilitators are based in the 10 provinces of Zambia where they have a good understanding of local realities and needs in order to ensure that REDD+ is anchored and understood at the local level.

Looking Ahead

Moving forward, the UN-REDD Programme will continue to support countries on stakeholder engagement, knowledge sharing and communications to ensure that information about REDD+ is accurate, informative and reaches the full range of stakeholders needed to make REDD+ work. This will be supported at a global level, with the production and dissemination of useful tools and products; at the regional level through the dedication of a UN-REDD Programme technical specialist in stakeholder engagement for Africa; and in-country with financial and technical support for learning and knowledge-sharing activities.

3. BUILDING AN INSTITUTIONAL PLATFORM FOR REDD+ COORDINATION



Context

It was understood in the early days of REDD+ that countries would need to establish a tailor-made institutional platform for REDD+; that is to say, a unit or entity within the government, with specialized personnel and specific resources devoted solely to REDD+ planning and activities. This institutional platform would serve as a focal point for REDD+ coordination in a country. However, it has not always been clear how these institutional platforms for REDD+ should be established, where in the government they should be placed and how to maximize their credibility.

In some cases, forests and forest-related matters are in the Ministry of Environment and managed primarily by the federal government, whereas in other countries the management of forests has been decentralized. Also, addressing the drivers of deforestation and degradation requires the participation and expertise of sectors beyond the environmental dossier, such as agriculture and energy.

Challenges and Best Practices

Although inter-sectoral and national committees might be set up legally – even by decree, such as in DRC and soon in Nigeria – sometimes they only exist on paper with little real connection and exchange with the wider set of sectors impacted by REDD+. Early lessons also show that even though REDD+ structures have been set up to reach out to various ministries, it has been hard to obtain consistent and meaningful participation from outside the traditional forest and environmental sectors. To solve these challenges, REDD+ requires leaders and dedicated units that are able to operate with an open mind.

Experiences from DRC, Nigeria, Tanzania and Zambia demonstrate the strong need for specific

national teams to be devoted exclusively to REDD+. Institutional REDD+ units created in these countries have had these main functions:

- Promote stakeholder dialogue and participation;
- Ensure an inter-sectoral approach involving ministries and actors beyond the forest and environmental sectors (i.e. agriculture, energy, planning and finance, among others);
- Provide a liaison for international negotiations;
- Manage communications about country plans and progress both internally and externally.

In order to effectively address the drivers of deforestation and forest degradation, DRC's REDD+ team has worked with a number of partners to produce a set of structured and complementary national projects, launched to anticipate the future implementation of the country's national REDD+ strategy. Including these activities in investment programmes provides the entry point for other sectors to engage effectively.

A truly inclusive, cross-sectoral approach to REDD+ will support the development of more sustainable and comprehensive solutions to the complex drivers of deforestation which are the purview of more than one government department. Such collaboration can be stimulated through the development of inclusive activities to support REDD+.

Providing resources for the coordination mechanism, keeping up the momentum and providing clear incentives or reasons why stakeholder groups should participate are fundamental steps for moving the REDD+ readiness process forward. Ensuring there are two-way information flows and having

committed focal points is part of this process. In Africa, most UN-REDD National Programmes devote substantial resources to coordination, management and stakeholder engagement. High-level political commitment has also proven to be valuable in DRC and Republic of Congo to advocate for the potential of REDD+ as a catalyst to a green economy, as well as support the involvement of key stakeholders across sectors.

Looking Ahead

The UN-REDD Programme's work in promoting REDD+ as a catalyst to a green economy is helping to bring this integrated thinking into the

context of investment planning. As countries progress and develop national strategies to address drivers of deforestation and forest degradation, the cross linkages with other sectors and themes within national development planning become apparent and this needs to be reflected strongly in institutional platforms for coordination. Although initial work has been done on scenario analysis, engagement of the private sector and engagement of integrated, cross-sectoral planning in some countries, more will need to be done to demonstrate how REDD+ can contribute to national development goals and broader conservation strategies on the path to green economy development.



4. CASE STUDY: DEVELOPING ZAMBIA'S NATIONAL FOREST MONITORING SYSTEM

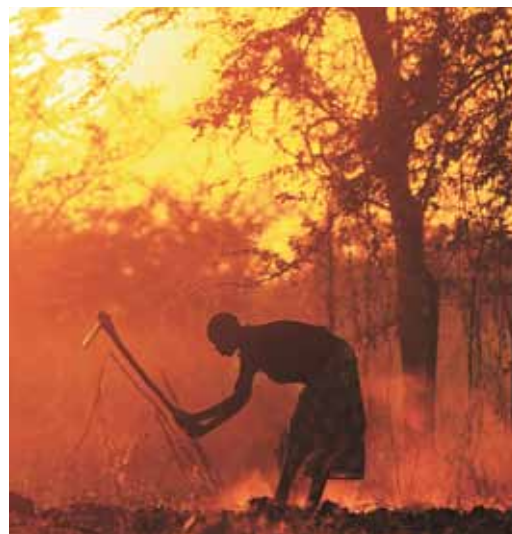
Zambia's work in the area of Measurement, Reporting and Verification (MRV) for REDD+ has focused on the development of a decentralized national forest monitoring system (NFMS). This has required extensive in-country capacity building and infrastructure development.

Ten provincial forest monitoring laboratories have been established and equipped with tools for forest monitoring such as computers with Geographic Information System (GIS) software, Geographical Positioning System (GPS) units for forest monitoring field activities and printers and plotters for field map production. These provincial laboratories are manned by a group of trained cross-sectoral technicians in forestry, agriculture and planning, providing a decentralized hub of MRV expertise. The laboratories will provide near real-time spatial data on deforestation and forest degradation which can be relayed to the central national forest monitoring laboratory in Lusaka to inform national reporting. This innovative approach is consistent with the decentralization policy of the Zambian Government.

To accompany this infrastructure development, there has also been extensive capacity building of provincial officers in GIS, MRV and greenhouse gas reporting methodology. An intensive training of technical staff of the central office in Lusaka was conducted in the Brazilian Amazon Center in 2012. Brazil's Terra Amazon platform, which allows different users to work simultaneously, will be used as the basis of a land cover classification system which will be adapted to Zambian needs, integrating

country-tailored algorithms and image processing modules. Programming teams at FAO and Brazil's National Institute for Space Research (INPE), in close collaboration with in-country technical teams, envisage the development of the first beta version of the NFMS by the end of 2012.

Looking Ahead: Remote sensing for MRV in Zambia has focused so far on the historical reconstruction of deforestation and forest degradation using freely available Landsat data. Considering the new Landsat and ESA-Sentinels which will be launched in 2013 with the open data access policy, Zambia will need to acquire commercial satellite data to bridge the gap until free high-quality satellite data is available to detect forest cover change in the context of MRV reporting for REDD+.



5. STREAMLINING SUPPORT TO COUNTRIES

Context

There are multiple sources of REDD+ and climate funding mechanisms that require coordination in order to effectively assist African countries in their REDD+ readiness activities. As of July 2012, the UN-REDD Programme has allocated US\$24 million to UN-REDD National Programmes in DRC, Nigeria, Republic of Congo, Tanzania and Zambia. At the same time, the FCPF funded by the World Bank aims to provide a framework for piloting activities to reduce emissions from deforestation and forest degradation. So far, the FCPF has partnered with nine countries in Africa¹, eight of which are also partners of the UN-REDD Programme.

Furthermore, there are also REDD+ readiness programmes in the African region implemented through bilateral support and private financing. These include initiatives led by Norway's Forest and Climate Initiative, the International Tropical Timber Organization (ITTO), the Congo Basin Forest Fund (CBFF), the European Forest Institute REDD+ Facility funded by the European Union (EU-REDD Facility) and the Clinton Foundation, among others. Work with such a range of donors and partners may lead to confusion and divergent approaches.

Challenges and Best Practices

Given the multiple options for REDD+ funding available to African countries, there is a strong need for coordination to ensure that a common approach is taken and double-counting does not occur. To this end, the two main multilateral initiatives for REDD+ in Africa, namely the FCPF and UN-REDD Programme, have developed good coordination backed by high-level commitment, particularly in DRC and Republic of Congo. In both countries, there is a single national REDD+ readiness plan, based on a

common template developed by the FCPF and UN-REDD Programme, and both initiatives share technical and financial roles and conduct joint missions. The UN-REDD National Programme budget in Republic of Congo was developed as part of an integrated budget matrix showing the complementarities with funding from the Government, the FCPF and other sources. These kinds of efforts help to avoid overlap between the different sources of funding and provide national coordination units with a clear view on how to manage and integrate funding sources. Furthermore, DRC has been selected as one of the eight pilot countries to be supported under the Forest Investment Program (FIP). FIP is working closely with the FCPF and UN-REDD Programme in DRC to support transformational changes in the country's forest sector.

In DRC, the UN-REDD Programme has also collaborated with ITTO through their Reducing Emissions from Deforestation and Forest Degradation and Enhancing Environmental



¹ These nine countries are Central African Republic, DRC, Gabon, Ghana, Kenya, Liberia, Republic of Congo, Tanzania and Uganda.



Services (REDD+ES) programme. Together, ITTO and the UN-REDD Programme are providing joint MRV expertise to DRC and plan to widen the scope of collaboration in the coming years. Another good example of collaboration is the CBFF regional MRV project for the Congo Basin, which started as an initiative under the UN-REDD Programme, and which encompasses coordinated and harmonized support to ten countries of the Congo Basin for REDD+ readiness. This project was signed off in July 2012 and will complement activities funded through other means and help share experiences at a sub-regional level.

Key to all these coordination efforts are strong national level REDD+ institutional platforms (referred to on Pages 6-7). A central locus for REDD+ coordination is indispensable to

ensure synergy between funding, technical and methodological approaches, sequence of actions and intended results.

Looking Ahead

The UN-REDD Programme will continue to support capacity building in countries, particularly coordination and institutional leadership to ensure different financial opportunities and technical options contribute to national REDD+ goals. In addition, the UN-REDD Programme has heard the call to continue working on enhancing collaboration with other bilateral and multilateral initiatives (i.e. FCPF, FIP, EU-REDD Facility, the Global Environment Facility, Japanese International Cooperation Agency and USAID), clarifying complementarities and roles in relation to REDD+ phases and avoiding duplication of efforts.



6. ENSURING NATIONAL REDD+ PROGRAMMES RESPECT UNFCCC SAFEGUARDS

Context

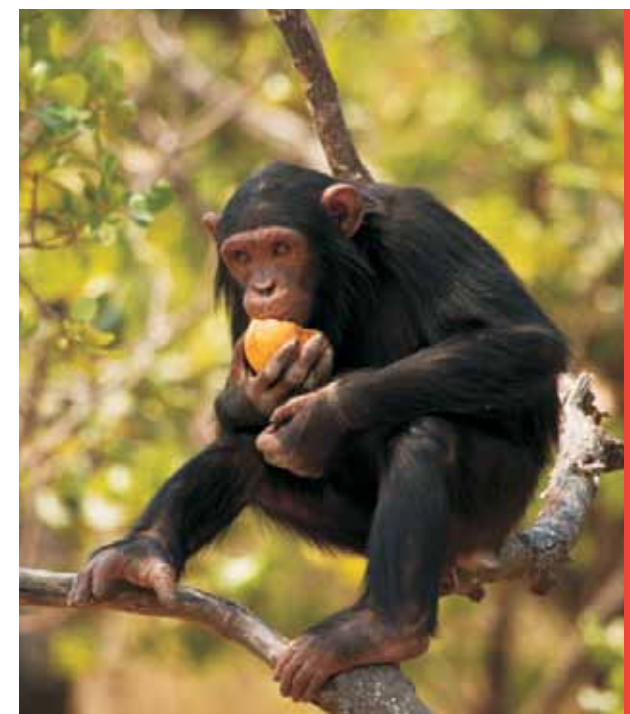
REDD+ has the potential to deliver substantial social and environmental benefits in addition to reducing carbon emissions. However, there are also potential risks associated with the implementation of REDD+. These risks have prompted the United Nations Framework Convention on Climate Change (UNFCCC), through its Cancun Agreements of 2010, to identify and define key safeguards that are necessary for REDD+. The Cancun Agreements call on countries to develop a system for providing information on how safeguards for REDD+ are being respected and addressed throughout the implementation of REDD+ activities. Other groups and programmes, including the UN-REDD Programme, have identified and begun to respond to the need for tools and guidance to help countries address and respect UNFCCC safeguards and enhance the multiple benefits of REDD+.

Challenges and Best Practices

Countries will need to design their REDD+ programmes to enhance social and environmental benefits and reduce risks. For many, this represents a new challenge that requires new areas of expertise for those involved in planning and implementing REDD+. However, existing expertise and capacity can make a significant contribution to developing REDD+ programmes that respect social and environmental safeguards, especially when those skills are applied from the beginning of the development process.

A workshop in Nigeria in August 2011 reviewed both the country's draft UN-REDD National Programme and the UN-REDD Programme's draft Social and Environmental Principles and Criteria. This exercise revealed that

Nigeria's draft UN-REDD National Programme already included many elements that would help to enhance benefits and reduce risks of REDD+ activities. Furthermore, the necessary capacity for these elements was either in place or explicitly included in plans for capacity development. The review also revealed that the links between programme elements and the enhancement of benefits and mitigation of risks had not been made explicit, and thus discussions identified several ways in which they could be strengthened. In addition, as an initial exercise to explore the multiple benefits of REDD+ in Nigeria's context, participants identified numerous potential benefits that might be generated by actions under REDD+, including improved conservation of biodiversity, improved supplies of non-timber forest products, enhanced food security,





empowerment of women and young people and employment opportunities, among others. They also identified risks associated with some kinds of REDD+ actions, such as loss of revenue or employment, disruption of traditional practices and conflict over ownership rights.

This review exercise in Nigeria has underscored the importance of considering social and environmental benefits and risks *early* in programme development to identify key programme elements and capacity needs for ensuring that social and environmental safeguards are respected. Making initial connections between actions and their intended effects on social and environmental concerns can help enable countries to respond to safeguards and track their efforts in doing so.

Tanzania has also started to work on how to address Cancun Agreement safeguards in the country's national REDD+ strategy. A number of studies have been carried out that are relevant for establishing a national safeguards system, including an initial assessment of all existing relevant laws and policies which serves as a useful gap analysis. Tanzania is currently developing a work plan which will build on this gap analysis, starting with comparing what exists with what is required under the Cancun Agreements and other relevant international safeguards that the country may need to respond to in the course of REDD+ implementation.

Looking Ahead

The continued development and application of the UN-REDD Programme's approach to safeguards, including the Programme's Social and Environmental Principles and Criteria, should help to raise awareness of the need for countries to identify and address REDD+ safeguards. The

further development of an accompanying risk identification and mitigation tool consistent with these Principles and Criteria² will assist national REDD+ teams in designing and implementing REDD+ at the country level.

6.1. Case study: Including Stakeholders in the Development of REDD+ Safeguards in DRC

DRC has taken a participatory approach in the formulation of its national Social and Environmental (SE) standards, which cover several areas including enhancing governance and capturing the multiple benefits of REDD+. Civil society was mobilized at the beginning of the process, in coordination with the country's National REDD+ Coordination office, to design an original version of SE standards building on a review of existing national and international information and analysis.

In keeping with the principles of transparency, participation and consultation, civil society representatives have led discussions and consultations with key partners. The consultation process was undertaken in six provinces to collect feedback from different actors and local communities, as well as to involve and better anchor the process at the local level. In parallel, an innovative outreach process was carried out: young nationals, foreign graduates from different universities and civil society representatives participated as volunteers and visited hundreds of households in three REDD+ pilot projects representing different national contexts. They collected data to inform the development of the indicators for the standards which were adapted to local realities.

Building on inputs from the consultation and outreach processes, a workshop was organized to provide further inputs to the initial round of comments from key stakeholders. International experts working on standards, including from



the UN-REDD Programme, the World Bank, the Community Climate Biodiversity Alliance and the REDD+ Social and Environmental Standards initiative, attended the workshop to ensure international credibility and to bring perspectives from other countries. From this workshop, DRC emerged with recommendations and comments on principles, criteria and indicators for their national SE standards. These recommendations were analyzed by DRC's civil society working group in order to create a preliminary version of the country's national SE standards.

This entire process was embedded in an official and institutionalized environment. The country created a multi-stakeholder monitoring committee for social and environmental risks and co-benefits to supervise the design of REDD+ standards. This monitoring committee includes representatives from the government, international Non-Governmental

Organizations (NGOs), the private sector, civil society, Indigenous Peoples, as well as technical and financial partners.

A last round of consultations, including a mission in Ecuador which allowed for a South-South exchange on safeguards and standards and a national workshop, helped in finalizing the preliminary version of the national standards which were circulated before COP17 in Durban. More trial activities, consultations and systematic outreach are planned for 2012, as part of the REDD+ projects' accreditation process and the social and environmental strategic assessment. The final version of DRC's national SE standards will be integrated into the country's national REDD+ strategy. DRC sees these national standards as an extremely important effort to build credibility in its REDD+ implementation.



²The UN-REDD Programme's Social and Environmental Principles and Criteria were developed to support partner countries by providing a framework for addressing and respecting safeguards.

7. BEING MINDFUL OF ALL THREE PHASES OF REDD+



Context

There are three internationally agreed upon phases that countries need to move through to fully implement and achieve REDD+³. During **Phase 1**, countries develop their REDD+ capacities, strategies and institutions. In **Phase 2**, countries start implementing their REDD+ strategies, which include a wide range of activities from policy reforms to field investments and from setting up forest monitoring systems to establishing social and environmental safeguards and financial systems for REDD+. In **Phase 3**, it is envisaged that countries are able to demonstrate REDD+ performance through verified reductions of emissions from deforestation and forest degradation and receive financial benefits as well as realizing the other multiple benefits of conserving forests.

As UN-REDD Programme partner countries in Africa advance their REDD+ readiness efforts in Phase 1, there is at times the perception that REDD+ is a theoretical exercise, disconnected from real actions, making it difficult for stakeholders to believe that the real benefits from REDD+ will ever materialize.

Challenges and Best Practices

As countries in Africa work on capacity building for REDD+, it has become increasingly pragmatic and fruitful to overlap Phase 1 and Phase 2 activities. By keeping Phase 2 on the radar from the beginning, stakeholders can test ideas and REDD+ options and can see the relevance of the early work they are doing in the grand scheme of REDD+. Factoring in Phase 2 and 3 activities into Phase 1 also encourages governments to think deeply about the drivers of deforestation and degradation and how to tackle them, as well as engaging

the different sectors concerned, particularly those of agriculture, energy, planning and economic development.

In DRC's Phase 1 activities, the country has been able to get a better glimpse of how Phase 2 can function through such activities as designing and pitching a Phase 2 programme to the Forest Investment Program (FIP), as well as through a number of pilot programmes. In Tanzania, where donors are already investing in the forest sector, the cooperation of the national REDD+ process with those existing investments is laying a solid foundation for how funding streams will continue to flow through subsequent phases. In Republic of Congo, the UN-REDD Programme is also preparing for a smooth transition to Phase 2 from the beginning of Phase 1, by putting emphasis on the early development of integrated investment plans based on strategic REDD+ options. As in most countries of the region, Republic of Congo recognizes that the scale of enabling investments needed for implementing a REDD+ strategy is very important. Moving early on these enabling investments, such as securing land tenure, improving access to credit for REDD+ activities, and land-use planning, even before the readiness phase is completed is key to ensure that REDD+ strategies do not remain on paper once released.

In DRC, Kenya and Tanzania, bridges are also being made to Phase 3, where payments are being received for REDD+ credits through the voluntary market. These pilots provide important insights into issues such as safeguards, planning and design of projects, viability with respect to opportunity costs and sustainability.

Looking Ahead

It is expected that decisions for result-based financing will be agreed to under the UNFCCC process, which will help to provide confidence and guidance to countries as they move through the phases of REDD+. Countries will need continued support in fostering a robust understanding among all stakeholders of all the phases of REDD+ and how they are

connected. It will also continue to be important for countries to engage in dialogue with climate finance sources, such as the private sector and donors, as the funding required in Phase 2 takes time to mobilize. To this end, ensuring Phase 1 activities are properly conceived and connected to the subsequent phases is the best basis for triggering climate finance.



³ UNFCCC Decision 1 CP 16

8. RECOMMENDATIONS AND KEY FINDINGS

In African countries, as in other regions, it is clear that REDD+ provides a great opportunity for transforming the development path and economies in ways that make them more sustainable. It is also apparent that REDD+ will require a tremendous amount of work to ensure countries move successfully through the three phases of REDD+ and reap the full range of potential benefits. Below are some overarching lessons and recommendations at the core of most of the examples and lessons discussed in this booklet.

1. Stakeholder Engagement: Early work on REDD+ has made it clear that knowledge, capacity building and dialogue cannot be done in isolation and a broad range of stakeholders from across sectors and with different perspectives need to be engaged from the earliest REDD+ activities.

2. Coordination and Collaboration: Coordination, be it of funding sources, among different governmental sectors, for planning, or among stakeholders is one of the most complex, yet rewarding challenges in terms of efficiency gains for REDD+. Coordination must happen throughout all levels (local to international) and across all scales for maximum impact. The issue of coordination is not one of countries alone but requires improved coordination by multilaterals with donors, the private sector and NGOs, all of which have been very active in Africa.

3. Seeing the Forests for the Trees: REDD+ has proven to be an innovative and viable climate change mitigation solution, and readiness programmes and national strategies need to continue that solution-oriented, inventive focus. For REDD+ to achieve optimal

results, and to meet not only climate change mitigation goals but contribute to a country's sustainable development and environmental conservation goals, activities and strategies need to be comprehensive. This is best accomplished by taking into account social and environmental benefits as well as the subsequent phases of REDD+ in initial readiness and planning activities.



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