

# UNEP UN-REDD retreat

Kaetsu Centre, Cambridge 21-23 January

## Meeting Record



# Content



Empowered lives.  
Resilient nations.



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# Executive summary



- The UNEP UN-REDD Team retreat gathered **40 participants**, including representatives from the UN-REDD Secretariat and the 3 regional Knowledge Management specialists (UNDP) for 3 days.
- The Team got a good **overview of the work** which had been achieved in 2014 and reflected on the **lessons learned** to improve its work in 2015.
- In light of the main changes brought by the **new UN-REDD Strategy 2016-2020**, the Team discussed more in depth the role of UNEP within UN-REDD, how to shift towards increased country support and how to enhance collaboration with FAO and UNDP.
- The retreat was also a great opportunity for **internal team building** and networking: to meet every member in person and to learn more about the knowledge centres' and regional offices' work.
- The retreat was overall **very positive** (see evaluation results in Annex IX) and messages to take to the following interagency retreat in Geneva were agreed upon. Most of the pending questions related to the new Strategy and its operationalization are to be refined in the coming months.



## Welcome and introductions (1)



**Tim Christophersen** welcomed all participants and recalled the main objectives of the retreat:

**Ensure the team is well aligned on the new Strategy**

**Ensure a collective understanding of the upcoming work in 2015**

**Ensure efficiency of operations within UNEP UN-REDD Team**

**Explore the training needs and development opportunity**







## Welcome and introductions (2)

**Tim Johnson**, Chief Operating Officer of UNEP-WCMC, gave a short presentation on the Centre, where 13 members of the UNEP UN-REDD Team are based.

Participants then introduced themselves, after having sorted themselves by number of years of experience on deforestation.

They then worked in trios to test their knowledge on the REDD+ UNFCCC decisions. The results revealed that even within the Team, there are different interpretation of the ambiguous texts adopted.

It is therefore important to agree on a common interpretation, to deliver consistent messages.



# Welcome and introductions

People expressed what they expected from the retreat.

**Better understand  
UNEP's role in the  
new strategy**

**Focus more on  
implementation and  
less on readiness**

**Learn more about  
inter-agency  
coordination**

**See how the  
different elements  
articulate in the new  
strategy**

**Have an overview of  
the various work  
areas**



## Key developments in 2014-2015



Tim highlighted some of **UNEP main achievements** in 2014:

- Record **level of TS requests** on private sector and Green Economy
- High number of countries with **work on safeguards**
- General understanding of **REDD+ being part of sustainable development** at large
- **REDD+ Academy** and its lessons learned
- Involvement in the preparation of the **New York Declaration on forests**

... and provided an **outlook for 2015**:

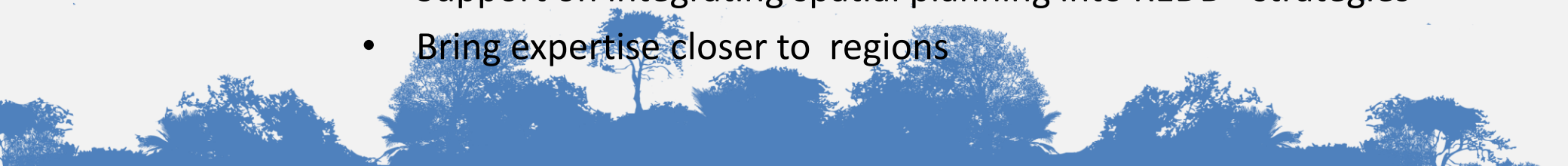
- Publication of a chapter on **REDD+ in the Emission Gap Report** (which will be coordinated by L. Miles and R. Mant at UNEP-WCMC)
- **REDD+ Academy** in Africa (Nigeria) and LAC (Argentina)
- Development of REDD+ Academy into an **online course** with UNITAR
- Participation at the **Global Landscape Forum in COP 21** in Paris 5-6- December
- Publications on **finance**, results of the TS on **private sector** in LAC

## Safeguards and spatial planning highlights (1)

Val gave an update on the past and future work of UNEP-WCMC on safeguards and land-use planning.

### Some achievements in 2014, to be build upon in 2015

- Active participation in the SCG
- Countries' interest and application for CAST and BeRT
- Work on designing SIS for countries
- Global learning workshop on safeguards scheduled for 2015
- Cost-benefits analysis of REDD+ and GIS visualisation
- Capacity building in countries for spatial analysis
- Uptake of REDD+ spatial analysis into countries NBSAPs
- Support on integrating spatial planning into REDD+ strategies
- Bring expertise closer to regions



## Safeguards and spatial planning highlights (2)

Main questions raised after Val's presentation were:

- What are the next steps when the maps of the spatial analysis are produced?



- How to make sure our work on economics do not overlap with the one of other agencies, such as ICIMOD and WCS?

- The maps aim at providing information to support decision-making. Some countries might want to produce more detailed maps to plan at the provincial scale, or use it for information on safeguards. The maps allow to visualise the general parameters to take into account when planning REDD+, this is a first stage of thinking when countries develop their R-PP.
- The work is coordinated by Ivo Mulder to ensure that there is no double work in this area, which raised a lot of interest from countries after the valuation study in Kenya.



## Green Economy and private sector (1)

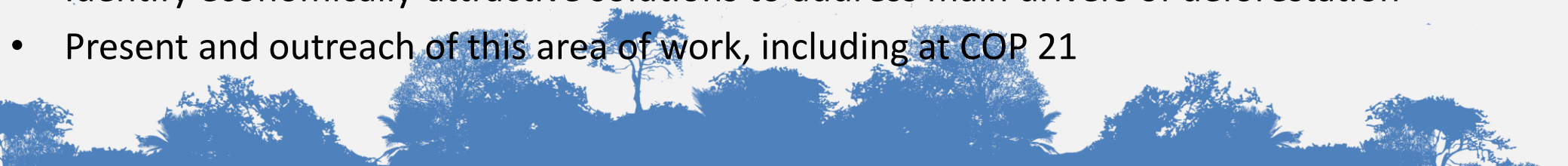
Ivo gave an update on the past and future work on REDD+ and the Green Economy. He emphasized the importance for our work to lead to a change in the government's behaviour.

### Some achievements in 2014

- Forest valuation study (Panama, Argentina)
- Module on Green Economy in the 1<sup>st</sup> REDD+ Academy
- 2 sessions on Green Economy at the GLF in 2014
- Numerous partnerships for further work

### A vision for 2015

- Finalize forests valuation studies
- Focus on countries ready to move towards implementation
- Identify economically-attractive solutions to address main drivers of deforestation
- Present and outreach of this area of work, including at COP 21



## Green Economy and private sector (2)

**Jacinto and Iain** gave an update on the work on REDD+ and the private sector undertaken by UNEP-FI, aiming at building the business case for REDD+. Their work aim at moving REDD+ from emotion to empirical evidence, in order to embark private sector.

### Some achievements in 2014

- Workshop with governments on how to engage private sector
- Workshops in LAC on REDD+ and financial strategies
- Work to make countries ready to apply to GCF (e.g. link NAMAS and REDD)
- Work on fiscal instruments to support the environment and sustainability

### Outlook for 2015

- TS in Côte d'Ivoire, Peru and Costa Rica on engaging the private sector
- Work on fiscal instruments in Brazil and Indonesia to address drivers of deforestation.



## Update on Africa

**Daniel** gave an update on the work in the Africa region. Currently, UNEP is effectively present in 9 countries in Africa.



At the **country** level, in 2014, much work was done on assessing forests and/or REDD+ **contributions to national economies, mapping** of multiple benefits and linking REDD+ and **Green Economy**. 2 NPs were launched.

At the **regional** level, several workshops were held on legal preparedness and on national strategies. A report on mangroves and REDD+ in Central Africa was finalised.

In **2015**, the objective is to be present in at least 9 countries, mostly building on the work undertaken in 2014. More work on **SIS** and **communications** on REDD+ is planned. The **REDD+ Academy session in Africa** is planned in Nigeria.



## Update on Asia-Pacific

**Thomas and Keiko** gave an update on the work in the Asia-Pacific countries:

- 2015 is the last year of Cambodia's and PNG's NPs
- a TS started in **Myanmar** and **Pakistan** asked for a CNA
- TS in **Malaysia** is on hold
- Work on Green Economy in **Nepal** and **Sri Lanka**
- **Phuong** presented the work in Phase II of the NP in Viet Nam. Progress has been very slow and only 10% of the Programme budget has been spent.

At the **regional** level:

- **Private sector engagement** with the Social Enterprise Facility for the South
- **Regional REDD+ Readiness Assessment** showed that usually, UN-REDD countries get a higher score than non UN-REDD countries.



## Update on Latin America and the Caribbean

**Dani**, who was pretty cold, gave an update on the work in LAC, and highlighted the growing demand on **private sector engagement**. UNEP will work more on **REDD+ financing options, gaps and institutions**.

### Some achievements in 2014

- 3 new NJPs, 5 new TS
- Increased inter-agency coordination, with FPs in each agency
- Regional workshop on National Strategies

### Outlook for 2015

- 3 NJPs will finish, 3 will start
- 2 TS will finish, 5 will start
- Technical inputs to the strategies (e.g. economic analysis)
- REDD+ Academy in Argentina
- Series of discussion papers



## Key lessons from 2014: Brainstorming session (1)

People had 25min to think about the following:

- What were the main achievements of the UNEP UN-REDD Team in 2014?
- What worked well? What did not work well?
- What could be done better?

Answers are compiled in Annex I.



They were then asked for their impressions on the survey results: was there anything striking? Surprising?

*“Inter-agency collaboration” was the answer to questions on what worked well, what did not work and what can be done better! This is mainly because regional experiences quite vary: it works well in Asia but it is more challenging in Africa. It also depends a lot on individuals.*



## Key lessons from 2014: Brainstorming session (2)

The topic of the analysis of the drivers of deforestation in country has raised a particular interest.

This is the most important piece of analysis for REDD+ to build the rights policies and measures.

Even if UNEP is not involved much in the country, results should be shared with other agencies.

Ultimately, you need to get the political will to tackle the drivers of deforestation.

UNEP should keep an eye to make sure this crucial analysis is referred to in the REDD+ Strategies.

Though politically sensitive, UNEP can help countries identify the least costly and most feasible options.

## UNEP's role and links to Warsaw Frameworks in UN-REDD Strategy 2016-2020 (1)

Tim presented the key elements of the **new UN-REDD Strategy**. Key points are as follows:

- **Revised draft** should be ready by 06/02, for the **final draft** to be online by 28/02. To be **adopted** at the Policy Board in May.
- Collaboration with other agencies is not an option, this is a **necessity**, especially to bring our work to countries as UNEP has very few country offices compared to FAO and UNDP.
- The **management revolution** refers to the joint decision making by all 3 agencies, especially regarding the budget.



- Budget will shift from global support to **country support**
- A few countries ready for **RBA**s will receive significant support, but support for **readiness** will be provided to **all** demanding countries. Donors and some staff think we should work only with countries having made good progress on REDD+ but as the UN, we cannot leave any country behind.



## UNEP's role and links to Warsaw Frameworks in UN-REDD Strategy 2016-2020 (2)

- The Programme's objectives are placed ahead of agencies' interests, i.e. we really need to **'deliver as one'**. This is a requirement from the donors.
- *Hence the idea of @un-redd.org email addresses instead of @unep.org when communicating with countries.*
- UNEP is not a large Team within UN-REDD but plays a **large role**. Remember that this is the only agency to have **full membership** in its general assembly and who had an **increase in core budget**.
- Regional and technical country advisors will directly report to the MG. The **lead advisor** will report on the work of UN-REDD in a country, not on a specific agency. The advisor will be the **face and phone number** of the country for the Programme. The lead advisor will be based in country only for the ones benefitting of large scale investment. His role will be to gather the **support team based on the country demand**, finding who in UN-REDD is best suited to fulfil the need.
- 2015 will be a year of transition between the current practices and the new Strategy.

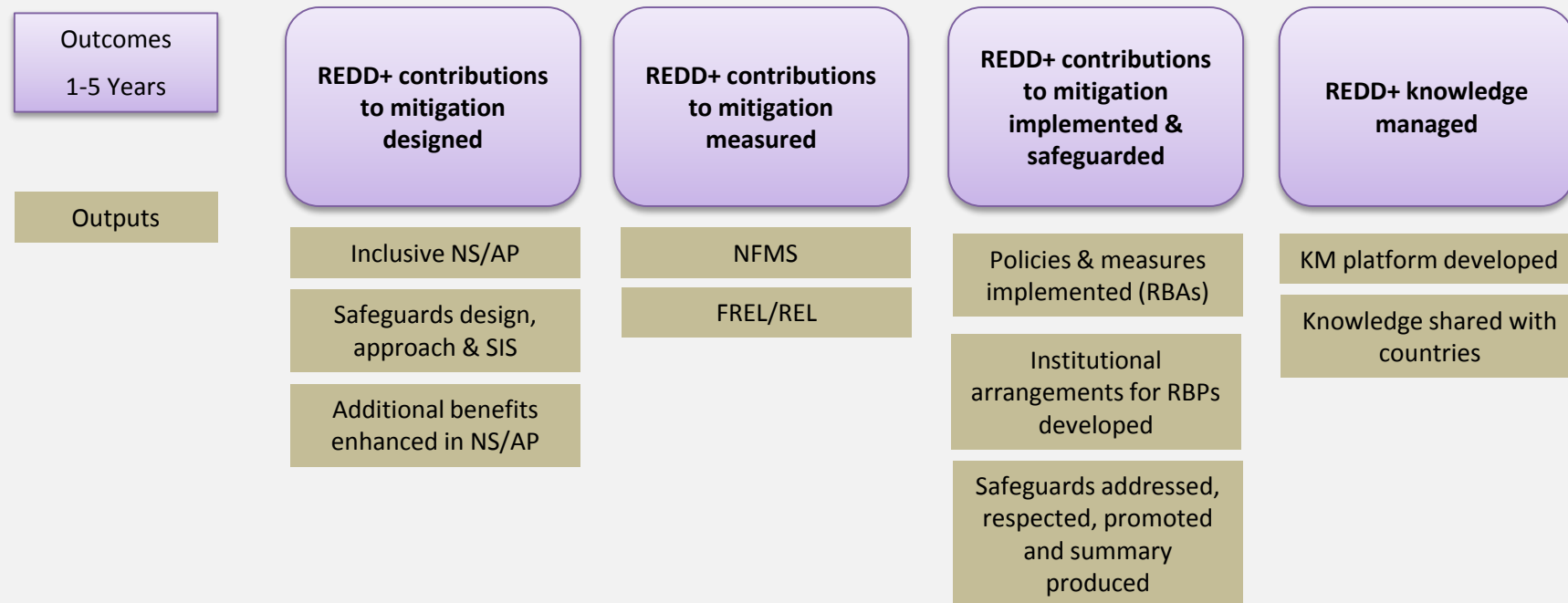
## UNEP's role and links to Warsaw Frameworks in UN-REDD Strategy 2016-2020 (3)

- Norway has already indicated **support for UN-REDD work** in 2016 and beyond, and there may be additional donors expressing their interest in November. The **background** of the strategy was approved in Arusha but we need now to convince donors of our strategy to **improve**. In Lima, Norway expressed **satisfaction** on what was prepared so far.
- A crucial point for UNEP is to **increase its visibility** and emphasize the importance of its **work for readiness**. Internally, the Team should be well aware of the **range of services and support** that we provide. A suggestion could be for key teams to go in the regions to give **updates** on their work on a series of topic.



## UNEP's role and links to Warsaw Frameworks in UN-REDD Strategy 2016-2020 (4)

- Outcomes under the Theory of change (see Annex II) in the new strategy can be compressed into 4 outcomes:



- It would be really useful to have a working group similar to the SCG for **National Strategies**.
- There is always a risk that the **lead advisors** favour the area their agency is most involved in, but they will now be **accountable to the MG** and will have to report on **interagency work**.



## UNEP's work on finance and private sector engagement (1)

Ivo gave a presentation on *Bending the curve: identifying country-specific economically attractive solutions to implement REDD+*.

- Brazil showed that this is possible to **reduce deforestation and grow economically**. Its emission reductions were paid, but for less than \$1/tCo<sub>2</sub>. The price of carbon is core to REDD+ and there are **few incentives** to cut carbon emissions.
- UNEP can work with **governments** to help them identify the **most attractive options** in terms of carbon and non-carbon benefits that REDD+ can bring.
  - UNEP has also a big role to play in helping countries work **on fiscal and trade policies** e.g. use FLEGT policies as REDD+ RBAs.
  - UNEP can work with **companies** to highlight the **risks** associated with environmental degradation.
  - **Ralph** presented the spreadsheet on costs and benefits of REDD+ implementation that he created for Cambodia. He explained the methodology used and the technical functioning of the tool.



## UNEP's work on finance and private sector engagement (2)

**Jonathan** presented on Wilmar, the largest agribusiness company in Asia, to ban deforestation from its supply chain. This **internalisation of risks** linked to deforestation revealed that companies bear **high costs** when adopting such strategies:

- Impact on **profits** by setting aside parts of the concession for conservation
- Lose tax revenues from the **government** which requires all the land to be exploited
- Impact on local **employment**

Government and local communities might still **prefer business-as-usual**. When building the case for REDD+ for the private sector, all small details on the ground must be taken into account.

The discussion following the presentation covered, among others:

- Various **perceptions** across the local communities (smallholders vs indigenous peoples)
- **Inherent value** of forests, beyond the speech on losses or benefits
- **REDD-PAC project** modelling the impact on fluctuating prices of commodities on deforestation in the Congo Basin and Brazil.

## Day 1 RECAP

### Important insights

- Got to know each other
- Better understanding of each other's work
- Some answers on the new Strategy but still questions on how it will work
- Learned more on the Regional Technical Advisors
- Impressive numbers on the costs for a company to internalize deforestation risks

### Critical for Day 2

- More details on the new Strategy and on interagency work
- Keep on time to cover all agenda items

Discussions continued at the Architect pub around pots of soup...



# Welcome and bios



Empowered lives. Resilient nations.

Participants prepared short bios to share with the team.

**Tim Christophersen**

2010 Countdown 2010 Campaign → Rio Conventions Pavilion @ Rio+20 → UN-REDD

Skills: Forestry / economics / communications

**Emelyne CHENEY**

2009 completed PhD (Gay)  
 2010 joined UN-REDD Programme (wow!)  
 2014 moved to field Central Africa (!!!!)

Car ski backwards!  
 Governance expert  
 Fostering relations with government  
 GETTING THINGS DONE (AND WELL, HOPEFULLY!)

**DANIELA CARRION**

CAREER

2009 → Joint MCE in Ecuador to work on 'Socio bosque'  
 2010 → MOC in Ecuador as REDD specialist, managing forest practices  
 2014 → Joint UNEP team as technical advisor for LAC region

SKILLS

- multi-tasking
- put ideas into practical thinking
- management / organising
- coordination / organising

**MIHAELA SECIERU**

KEY MOMENTS IN CAREER HISTORY

1. Joining the European Commission and working for 'Socio bosque' in Ecuador (2009)
2. Community-based work on waste management and environmental awareness in Cairo (2007)
3. Working in Ecuador (democratic of forest in REDD readiness & development of a sustainable development strategy & carbon market beta test)

KEY SKILLS

- COMMUNICATION (written & verbal)
- STRATEGICAL & CONCEPTUAL SKILLS, TECHNICAL SKILLS AND CAPACITY TO ORGANISE SOCIAL PLANNING MANAGEMENT

**Paulus Maukonen**

3 KEY SKILLS

- ▶ Making and reading maps; general spatial awareness
- ▶ Experience in and knowledge of conservation & land-use in East & Central Africa
- ▶ Presenting & teaching

3 KEY CAREER MOMENTS

- ★ Leading groups of people how to use GIS, R & MS Excel for data analysis in Cameroon, Gabon, DRC, Nigeria & Kenya
- ★ Leading field research on local use of NTFPs from timber trees in logging concessions of Cameroon, Gabon & DRC
- ★ developing community-based conservation & land-use management plans in the Mitzak Mangrove & Amboseli ecosystems (and subsequently seeing them shelved due to local vested interests)

**JONATHAN GHEYSSENS**

3 KEY MOMENTS

- WORKED FOR THE TRADE LIST OF FRENCH ENERGY
- FIRST PAPER ON GREEN MARKETS
- JOINING UNEP FI AND THE UN FAMILY

3 KEY SKILLS

- FINANCIAL JOURNALING
- ECONOMICS
- DATA ACQUISITION AND MANAGEMENT

**Phung Nounh**

1998 → 2001 → 2013 UNEP

**Charlotte Hicks**

3 key moments?

- Doing participatory research with communities in Cao POC
- Working on PA capacity building (in Chinese) w/ people in Western China
- Learning about spatial planning

3 key skills?

- Good organisational skills
- Can speak Mandarin
- Good camping skills

**EDOARDO ZANDRI**

KEY MOMENTS:

- JORDAN → DANJA
- YEMEN → SOCOIRA!
- AFRICA → WOW & NAIROBI

SKILL:

THINK OUT-OF-THE-BOX  
 ARRANGE / ORGANISE  
 SAILING (FAST!)



## UNEP's role and links to Warsaw Frameworks in UN-REDD Strategy 2016-2020 (5)

**Tim and Mirey** answered to the questions pending from the day before about the new Strategy. Main points are summarized below:

- Ongoing NPs and the ones approved in 2015 won't have to change their functioning in 2016. However, they will start using the **new format for annual reports** making the link to the Warsaw Framework.
- Building on *lessons learned* is key in the Strategy, and this corresponds to the new **emphasis on KM and Communications**.
- The actual operating of the Design and Implementation streams of work will vary, based on the type of support requested by countries.
- The 3 agencies will all be involved in DMIK (maybe not for M), and in **all outcomes** of the new Strategy.
- UNEP's main contribution to UN-REDD is not financial but to **develop and test innovative tools**.

## Pipelining and country selection of the UN-REDD Programme (1)



**Mirey** opened a session on the **selection criteria** for countries in which UN-REDD works. We are clearly moving from NPs to **increasing TS requests**, which cover broader areas of support than originally.

In the previous selection process, NPs were supplied by UN-REDD rather than being a demand from countries. From 2016 onwards, a new, **country-driven approach** will be tested.

Countries were invited to submit **expressions of interest** for a NP, which will be assessed by a committee. Countries should include information on their **level of advancement** in REDD+, funding **needs** and existing **domestic financing**, institutional capacity and budget absorption capacity. So far, US\$ 15M were secured from donors for NPs, and 9 countries are more or less advanced in submitting.



## Pipelining and country selection of the UN-REDD Programme (2)

**Mirey** then presented **RADAR** (see Annex III) which will be used as an **internal decision-support tool** for UN-REDD management and an external tool for the Policy Board. This is still in a maturing process, and details on how **country assessments** will be conducted or whether to disclose information publically still needs to be discussed.

**Tim** flagged the importance of including in RADAR the **analysis of deforestation drivers** and potential **responses**, which is, along with a reference level, key for REDD+ implementation.

**Mirey** questioned whether this should be taken into account in the **selection process** or when UN-REDD is **designing its intervention** in the country.

But should we **focus on countries with the highest potential** for emission reductions? Or the **countries with less capacities** and stability?



## Pipelining and country selection of the UN-REDD Programme (3)

Participants were asked to weigh the different parameters of RADAR: should the **performance, risks and impact assessments** be of equal weight?

Risks deserve a special attention but this is also the parameter one has least control on

Should be really multi-criteria analysis

When looking at risks, consider not only country focus but broader picture to take into account potential displacement of drivers.

Look at the ratio between previous investments and the results achieved

**Thomas** will be UNEP Focal Point for RADAR and any related suggestion should be sent to him





## Pipelining and country selection of the UN-REDD Programme (4)

Participants were asked whether UN-REDD should **prioritize countries** were the Programme is already involved or countries with other initiatives going on.

The more actors present in countries, the better: larger REDD+ understanding in countries and easier

Good momentum to build on when there are already donors present

Depends on the quality of management in country

Take into account the transaction cost of coordinating

How **frequent** should the assessment be conducted?

At the beginning of the work and mid-way

Do not burden with reporting

Need to check countries are OK for these assessments

**Tim** wanted to hear especially from the **regional teams** on that point. UN-REDD type of work has evolved in the past 2 years and requests now more visibility in country.

**Thomas** suggested to work with other agencies for them to **make presentations or distribute materials** on UNEP's areas of work during their own missions [note that the updated REDD+ Academy material will contribute to this].

When on longer missions, **coordinate** within UNEP and with FAO and UNDP to be clear on what can be **offered to countries**.

**Iain** suggested to focus on **blogs and infographics**, to communicate better with government about our work. **Blaise** noted that this might not be the most relevant media in all countries. Summary posters can work very well.

**Emelyne** shared her experience of being **hosted by UNDP office** in Brazzaville:

- Working great, esp. to **build relationships**
- **UNDP colleagues** are key to help work in country
- **Coordinates** government/UNEP action, incl. UNEP-WCMC
- Suggestion for **longer missions** from technical experts welcomed by government

**UN-REDD  
t-shirts**



**Cordula** highlighted that we need to **keep a global overview** which allows ideas exchange and countries' experience comparison.

See also Annex IV

Higher presence in country will help us better **understand countries expectations** prior to key missions.

**Phuong** said that our work is still too global, and make it more country specific will increase our relevance and visibility.

**Corinna** suggested to encourage **countries and regions to exchange** as they could answer each other's questions instead of directing queries to technical staff [Note that the new workspace will allow for the creation of technical forums].

**Thais** explained that we should **combine force** with others, such as the GEF, for more **concrete implementation**. [Note that UNEP and GEF are looking at working together on restoration and green economy and commodities].

**Dani** highlighted that by working more closely with **national partners**, our work could be brought to other sectors in the country.

**Levis** emphasized that we should make the **impact of our work** very clear and show countries how **useful** it is.

**Thais** also pointed that we should **increase the technical quality of our work**, as currently technical staff spends too much time on institutional arrangements.

Donors have highlighted the fact that less **workshops** are wanted, but the Team still sees them as one of the **best way to engage with countries**. Therefore, reporting on the **outcome** of workshops at the national level needs to be emphasized, along with support to national reporting.

## The Interagency Safeguards Coordination Group (1)

**Steve** presented the work of the **SCG** and how it links to the regional teams. It is a generic model for other **thematic communities of practices** and working groups which are suggested in the new Strategy as a way to **increase interagency collaboration**.



### Major achievements of SCG from internal review:

- Existence of the SCG, representative of all agencies and on the same page
- Country approach to safeguards (CAS) and tool (CAST)

### Weaknesses identified

- Poor transfer of knowledge between global and regional/country level

### Solutions

- Role of KM to facilitate the transfer of lessons learned

## The Interagency Safeguards Coordination Group (2)

Steve's presentation was followed by a discussion which main points were:

- Now that global **tools** were developed, we need to **test and use** them at the country level.
- The SCG developed **options to get closer to regional/country** work but it does not have the sole responsibility. This would be too much a burden for SCG members who are not working on safeguards only. The option of 'dedicated support' is in line with the increased support to countries of the New Strategy but does not mean that SCG members need to be based in countries.
- The **sequencing** of safeguards activities in country need to be thought about before starting. The analysis of the drivers of deforestation comes first, and then the safeguards process can start. It can also be associated with the **identification of multiple benefits** when options for the REDD+ Strategy are designed.





## Improving interagency collaboration: options on administrative platforms (1)



**Gabriel** presented the experience of interagency collaboration in the LAC region. It explored opportunities for collaboration at the **administrative level**, acknowledging that each agency has its own requirements.

UNEP's work in several countries went through UNDP, and there were arrangements about the management service fees charged by UNDP.

Administrative processes can be simplified when resorting to the **UN resident coordinator**.

**OPBS** are a burden-free process for UNDP office in country to incur expenditures on behalf of UNEP and needs only approval **by email**.

Streamlining administrative processes contribute to deliver as UN-REDD rather as by agency, as there is a **single administrative interface**.

It came out of the discussion following that the Team's experiences regarding MoUs with UNDP, the payment of services fees etc varied a lot. **Specific questions on that matter should be addressed to Florence, Levis and Gabriel**.

## Improving interagency collaboration: options on administrative platforms (2)

We need to keep in mind that there are **trade-off** transaction costs when resorting to UNDP for instance, which is to which extent we want to retain **programmatic control**. Activities must be precisely described in the project document and closely monitored, which is demanding.

It was noted that success of such collaboration relies a lot on **individual relationships**.

Keiko asked about the **reporting responsibility** in such cases, which is where the money for the activity lies: in this case, UNDP.

When money is **pooled** between UNEP and UNDP for activities, it might be more difficult to convince UNDP to follow UNEP's priorities.

This discussion in LAC came when countries were asking support for REDD+ financing: agencies had to agree on an **harmonized vision of REDD+**. While UNDP can provide support to establish REDD+ funds, UNEP support countries in **identifying financing options available** (e.g. centralised or not).



## Improving interagency collaboration: options on administrative platforms (3)

**Tim** explained that this discussion will be brought to the interagency retreat in Geneva. The Programme will need to move to streamlined administrative arrangements, and possibly to operating only one financial interface (disbursement) per country.

### Pros

Limited administrative costs

### Cons

Transaction costs and monitoring

A quick vote revealed that a dozen of participants were favourable to this type of administrative arrangements, about 5 wanted to debate the question and about 5 were not sure.

→ If we don't manage to agree on a single administrative platform, will UN-REDD continue to exist?



© Peyo



## Training session on safeguards



The last session of the day focused on safeguards:

- **Lera** presented the 7 Cancun safeguards and UN-REDD Framework for Supporting the Development of Country Approaches to Safeguards
- **Judith** presented the structure of the CAST and recent countries experiences
- **Amor** presented the structure of the BeRT
- **UNEP-WCMC** facilitated a series of activities on country progress within the UN-REDD Framework for CAS (see results in Annex V), filling the BeRT (see results in Annex VI) and testing the Team's knowledge on safeguards.



At the end of the day, participants went for dinner together and continued discussions over ricotta, penne and tiramisu...

This was followed by a typical British pub quiz and a few pints!

4 teams answered the tricky questions submitted through the preliminary survey.

Some extracts:

*“Whose quote is this: success consist of going from failure to failure without loss of enthusiasm? – Tim Christophersen (before he was famous)”*

*“How many legs do butterfly have? - 6 (2 in Viet Nam)”*



## Welcome – Achievements of the retreat

Participants mingled in groups reflecting the diversity of regions and functions within the Team. They looked at the **retreat objectives** and assessed whether they were well on track. Results of the assessment were encouraging.

- The Team understands the role and key opportunities for UNEP in 2015 and 2016. The Team is aligned with the new strategic direction of the UN-REDD Programme 2016-2020
- The Team has provided input to enhance Programme delivery in the new Strategy; and to
- Improve impact and collaboration between agencies - “management revolution”
- The Team has optimized internal collaboration between knowledge hubs - UNEP Finance Initiative; UNEP World Conservation Monitoring Centre; Headquarters and Regional Teams
- The Team has identified key training needs for 2015

Need more concrete and articulated message to take to Geneva, wrap up the discussion

Not much discussed. Need to use bilateral meetings

Not discussed yet



## Strategy 2016-2020: roadmap and input to date (1)

**Mario** opened a session on the preparation of the new strategy. He congratulated the Team for its level of understanding, thinking and questioning revealed during the past 2 days of the retreat.

- The Team **believes** in the direction the strategy is taking, but questions its potential to be **delivered**.
- Strategy development was perceived as a **top-down process internally**, but it was **much broader externally**: stakeholders meetings, Policy Board members interviews, online survey, regional workshops

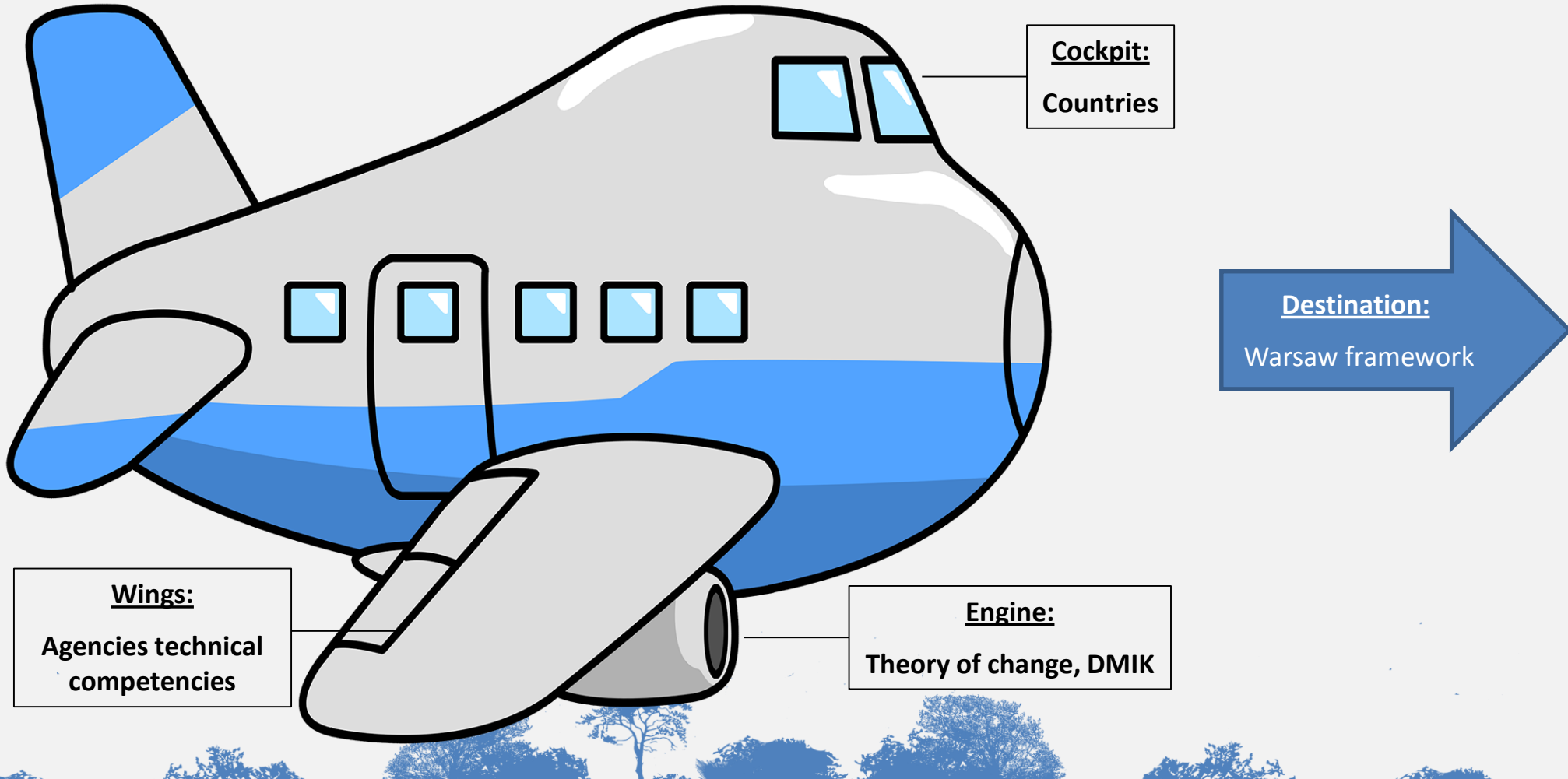


- Most inspiring is the level of **convergence** among all stakeholders: UN-REDD **fundamentals** are very clear, views differ on how to implement it, to be agreed within the next 8 months.
- Still need to **raise funds**



# Strategy 2016-2020: roadmap and input to date (2)

## UN-REDD Aircraft



**Cockpit:**  
Countries

**Destination:**  
Warsaw framework

**Wings:**  
Agencies technical  
competencies

**Engine:**  
Theory of change, DMIK



## New knowledge management and communications structure (1)

Jennifer made a presentation on the new communication and KM strategy.



KM Team...	and Comm Team...
reflects on and compiles lessons learned	shares this information
helps you understand your audience better	helps you design the appropriate material
is split across regions	is split across agencies

See in Annex VIII who to contact for your KM and Communications questions.



## New knowledge management and communications structure (2)

This was followed by a demo of the new **workspace**, to be launched by the end of February.

- Upgrade was a **consultative process** involving about 70 stakeholders and technical pers.
- In the ‘Contact’ session, possibility to **search and connect** with technical experts
- Will allow to create groups and **forums** where docs can be uploaded
- Resource library with **templates and presentations** to re-use
- Developers will work on a function to be able to **work simultaneously on the same doc** but for the moment, will keep to use SharedDoc
- **Calendar** will be on the front page and you’ll be able to turn on/off the one(s) to view. Calendars by country can be created if needed.
- Better **search tool** for docs (incl. type of doc) but current folders will remain the same
- Workspace will be down for 2 weeks for migration in February



## New knowledge management and communications structure (3)

- The **website** was redesigned to increase visibility
- **Newsletters** were redesigned and will be re-launched in February, with more country perspectives and an editorial on UNFCCC guidelines.
- ‘Mini-round up’ to become ‘**weekly round up**’ and will be on again starting next month
- Call for more **blog articles**. Tim should agree on the article idea, then liaise with Mihaela and Jenifer. Tim encouraged everyone to write at least 1 article by the end of the year.
- New **LinkedIn** account; number of followers on **Twitter** and shared tweets keep increasing
- **Templates** are currently being redeveloped, and will be available from Mihaela and the Secretariat once approved by MG.
- Please populate the **image library** and upload your high res images

## New knowledge management and communications structure (4)

**Mihaela** explained how closely she works with the KM specialists. You can send her any Comm or KM request and she will liaise with KM if needed. She highlighted her main areas of work:

- **Coordinates** UNEP's communications and knowledge management work in the UN-REDD Programme
  - Make UNEP work **visible**: UNEP is a great knowledge centre, she will work to bring this knowledge out to the world, but also to circulate it across the team and regions.
  - Identify new **communication channels**, beyond the traditional iisd mailing lists.
  - Provide **guidance** on products: when you think of a product, contact Mihaela as soon as the inception phase.
- Support work on the **REDD+ Academy**



## REDD+ Academy (1)



Empowered lives.  
Resilient nations.

**Levis** presented the results of the first REDD+ Academy session for Asia-Pacific and upcoming work.



- Real interest about **safeguards**: countries said they will use CAST
- Academy to build capacity at the **country level**
- The regional sessions should lead to **training** at the national level. 3 scheduled in Asia-Pacific countries, 2 in Africa
- Next sessions: more '**training of trainers**', better selection
- Build also capacity on how to **communicate**, to convince other sectors and stakeholders at home
- Conveys a **consistent message**: UN-REDD position and **standardised** knowledge from UN-REDD perspective. Then flavoured at the regional level (e.g. case studies)
- Material to be turned into **online resources**
- Steering group coordinated by Levis to review material and **consistency** with UNFCCC and UN-REDD approach
- Redesign of material: instead of exhaustive presentations, independent **toolkits** for trainers.





## REDD+ Academy (2)



Participants had some additional comments about the REDD+ Academy.

**Really think about your audience, don't make it too technical**

**Regional offices are supportive to the trainings at national level but this creates a lot of extra work for regional staff. Even if KM helps, initial input comes from technical staff.**

**Still an issue to reach participants from other sectors**

**Universities are not good partners: different audience and purposes**

**Universities might be useful partners at the national level. Some countries want to include universities in REDD+ capacity building to deliver the training regularly.**

**Ela** (Africa), **Heang** (Asia-Pacific) and **Patricia** (LAC) presented the KM workplan for 2015, region by region. This is much linked to the REDD+ Academy work.

- KM is about capturing, storing and sharing knowledge. By reflecting on and sharing experiences, UN-REDD can improve its way of working.
- Most of knowledge is tacit: KM's role is to bring it up.
- KM budget is between \$130,000 and \$330,000 per region (note that REDD+ Academy is a separate budget)



The KM and Comm Team wanted to hear from the Team and answer questions.

**The Academy is really valuable to absorb knowledge from the other agencies. Can it be used to train new starters?**

**They are not the target audience but the material is available and there will be some work on how to make it relevant for internal purposes.**

**It would be useful to have statistics on the number of downloads, geography of users, types of media etc...**

**These statistics exists. Contact Jennifer if you want more info. This is also included in the annual report.**

**How KM Team intends to bring other sectors and a new audience for UN-REDD products?**

**This will mostly depend on countries. Note that the REDD+ Academy had a session for journalists, who have a key role to play to reach other sectors. There will be a pilot project in Zambia as well.**

**What are the next steps for UN-REDD when national sessions of the Academy are decided?**

**UN-REDD will build trainers' facilitation skills and bring technical support.**

A few additional suggestions were made by the Team:

**REDD+ Academy might need rebranding if we want to address the private sector: e.g. “0 deforestation in my supply chain: how can REDD+ help”**

**A way to reach other sectors could be to develop a series of fliers such as “REDD+ and agriculture”, and attach them to invitations to events.**

**Regional teams could commit to send to Mihaela the TS requests so that she identifies if something similar/relevant was already done within the Team and put people in touch.**

**The KM regional coordinator have to make sure that the regional teams are aware of, if not participating, to all South-South exchange events as many input could be shared.**



## Wrap-up session



The Team split into 3 groups to wrap-up discussions which had been ongoing at the retreat, by deciding:

- What message to take to the **interagency retreat in Geneva**
- **Next steps** for the next 5, 30 and 90 days

The groups suggested where:

1. **Discuss further KM & Communications process**
2. **Identify UNEP strengths for the new Strategy**
3. **Think through new approaches to work at the country level**





## Wrap-up session: new approaches at country level

- We need to ensure that **Country Lead Advisors** have all support and information needed to use the **best available expertise** in the programme and dedicate equal, unbiased attention to the **portfolios of the 3 agencies**.
- There might be a problem of staff allocation as some countries are **more attractive** than others.
- The **National Coordinator** has a **facilitating** role to liaise between agencies and governments. He/she should be **hired by the UN agencies** in order to attract good profiles (as in most regions this corresponds to higher salaries), but the **government** should be involved in the interview process as they will be collaborating.
- The work of **Lead Technical Experts** will depend on countries' demands, and some might be **overburdened**. People's availability will need to be taken into account. A **trial period** would be very useful, maybe with the new NPs in 2015?



## Wrap-up session: strengths and next steps for UNEP

- In the Theory of Change, ‘**additional benefits**’ mentioned in the ‘Design’ phase should be linked to the ‘Implementation’ as well. ‘**Financing**’ should be added as a cross-cutting issue.
- It is good to have an **interagency coordination group** on NS/APs but we should limit the number of such groups to avoid bottlenecks.
- **Reporting** should be streamlined; Lead Advisors cannot all report to MG. They should report to their agency but be accountable to the whole group.
- Identifying the areas of the New Strategy UNEP will be involved in will be determined in the coming weeks. UNEP’s general role is to be the **voice and advocate for the environment**, but also to develop **innovative** pieces of work which can then be taken over by over UN agencies (e.g. REDD+ Academy).



## Wrap-up session: KM and Communications

- KM and Comm Team discussed further several of the points mentioned in the past 3 days, such as how to **improve** the upcoming regional sessions of **REDD+ Academy** based on the experience in Indonesia, creating T-shirts and posters as **promotional material**...
- Members of the Team expressed their wishes regarding communications, such as having a **standard 2 pager** when a report is produced, **standard presentations** which can be re-used, **translations** other than Spanish and French, recommendations to budget for **infographics and picture costs** for reports...
- The process for **product approval** has not been decided by MG yet. It will need to be flexible depending on the type of output. It should also be as simple as possible because this is very difficult to get clearance for a product.



## Wrap-up session: Messages to take to Geneva

- UNEP has a **unique and important role** to play in the UN REDD Programme
- As a Team, we need to have **better understanding** of what each other does.
- UNEP UN-REDD Team **looks forward to collaborate** with other agencies in the future
- The group has been **very positive** on the direction UN-REDD is taking. There are still questions on how it will be operating, e.g. thematically, but happy to go.
- **More confident** about the Strategy, the Team is less worried about where it is going and its role in it.
- UNEP really wants a **collective understanding** with its colleagues and will strive for it. The SCG is a good model, and there must be other ways to build consensus.



## Action points

- Upload Mirey's presentation on the workspace
- Complete the final survey on the retreat sent by Mihaela and include your training needs, i.e. the skills you'd like UNEP to offer you.
- UNEP FI will visit WCMC for 2 days of brainstorming to firm up synergies.
- All staff to follow up on the bilateral elements initiated at the retreat
- Keiko, UNEP FI and Thomas to discuss practical dates for an event in Bangkok.





## Closing remarks

Tim closed the retreat by highlighting how far UNEP UN-REDD Team has gone since its first retreat in January 2013:

- Increased size of the Team
- Increased the number of themes it works on
- Excellent substantive work was achieved
- Administrative improvements (spending, regional coordinator for Africa...)
- Learned to work with other agencies: mutual respect and interest despite different views
- Still a lot to do, including on how to support countries better, but UNEP's contribution is clearer
- This was a great retreat, with an excellent team
- Thank UNEP-WCMC for organising and hosting the retreat!





## Key lessons from 2014 and way forward

Achievements	Worked well	Did not work well	To do better
<p>Concrete results of our work and moving towards implementation e.g. REDD+ Academy has moved from being an idea to <u>action</u></p>	<p>High quality of technical work</p>	<p>Administrative procedures, delays</p>	<p>1) More in-depth technical support to countries and uptake by the countries 2) Improving interagency collaboration</p>
<p>1) Continued and increased country requests for support on 2) UNEP areas of work REDD+ Academy</p>	<p>1) Strengthened relationship with national counterparts 2) Better collaboration with other agencies (in some areas): in country working sessions, collaborative workshops on strategies and finance, enhanced communications in NPs in A-P</p>	<p>1) Admin/finance procedures 2) Collaboration with agencies (still overlap)</p>	<p>1) Diversification of implementing partners 2) Not spread too thinly (country engagement) 3) Info flow enhanced 4) Realistic expectations (timeframe) 5) Collaboration within agencies</p>
<p>UNEP has been able to increase its capacity in terms of qualified staff, who are able to deliver national level support</p>		<p>Cumbersome internal administrative procedures</p>	<p>Harmonisation of procedures</p>



## Key lessons from 2014 and way forward

Achievements	Worked well	Did not work well	To do better
1) Technical quality of work 2) Safeguards and multiple benefits work well received	1) Work with national counterpart 2) Innovative approaches and thinking	1) Inter-agency collaboration 2) Administrative procedures	1) Better communication channels with UN-REDD country focal points 2) Coordinate/centralize UN-REDD agencies (administratively) in countries
Worded in a way that only provided mentions of activities but not on the impacts/achievements/outcomes	Can see improvements of working with other agencies	1) Administrative procedures 2) Different objectives UN-REDD/countries	1) There will be one UN-Agency from which funding will flow for activities work 2) Streamlining procedures
1) Engagement with countries, more in-country support 2) A new strategy 2016-2020	1) Better coordination with other agencies 2) Commitment to new strategy, common goal 3) Team spirit	1) Lack of coordination/communication 2) Not enough sharing of experiences	1) Improved coordination 2) Increased UNEP presence in countries 3) Hiring a local focal point 4) Administrative support



## Key lessons from 2014 and way forward

Achievements	Worked well	Did not work well	To do better
<ul style="list-style-type: none"> <li>1) Work in LAC on financing, spatial analysis</li> <li>2) Increase in TS for African countries</li> <li>3) More engagement with countries and adapting tools/approaches to meet needs</li> <li>4) Cross UNEP team collaboration, e.g. UNEP FI UNEP-WCMC joint work</li> </ul>	<ul style="list-style-type: none"> <li>1) Strong information/knowledge base from previous work to build on</li> <li>2) Countries acting as examples/REDD+ champions</li> <li>3) Working with in-country partners</li> <li>4) More staff in the right places</li> </ul>	<ul style="list-style-type: none"> <li>1) Logistical/admin problems, e.g. transfer of funds to countries</li> <li>2) Interagency collaboration</li> <li>3) Lack of well-defined Theory of Change</li> </ul>	<p>N/A</p>
<ul style="list-style-type: none"> <li>1) Enhanced capacity</li> <li>2) Interagency collaboration mentioned in both achievements &amp; challenges: is it both?</li> <li>3) UNEP approach validated in the LAC region, as shown by country uptake</li> <li>4) REDD+ Academy</li> <li>5) Quality of technical work</li> <li>6) Innovative UN-REDD approaches and tools</li> </ul>		<ul style="list-style-type: none"> <li>1) Administrative procedures</li> <li>2) Transfer of funds</li> <li>3) Getting innovative approaches and tools better across at country level</li> <li>4) Enhancing communication of approaches and tools and having them trickle down: thinking about communications strategy → producing a checklist for comms tasks and avenues (options for different knowledge products)</li> <li>5) Having work taken up in decision-making</li> </ul>	



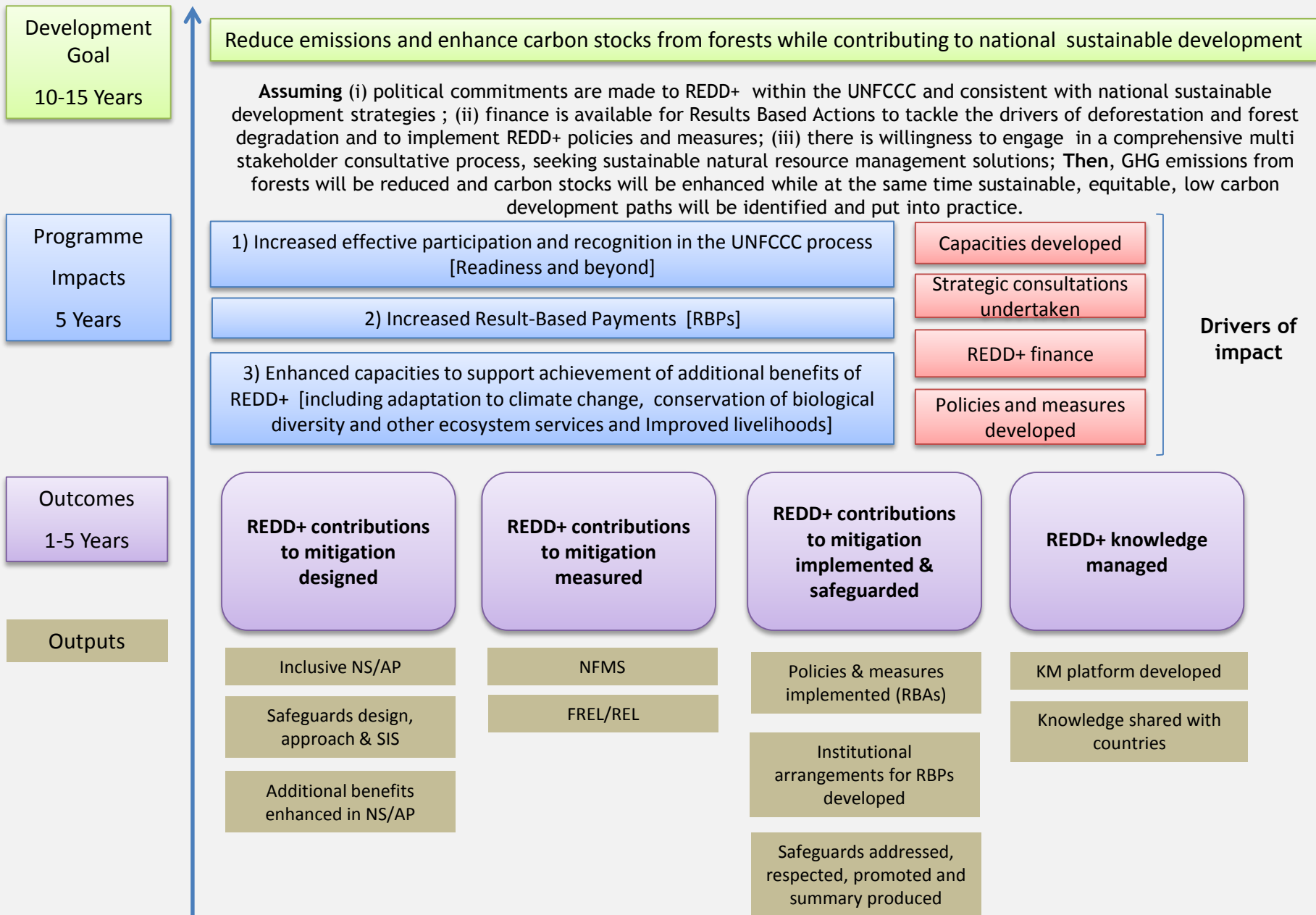
## Key lessons from 2014 and way forward

Achievements	Worked well	Did not work well	To do better
<ul style="list-style-type: none"> <li>1) Internal coordination much stronger</li> <li>2) Technical quality of work increased and knowledge base growing</li> <li>3) Improved (and yet to improve even more) visibility at country level</li> </ul>	<ul style="list-style-type: none"> <li>1) Coordination amongst all 3 agencies (REDD+ Academy)</li> <li>2) Countries have become clearer as to what their REDD Readiness priorities are</li> </ul>	<ul style="list-style-type: none"> <li>Administrative delays</li> </ul>	<ul style="list-style-type: none"> <li>Clearer picture/ understanding of UNEP UN-REDD goals</li> </ul>
<ul style="list-style-type: none"> <li>1) Increased volume of country support (based on request, needs-driven)</li> <li>2) Increased regional capacity (human resources)</li> <li>Quality of 3) Maintenance of high quality of technical work</li> </ul>	<ul style="list-style-type: none"> <li>1) SCG</li> <li>2) Interagency regional workshop</li> <li>3) Innovative thinking on private sector engagement</li> </ul>	<ul style="list-style-type: none"> <li>1) Lack of in-country presence (operationally)</li> <li>2) Inconsistent recognition of UNEP's contributions to UN-REDD</li> </ul>	<ul style="list-style-type: none"> <li>1) Improved two-way cooperation between technical specialists and regional/country teams</li> <li>2) Interagency country support teams?</li> </ul>



# Annex II

## Illustrative ToC with shorthand outcomes and outputs agreed on 20.1.15 - **WORK IN PROGRESS**



# R A D A R

ANALYSIS OF DATA, ASSESSMENT & REPORTING



## Performance

- Project Status
- Fiduciary Info
- Project Duration
- NP Duration
- Co-Financing Information
- Lead Agency
- Financial Breakdown
- Financial Delivery
  - Budget
  - Transferred
  - Expenditure
  - % Delivery



## Risks

### Identifying

- Political
- Economic
- Social
- Technological
- Financial Risks



## Impacts

### Country Needs Assessments

### Robust Analysis & Benchmarking

Readiness for REDD+

- NFMS
- FREL/FRL
- SIS
- NS/AP

Scale-up Efforts

- RBAs
- RBP's

Additional Benefits

- CCA
- BC
- IL

### RADAR DATABASE - Tracking

- Achievements & progress in reaching 4 objectives of readiness

- RBA Projects & Description, Number of RBAs/RBP's.

- Type of project, total number of projects, project progress

Decision Support

MRV

## How to increase UNEP's visibility in country

- Fragmented country efforts → work towards **key case studies**
- Better collect and document 'anecdotal' **evidence of impact**
- **Better reporting** at national level
  
- **Build partnerships** with other IGOs/BINGOs
- More in-depth in-country support **through support teams**, incl. involving **other sectors** than environment
- Spatial analysis **knowledge exchange and experience** → global knowledge forum/communities of practice
- Ensure **relationships** with key in-country staff
- Model of providing link between **technical work** and **liaison** with government
  
- **Specific expertise** in workshops other than focal points/community of practice
- Expert workshops at the regional level → **follow up** at national level
- Follow through and document **workshops**
- Follow up on **workshops results through time**
  
- **Link missions** of teams for longer in-country presence
- **Liaise in team** before missions
- No pre-conceived ideas for mission delivery: 'hands on' **flexible approach**
- **Longer in-country missions** (1 month at least) but not at the expense of hub function
- **Better** timing of interventions

### How to increase UNEP's visibility in country





- **Raising awareness** about UNEP structures
- More use of **blogs and infographics** (each staff should write at least 1 blog post in 2015)
- Communications strategically tailored towards **key audiences**
- **Powerpoints** about new/innovative UNEP work
- Short versions of key **REDD+ Academy powerpoints**
- Developing **countries-targeted material**: posters
- UN-REDD **T-shirts**
- Translate into **national languages**
  
- Start to **pilot activities**
- UNEP **convening power**
- **GEF piloting** for REDD+
- **Technical quality** of work, more in-depth work in countries
- Link UN-REDD work with **the Regional Office in Africa and other regions**
- **Regional differences** reflected in UNEP work and advice
- Drivers of deforestation addressing **key global drivers**



## What progress countries made towards the development of a country approach to safeguards (CAS)?


### Global Team

 CAS works when it is an option rather than a direction

 Countries focus on SIS (end product) rather than on how to get there


- Be careful not to convey message that this is too complicated to think straight to SIS without taking first steps
- But make countries understand they have to work on several things so that designing SIS is easier


### Africa Team

 Tanzania: set of safeguards documents: PLR review, other country methodologies, workshops. Consultant: executive director of influential community group.


 Indicators not all measurable


### LAC Team

 Ecuador: national interpretation

 Developing SIS building on previous work (e.g. REDD+ SES) for principles, criteria and indicators increases complexity


### Asia-Pacific Team


 Number of countries have done PLRs analysis, some better than others

 Most have no drivers analysis, pb of scope: too many PLRs or too narrow. Cambodia: technical working group set up by government (UNDP, CamREDD)+consultant. Feedback provided on analysis. Workshops organised nationally, focus on national ownership. Didn't want to share outside the country for comments. Potential issues, donor pressure

### What progress countries made towards the development of a country approach to safeguards (CAS)?

- *When sending draft sent to SCG*

 Input from different agencies

 Comments can be overwhelming, especially if haven't included wider groups from the beginning

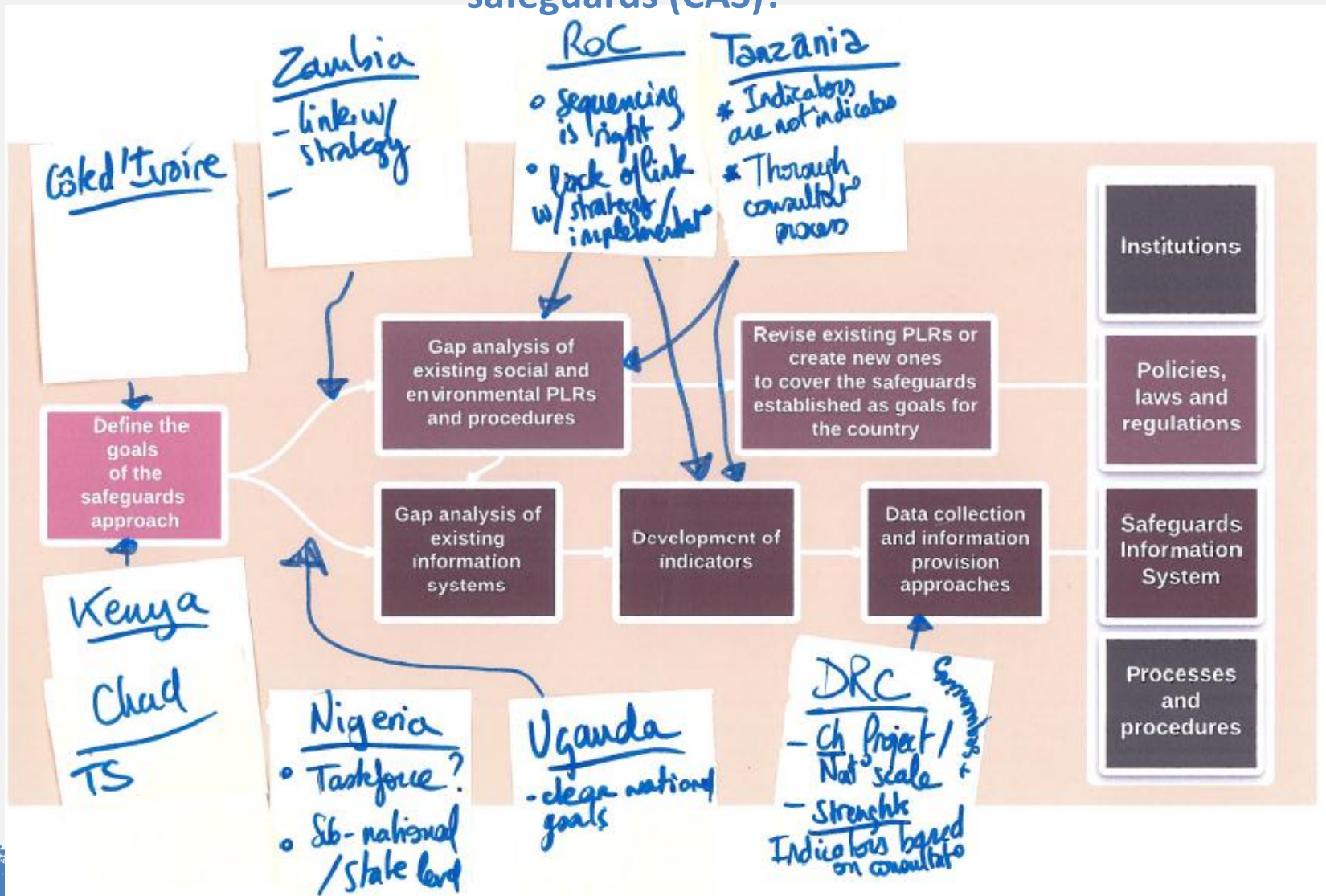
→ *Someone from the SCG be involved at early stage with the formulation of NPs if work on safeguards is being considered*

- *SCG parking lot*

- Questions & Answers and quality support
- At what level in design of NP? Further upstream for inputs the better, as long as it doesn't complicate/delay more.



## What progress countries made towards the development of a country approach to safeguards (CAS)?



## What progress countries made towards the development of a country approach to safeguards (CAS)?





## *Would you go on a second date with BeRT?*



### Asia-Pacific Team

- Not best first impression but worked well with Lucy in Bhutan and problems had been addressed
- Not a good tool for long workshops: fatigue because of the repetitions
- Need info on PLRs ahead, incl. oral & customary
- Don't mix up 'addressing' and 'respecting'
- 1.5 day workshop, and then people go back in country and tidy it up
- Most important is to generate discussion in the groups at the workshop, the tool can be filled later



### Africa Team

- Need more time to explore the tool!
- Not used in Africa yet
- Mix of stakeholders in workshop needs to be defined and then break out into main groups
- Most important is to take minutes of the discussions
- BeRT shows the summary of discussions between people
- Tried briefly in Congo, question of sequencing. When CAS is introduced, groundwork for Module 2.
- Reduce to one day workshop: so comprehensive that generates fatigue



# *Would you go on a second date with BeRT?*



but..

### LAC Team

- Challenge to use in big groups without strong facilitation and information
- Need good knowledge on PLRs
- Hard to use on a laptop screen: think on how to present
- Conversation should bear on issues and identification of other materials and activities, and then someone puts the info into the tool
- Can be the repository of information for the country



### Global Team

- Design needs to be more user friendly: less blank spaces, better indication where to go next, more appealing final table
- Worth investing in a developer for a better interface
- Logic behind is excellent and facilitates discussion
- Outputs should look polished to be taken to decision-makers
- Split the work between groups according to expertise rather than doing it in plenary

### *How would you make facilitating BeRT engaging in a workshop setting?*

- Emphasize its ‘**minute taker**’ function: aim of the workshop is **to harvest information**, not to have a polished output with the tool
- Need to get it at to countries, experts there only to help participants
- Make the **outputs more appealing**, this could make them easier to address
- Define clearly what is the **objective** of using BeRT and the **level** at which information should be collected (e.g. national/local level). Take into account different views from different groups and levels by breaking participants into **target groups**.
- **Legal agencies** could be involved.
- Some countries have already done PLR analysis through consultants. Do countries prefer **participatory process or expert teams**? Or the expert teams could use the tool as a methodology and then validate the outputs in a workshop.
- Example of Viet Nam action plan: lacks strategies related to drivers. Tool can **provide measures against actions**. PLRs in Viet Nam are so broad, NRAP lacks concrete actions to test against → at the **sub-national level**, more specific actions to measure against the tool.
- 2 tools in 1: 1<sup>st</sup> about benefits/risks to do with broad stakeholders. Not just for safeguards but **helps with developing national strategies**.

## Questions & Answers Strategy 2016-2020: roadmap and input to date

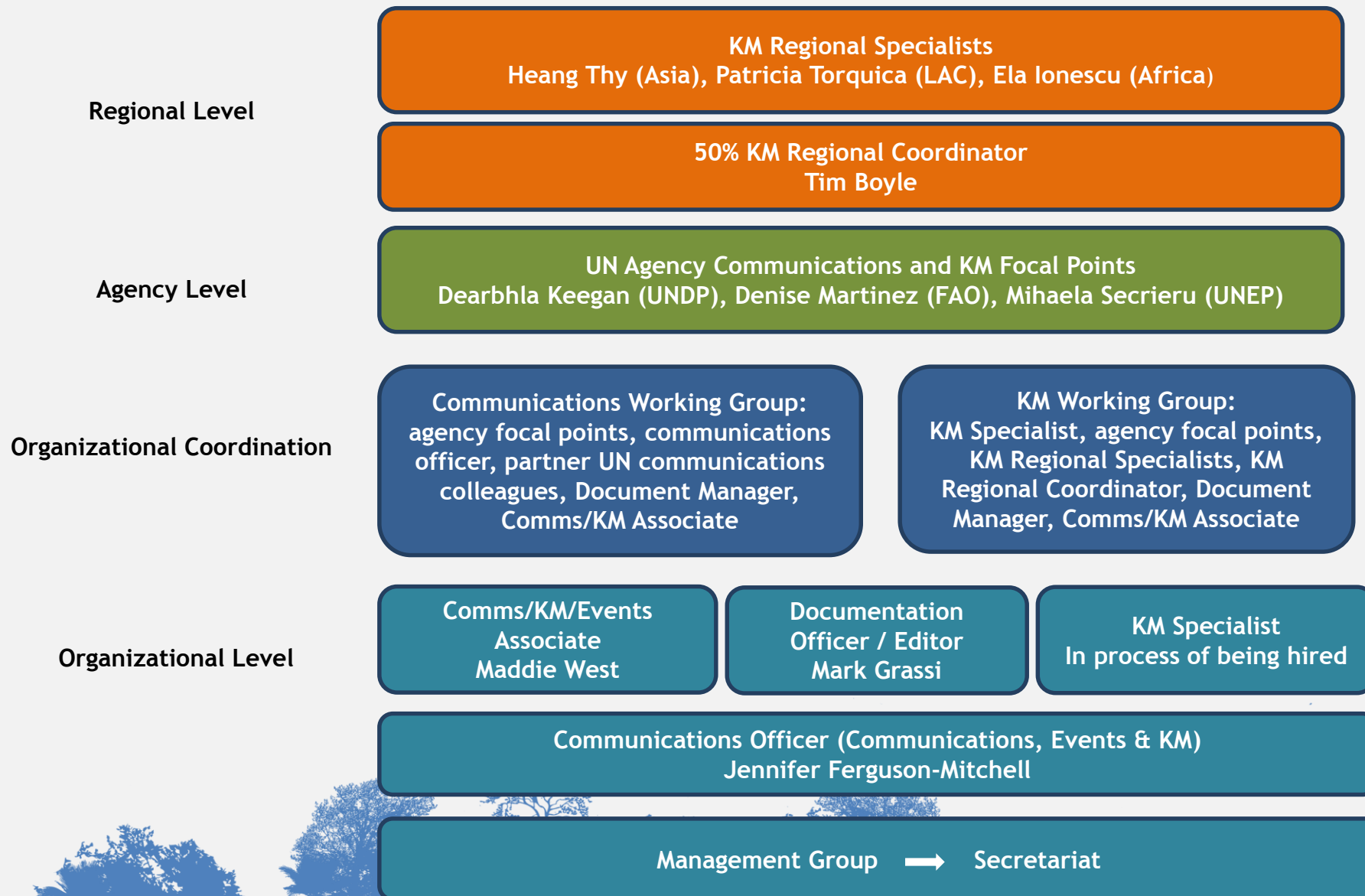
- In determining the **role of the 3 agencies**, emphasis on UNEP focus on multiple benefits. Is it how others perceive UNEP added value?
  - *We should go **beyond which agency** does what and what UN-REDD is more about. In order to achieve emissions reductions, countries need to take into account **economic, social and environmental** aspects.*
- The evaluation report was critical of the agencies' work but also of countries'. There can be an internal management revolution but what if **countries** do not change?
  - *There has been progress in the past years and there are now **champion countries** which can push for REDD in international negotiations. In most countries, there is now an **authoritative interlocutor** to talk to about forests.*
  - *If UN-REDD truly **delivers as one**, inefficiencies at the country level will not be attributed to the Programme and will highlight countries' responsibilities.*
- A **long-term clear incentive** for countries to change is still lacking.
  - *This is why UNEP-FI's role to develop a **business case for REDD** is crucial. We won't manage to have all countries on board but champion countries **willing to invest** in the next 5 years will get this incentive.*
- What is the stance on our relationship with the World Bank and **other REDD players**?
  - *FCPF is more willing to engage with us, we need to **join forces to trigger change**. There will be more and more engagement with FCPF, FIP, BioCarbon Fund...*
- Regarding the Theory of Change, which outcomes and outputs will **UNEP lead** on? This is clear for additional benefits which are under 'Design', though this is a cross-cutting theme. UNEP will also lead on safeguards, and on private sector engagement and long-term finance options. The growing demand from countries on **Green Economy and private sector engagement** is not clearly reflected in the Theory of Change.
  - *This will be clearer when we start working. Outcomes and outputs are listed but still need to be associated with meaningful actions and most relevant agency(ies) to implement them still to be identified.*
- How to comply with Norway's requirement to focus on countries with highest potential for results without leaving countries behind?
  - *We have to manage expectations. Countries are aware whether they are ready to implement REDD+ or not and we can work with the countries ready, while helping others **to start building capacity** for it.*

# Annex VIII (1)

## Structure: Communications and KM



Empowered lives.  
Resilient nations.



## Structure: Communications and KM



- **Contribute newsletter article/blog post:** KM regional focus -- KM regional specialist, general news -- Comms focal point , Mihaela.
- **Need template to produce a publication:** agency focal point, Mihaela
- **Want to produce a regional or national level KM related publication (e.g. case study, lessons learned):** KM regional specialist
- **Want to organize a regional/national knowledge exchange event:** KM regional specialist
- **Submit photos from field to image library :** you can post to image library on Workspace (include photographer name, location, date, caption)
- **Want help with using the Workspace:** Maddie West
- **Want to post an announcement to the Workspace for your region:** KM regional specialist
- **Need to update your region's info on the Workspace or Website:** KM regional specialist
- **Want to promote news/info across social media channels:** contact Jennifer (copy agency Comms focal point)
- **Want to promote publication across Programme and externally:** Jennifer (copy agency Comms focal point)
- **Translations of key publications:** contact Jennifer and Mark (copy agency Comms focal point)
- **Need overall Communications support -** agency focal point, Mihaela.
- **Have questions on UN-REDD Programme Editorial writing style -** access the Style Guide (Mark)
- **Also - Jennifer available anytime as a resource or if you have questions**



# Annex IX (1)

## Evaluation survey



- **19 responses (51% of participants)**
- Overall **very satisfied** (90% rating as “very valuable”). Remaining 5% expressed “partial” satisfaction, pointing at some sessions being more useful than others
- 85% found an answer to their pre-retreat questions, with 43% having found a response to all of their questions
- Most highly valued sessions were the ones related to the new Strategy
- Most common comments:
  - True value is in interaction! Need more time for discussions and group exercises
  - Discussions to focus more on substance (vs. process)
  - No clear conclusions and concrete action points identified
  - 2.5 days is too short and more time needed for bilaterals



- **Suggestions for improvement:**
  - Longer meeting or less ambitious agenda
  - Less PowerPoint presentations, keep it short and interactive
  - Warmer venue! Warmer location (Panama, Bangkok)
  - Allow more time for informal interaction (more than meal times): field trip/excursion
  - Pursue conclusions and action points
  - Follow up: video conference in 2-3 months to go back to main points and assess progress
  - Regional updates to use more country case studies (e.g., presentation on Indonesia) to stimulate discussion and exchanges between regions
  - Circulate documents related to the agenda prior to the meeting
- **Overall:**
  - Little time to discuss some of the substantive issues related to REDD+ implementation, forge a common understanding and identify the challenges ahead as a team.
  - + Better understanding of the package UNEP can offer to countries, how that package fits within the overall Warsaw pillars and in the framework suggested for the new Programme Strategy.