

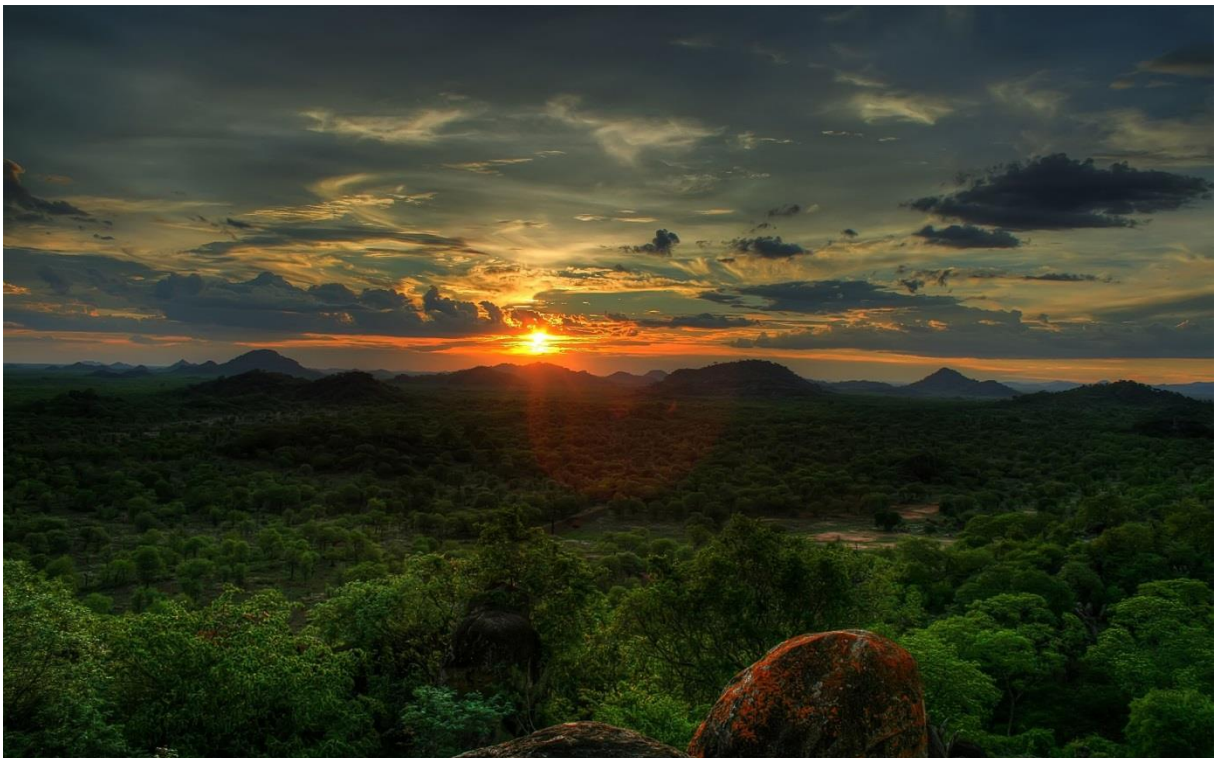
# UN-REDD PROGRAMME



## Regional South-South Exchange - Africa

### « Developing REDD+ National Strategies »

Experiences - Analyses - Discussions



**Nairobi - Kenya**

14th & 15th of October, 2014



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**On the 14<sup>th</sup> and 15<sup>th</sup> of October 2014, 24 national REDD+ focal points, coordinators or their representatives and advisers (only 3 women) from 21 different REDD+ countries in Africa convened at the United Nations Office at Nairobi, Kenya, to share experiences, dialogue and jointly build capacities to develop REDD+ national strategies.**

This South-South learning exchange was facilitated by the UN-REDD Africa team and global experts, and included videoconferences with REDD+ leaders from the governments of Ecuador and Mexico, and participation of observers from six civil society, indigenous peoples and UN-REDD programme partner countries.

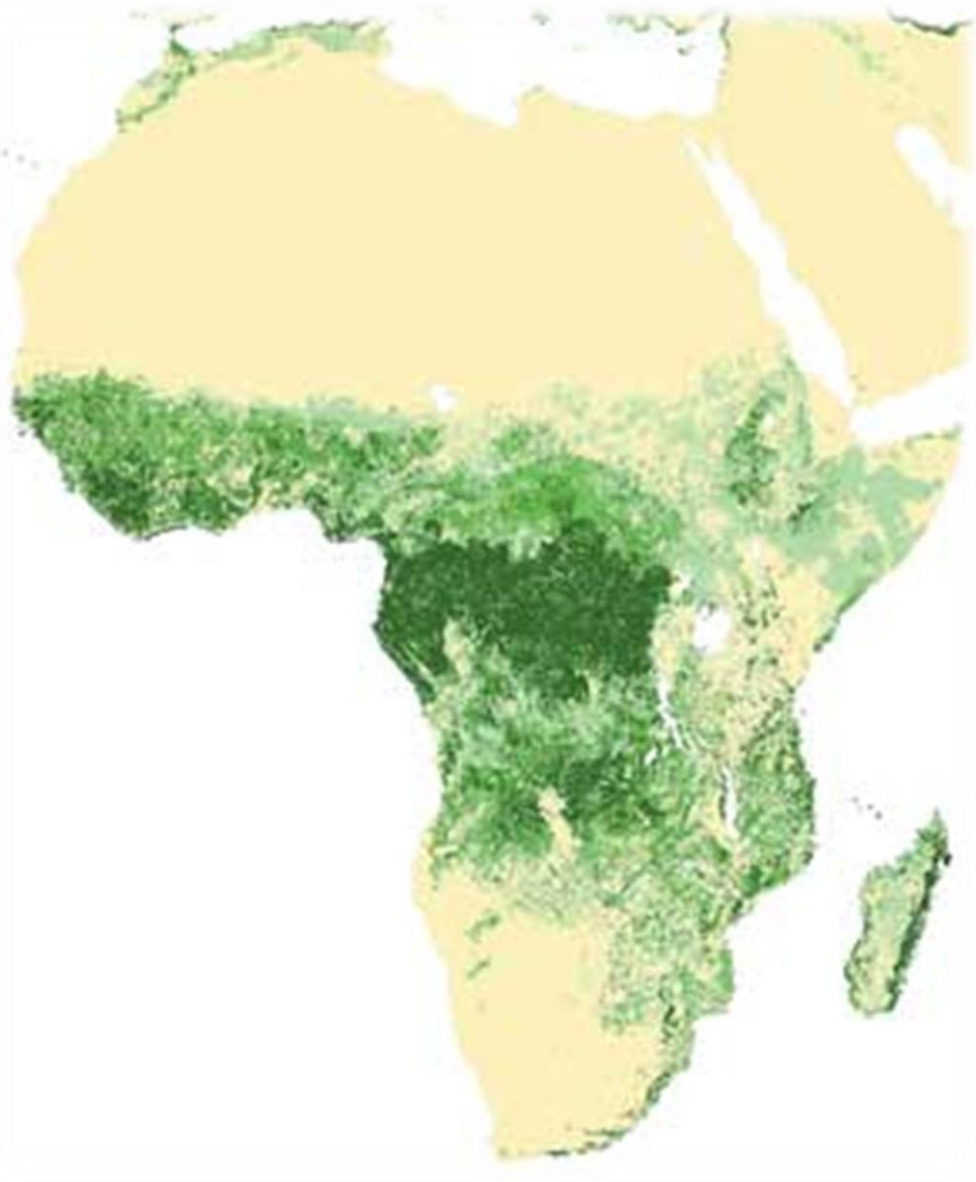
The workshop aimed to:

- Offer an opportunity for learning and exchange of experiences between countries on the development of REDD+ national strategies or action plans.
- Foster and highlight lessons learned and best practices on the development of REDD+ national strategies or action plans.
- Share information and promote understanding on the technical, legal, institutional, operational and financial aspects that countries are currently engaged in, so as to guide and make informed decisions on the development of their REDD+ national strategies or action plans.
- Help countries identify specific actions that they can take to foster the development of their REDD+ national strategies or action plans, taking into account the Cancun Agreements, the Warsaw Framework on REDD+, and REDD+ countries' experiences.

The UN-REDD team has consolidated the substance of the inputs and discussions in the present report, with the aim of advancing understanding and assisting REDD+ decision-makers and stakeholders in countries with:

1. Identifying important building blocks for their national strategies or action plans, and in particular how they relate to other REDD+ readiness components;
2. Understanding key challenges and suggesting approaches to meet them based on pioneer countries' experiences;
3. Visualizing approaches to assemble the building blocks and design a roadmap for strategy development.

All presentations and material shared during the workshop can be accessed on [UN-REDD workspace](#).



## **Executive summary – key messages from participants**

The regional workshop on REDD+ strategies reunited representatives from 21 countries across Africa as well as experts, representatives from civil society and indigenous peoples organisations and international partners. The meeting, organized under the auspices of UN-REDD, aimed at sharing experiences and lessons on how to build national strategies for REDD+, which is a requirement for REDD+ under the UN Framework Convention on Climate Change (UNFCCC). The workshop employed a knowledge-management methodology and ran under the spirit of South-South cooperation. It equally served to strengthen the African community of practice on REDD+.

In Africa, only a few countries have designed a national strategy for REDD+, although many are working towards it, at different stages. The design of a national strategy for REDD+ proves a useful process to federate stakeholders, experiences and actions around a vision for sustainable development and a set of REDD+ objectives. A national strategy for REDD+ enables countries to merge their analytical work, the results of stakeholder consultations and policy dialogues, their national vision for REDD+ and the scope of REDD+ action they envisage. In this sense, a national strategy for REDD+ is deemed a useful instrument for countries to concert different policies, actions and stakeholders towards common REDD+ and green economy objectives.

However, countries highlighted that the financial commitments from the international community to support the REDD+ reforms and investments that are proposed by their strategies are not made available, hence jeopardizing the credibility of their REDD+ readiness efforts, and impeding the very implementation of their national REDD+ strategies. Attention was raised to anticipate and bridge the financial gap between completion of the REDD+ national strategy and full-fledged implementation. The lack of REDD+ finance available for these early movers may discourage those many countries in the region that are now advancing or considering starting a REDD+ strategy design process. Countries risk limiting themselves to pilot projects and shifting towards programmes oriented to carbon credits from voluntary markets, hence undermining the potential of national REDD+ systems and strategies, and the associated national commitments and policy reforms that REDD+ requires to thrive.

The workshop helped to identify common trends in Africa concerning how to build national REDD+ strategies. In particular, countries highlighted the value of establishing specific teams to lead and coordinate REDD+ work. They also indicated the need of conducting in-depth analytical work to understand well the drivers of deforestation, to assess the multiple roles and benefits of forests, and to scope the reforestation potential, among other dimensions. Such analytical work will reveal the extent to which deforestation issues and REDD+ options can lie outside of the forest, in sectors such as agriculture, land-use planning and the green-economy, and will thus set the terms for a robust multi-stakeholder work and build innovative partnerships. In this sense, the creation of multi-stakeholder and cross-ministerial platforms proves necessary to ensure active participation and genuine engagement of the different stakeholders that will make REDD+ succeed, or fail. There is also a crucial need to define, in early stages, a framing and guiding national vision for REDD+, anchored to national development priorities and processes. Through a role-playing session, which was deemed illuminating, participants sensed the divergent perceptions around REDD+ among different stakeholders, while scoping ways to federate them around common REDD+ goals. Although

ministries of environment, forestry and natural resources typically champion REDD+ across Africa, success will only occur when high-level and transversal ministries such as the ministry of planning or finances, or Prime Minister's office, adopt REDD+. Hence the importance of multi-stakeholder engagement and policy dialogue to build the foundations of a viable national strategy for REDD+.

The workshop also highlighted that countries need to tailor their REDD+ strategy work to their specific conditions, their scope of ambition, and realistic targets. A key question for countries and their political leaders to address in early stages is: *Why do we intend to pursue REDD+?* This question will assist them in crafting the national vision of REDD+, which is at the root of the strategy. In addition, countries are confronted to define the scope of ambition of REDD+, for which the analytical work combined with the policy dialogue will assist. In this sense, some countries may opt for comprehensive and highly transformational REDD+ policies, whereas others will focus on specific strategic options or on pilot regions, or simply on approaches targeting international climate finance. In either case, countries agreed that REDD+ is not a panacea to resolve all development challenges. REDD+ cannot set the terms for all development issues in the countries, but it can serve as a facilitator or catalyst for sustainable development dynamics.

During the discussions, a number of issues regarding a national REDD+ strategy emerged, for which UN-REDD was called to provide advice. In particular, countries wondered how to better use their work on "reference levels" (another of the international requirements of the UNFCCC's *Warsaw Framework for REDD+*, 2013) for their strategic work. Such connection may be mutually reinforcing for both streams of work - for the moment Zambia leads the path on this interface within the region. The scale of REDD+ strategies was also discussed, with Nigeria explaining their two-folded approach, with one state of their federation taking the lead in preparing a state-level REDD+ strategy, which will serve as demonstration model for other states in the country. Further, how to conciliate local projects and emission-reduction programmes with national strategic work for REDD+ was also raised as an important challenge, which requires international advice and tactful country-level solutions.

Participants appraised the fact that, when building a national strategy for REDD+, the quality of the product is as important as the quality of the process. Concerning the *product* (the strategy document), it should capture the vision of the country on REDD+ (and how it fits into the national development process), propose a credible pathway towards results (so as to mobilize stakeholders as well as attract finance) and indicate the sort of instruments and institutional arrangements that will be employed to ensure REDD+ is governed according to the best environmental, social and institutional practices. Concerning the *process* of developing a national REDD+ strategy, this is the occasion to simultaneously build multiple partnerships to enable its deployment, including high-level political support and broad grassroots engagement. In essence, the *process* as much as the *product* compel countries to think through three key questions:

- *Why* – Why should a country invest in and engage in the REDD+ process? The why to do REDD+ relates to crafting the national vision for REDD+ and anchoring it in the overall development agenda of the country. The efforts to reply to this question will shape the "business case" of REDD+, ensuring its credibility as well as its ability to attract the interest of various stakeholders. The *why* forces consideration of how to embed REDD+ into different

sectorial and transversal planning processes, from agriculture to land use planning, from scoping the green economy to responding to grassroots livelihood challenges.

- What – What national and local-scale policies and measures are needed to achieve tangible REDD+ results? This choice needs to be carefully constructed, taking into account analytical work, stakeholder views and policy commitments. Criteria such as degree of ambition, feasibility, pragmatism and impact are required. The result will be a mix of policy reforms, capacity building activities, field investments and results-based actions.
- How – How will the country sustain implementation of the proposed policies and measures to ensure execution of strategic goals? This includes the operational criteria to select priority actions, the institutional and governance framework, the monitoring arrangements, the REDD+ finance options, and the social & environmental safeguard measures, among others, to ensure smooth and qualitative implementation of the REDD+ strategy.

The overall process to build a national REDD+ strategy seems to require two to three years of work and consultations. Countries devote time to REDD+ strategies development because, particularly in Africa, the exercise coalesces the diverse requirements and elements of the UNFCCC's *Warsaw Framework for REDD+* (such as the reference levels, national forest monitoring systems and adequate safeguard systems). The efforts around the design of a REDD+ strategy are equally meant to build institutional and stakeholder partnerships along the way. Conversely, the actual drafting of the strategy document can be a more straight-forward activity, provided the crafting of the national vision, the design of strategic options, the analytical work and the stakeholder & policy dialogue have been duly accomplished. The exchanges revealed that national strategies for REDD+ should have a time horizon of around 20 years, if not more, and then be translated into shorter-term investment and policy reform plans. This actually blends well with the many long-term development policies that are currently being crafted in the region. At the same time, participants learnt that the UNFCCC agreements for REDD+ allow for a stepwise approach, which is particularly recommended in Africa, so that countries can adopt a pragmatic path: for instance, a first REDD+ strategy may focus on some specific elements and activities while the overall national capacities, institutions and approaches improve through time and enrich the strategy through an iterative process.

Finally, countries candidly discussed the roles of UN-REDD to support and enhance their national efforts to build REDD+ strategies and policies. They appreciated the valuable role that UN-REDD has played so far in sustaining the vast preparatory analysis and stakeholder engagement required in REDD+ readiness. They signaled that UN-REDD has been supportive in awareness raising, in building "massive" national capacities and knowledge on REDD+, in advising on good practices for stakeholder engagement and in fostering a genuine cross-sectorial dynamic. Countries equally recognized the wide range of analytical methods and technical approaches that UN-REDD has offered them, even though they are not always perfectly adapted to countries' specific contexts. At the same time, countries identified work areas in which UN-REDD had deficits and that need improvement. In that regard, countries expressed concern with the proliferation of activities supported by the UN-REDD agencies, sometimes in a disconnected way, veering away from a joint and coherent UN programme approach. Some countries voiced concern about the time they encounter to jump start the projects from UN-REDD. Also, the support approaches that UN-REDD sometimes uses, albeit with good intention to make progress, occasionally weaken the feeling of national ownership. Thinking ahead,



countries suggested UN-REDD should provide a more focused support; in that sense, support to building national strategies for REDD+ was raised as a priority, as it will ideally assist countries with organizing stakeholders, actions and institutions, and giving coherence to various technical works. Countries would also prefer that the tools and guidance that UN-REDD offers are provided in an adapted way, in light of national circumstances and needs.

When evaluating the workshop, countries expressed high satisfaction for this learning and knowledge exchange opportunity. Countries signaled their appreciation to UN-REDD as a privileged partner in the region for boosting national capacities and knowledge on REDD+, and particularly in accompanying countries toward REDD+ implementation under the UNFCCC. They also appreciated UN-REDD's roles in providing qualitative technical and policy advice on how to build REDD+ systems that are adapted to local conditions and that equally comply with international standards. Finally, countries expressed the wish that UN-REDD would offer them more opportunities for accessing and exchanging knowledge and best practices, and for South-South dialogue, so that a genuine African community of practice for REDD+ is consolidated, just at a time when many more countries are willing to engage in designing national strategies, policies and instruments for REDD+.

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## Opening session

The session was introduced and facilitated by Mr. Josep Gari, UNDP/UN-REDD regional coordinator.

Ms. Maria-Threase Keating, UNDP Country Office Director in Kenya, opened the South-South Exchange by highlighting the efforts of the 26 UN-REDD partner countries in Africa, and the desire of the UN-REDD Programme to extend the scope of its activities in supporting them to design National REDD+ strategies. She recognized the differing speeds at which countries progress, and noted the tailored support that UN-REDD provides. The importance of governance in Kenya, she added, had been demonstrated in the past few years, along with the role the UN can play in supporting the development and implementation of policies, notably with its emerging work on extractive industries. She wished participants a fruitful exchange in knowledge and learning lessons - both good and bad - and highlighted the recent changes of rules in the Kenya UN country office developed to strengthen South-South Cooperation.

Mr. Alfred Gichu, National REDD+ Coordination Officer and Focal Point at the Kenyan Ministry of Environment, Water & Natural Resources, welcomed participants and first reminded them how, as national REDD+ focal points and REDD+ negotiators, they are responsible, on behalf of their countries, for leading the development of a national REDD+ strategy, reference emission levels, forest monitoring systems, safeguards, grievance mechanisms, transparent benefit sharing systems, and rights to carbon. All these topics, he noted, now have to be discussed thoroughly in countries. The UN-REDD Programme and FCPF, he continued, are supporting countries to meet the standards established at the international level, and South-South cooperation is needed to achieve this, as countries may not have all the in-house capacity necessary but cooperation with peers makes this possible. Mr. Gichu so invited national REDD focal points to share and learn from one another, despite various levels of progress in readiness.

After a round of self-introduction by participants, Mr. Josep Gari emphasized the spirit of South-South cooperation, and the purpose of identifying and exploring together the key issues to develop national REDD+ strategies.

Ms. Ela Ionescu, Knowledge Management Specialist for UN-REDD Africa, then guided participants through the participatory and interactive methodology the South-South Exchange would offer in order to turn ideas into practical actions adapted to national contexts (see full methodology in Annex 2), and to draw links between “countries’ needs to learn” and “countries’ experiences to share”.



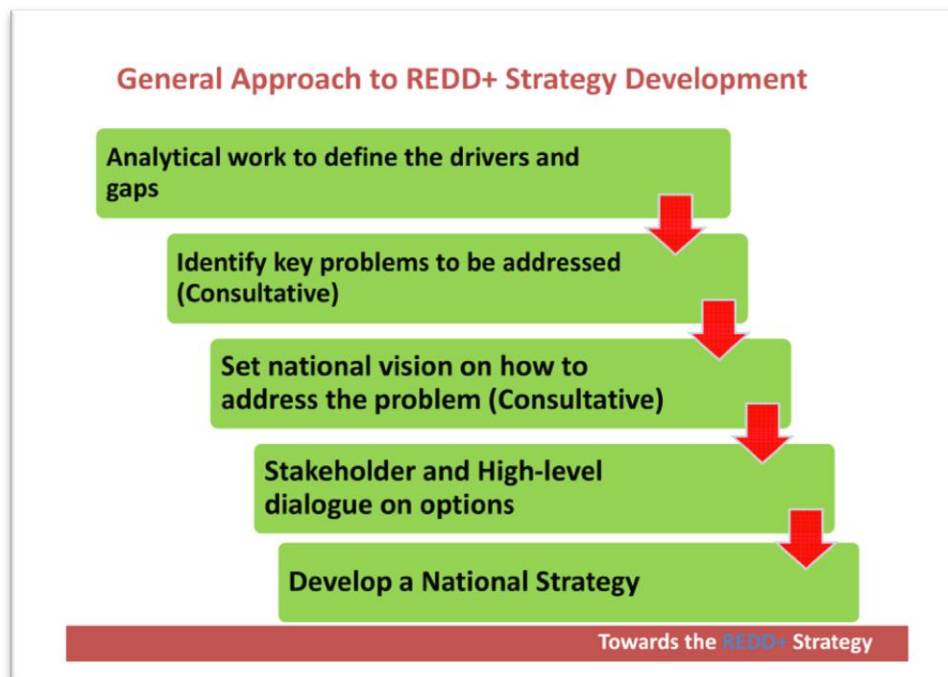
# 1 Session 1: Experiences and lessons learnt from developing REDD+ national strategies in Africa

As a moderator for the session and UN-REDD Coordinator of the National Programme in Zambia, Ms. Elsie Attafuah introduced the objectives of the session as well as the four speakers:

- Mr. Deuteronomy Kasaro (REDD+ National Coordinator, Zambia)
- Mr. Evariste Nashanda (REDD+ National Coordinator, Tanzania)
- Mr. Hollande Nziendolo (REDD+ Focal Point for Likuala, Republic of Congo)
- Mr. Josep Gari, reporting on the experience in DRC

## 1.1 Case #1: Zambia

Mr. Kasaro introduced the context in Zambia, the opportunities and challenges for REDD+, the four REDD+ requirements as agreed by the international community under UNFCCC, and the general approach of Zambia to develop its national REDD+ strategy.



Then, Zambia's national coordinator for REDD+ underscored four major priorities and factors of success along the consultation process:

1. Defining a strong national vision to guide strategy: aligning REDD+ with national vision, ensuring single coordination and leadership while building on existing institutions, and anchoring the readiness process into the strategy design while harmonizing the various components.
2. Connecting the dots and bringing the analytics together: Zambia has published an “Issues and Options Report” to draw key elements from its analytical work and to:
  - a. Provide the foundation for the national REDD+ Strategy and the iterative nature of the formulation process. It emphasizes the need for sequencing and harmonizing activities and ensuring "forward and backward linkages".

- b. Mainstream REDD+ into broader national development processes: supporting national policy and legal processes, mainstreaming into national climate change, agriculture and national development as well as decentralization processes, facilitating dialogue and addressing drivers such as charcoal production.
- c. Build partnerships and coordination, notably by strengthening inter-agency, financing, research, programmatic and learning partnerships.

After presenting some key outcomes and expected results, Mr. Kasaro shared some lessons learnt and underlying convictions of the REDD+ process in Zambia:

- a. Avoid overambitious programme design
- b. Address conceptual issues at the beginning
- c. Involve key stakeholders
- d. Takes time to set up structures
- e. Foundation for communication must be put in place
- f. Government leadership and ownership
- g. Promote synergy among different programmes
- h. Not a stand-alone initiative
- i. UN-REDD agencies must work as one
- j. REDD+ is not a panacea to solve all problems

Looking ahead, the Government of Zambia plans to finalize its first REDD+ national strategy by the end of 2015, and stresses the need to secure support from UN-REDD and build strategic partnerships to ensure smooth transition from readiness to implementation, and early deployment of investments and strategy options.

## 1.2 Case #2: Tanzania

Tanzania's readiness process started in 2009, with support from the Norwegian Government. Mr. Nashanda set out the three phases of the readiness process in Tanzania:

1. Preliminary analytical phase: formulation of a national REDD+ framework, in-depth studies.
2. Strategic analysis and piloting phase: raising awareness, consulting, engaging CSOs in piloting REDD+.
3. Consolidation phase, including the formulation of a REDD+ strategy and action plan.

The REDD+ strategy of Tanzania is composed of 10 "options" (see slide below) and translated into an action plan with eight key components:

1. Strategies/actions
2. Specific activities
3. Output/outcomes
4. Key performance indicators
5. Timeframe
6. Key players
7. Budget estimates
8. Potential sources of funding

Mr. Nashanda stressed that awareness raising is a pre-requisite for REDD+, and reaching and accommodating all stakeholders can be challenging. REDD+ success in Tanzania depends on how best livelihoods issues are addressed. There are many drivers of deforestation and degradation and addressing these requires careful planning and designing incentives. He also highlighted that local communities have high expectations, and that the promotion of co-benefits can help answer such expectations. He also called for engaging politicians early in the process to build political will and backing, and noted that the delay in reaching an international agreement on sustainable financing for REDD+ was a major problem and risk for REDD+.



### 1.3 Case #3: Republic of Congo

On behalf of the REDD+ national coordinator, Mr. Nziendolo provided background information, including that the Republic of Congo has the lowest rate of deforestation in the Congo Basin with only 0.07% annually. The speaker listed the multiple objectives of REDD+ for the country, which is considered a means to reduce deforestation and degradation, particularly in alignment with well-established national sustainable forest management efforts, but also aims at building stakeholders' capacities, socioeconomic development, peace and social cohesion. The Republic of Congo is a HFLD country, and a general overview of sources of GHG emissions and the economic situation was also provided to set the context.

In the Republic of Congo, the approach to develop the REDD+ national strategy is highly participative and builds on three major work flows:

1. A Series of specific studies, including information gleaned from economic analyses, rural population surveys, and environmental evaluations
2. On-the-ground lessons and information collection from policies, programmes or projects
3. Consultations and active inputs from key stakeholders including the public sector, civil society, indigenous and forest-dependent communities, and technical and financial partners

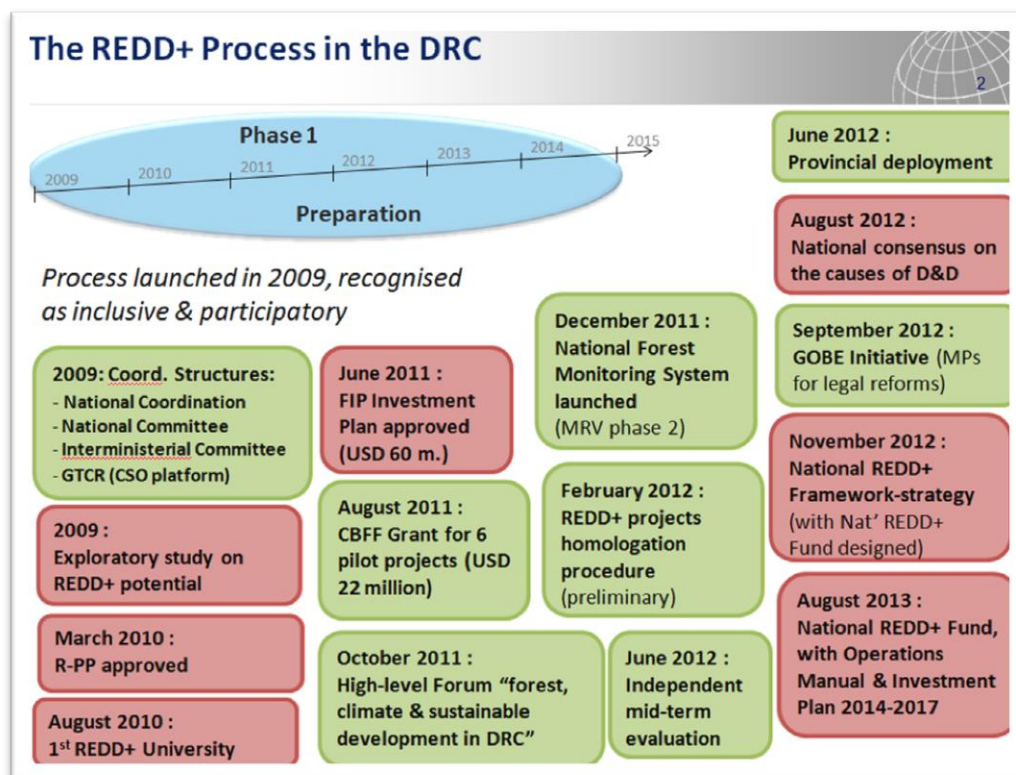
A series of ten steps have been identified for the national strategy development process:

1. Dissemination of the R-PP (readiness preparation proposal)
2. Background studies
3. Consultations at subnational level
4. Review of results of pilot projects
5. Review of experiences from other forest countries
6. Consolidation of information from various sources
7. Validating draft strategy
8. Consolidating the strategy through policy level discussions at the national and international level
9. Validating final strategy
10. Designing an implementation and investment plan

The speaker concluded his presentation by highlighting the major challenges from the Republic of Congo's experience, particularly the fact that pledges for financial support from international donors remained unmet, the risk associated with carbon cowboys and high expectations from the general population.

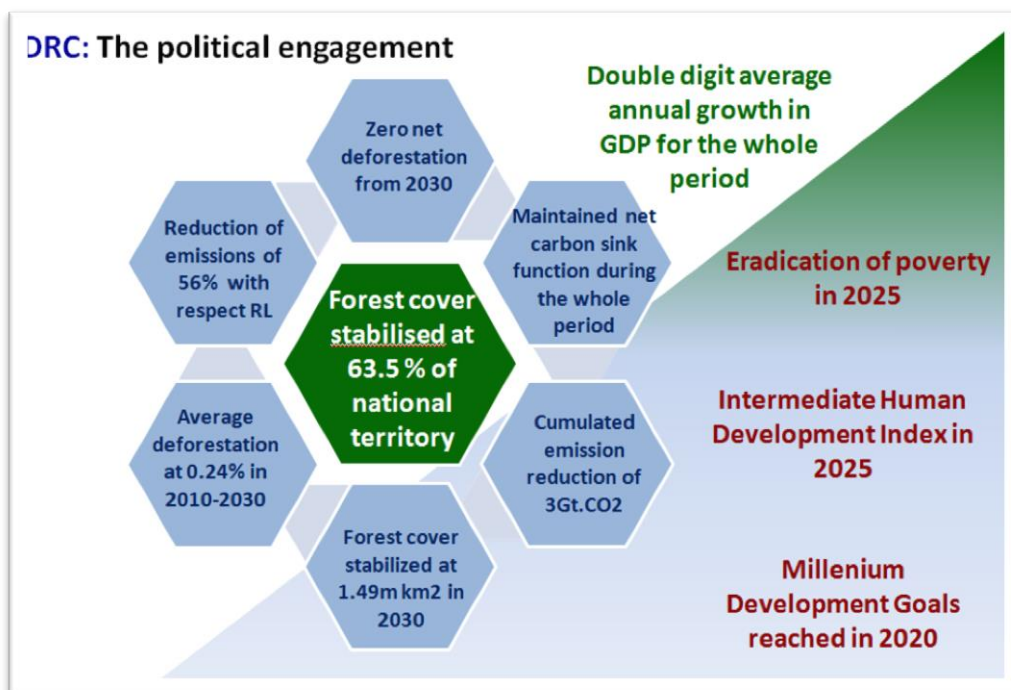
#### 1.4 Case #4: Democratic Republic of Congo

Mr. Josep Gari presented a series of major landmarks from the DRC's REDD+ process, from 2009 to the adoption of the REDD+ framework national strategy by the Council of Ministers in November 2012 (figure below). He reviewed issues covering the principles, institutional arrangements, capacity building efforts, access to pilot funding, donors' engagement and consensus building on drivers.



Mr. Gari synthesized the process leading to the REDD+ Framework Strategy as follows:

- An entrepreneurial effort, with political, technical and stakeholder consultations
- CN-REDD (Coordination Nationale REDD), including UN staff support, under regular oversight and guidance of the Minister of Environment himself, and with international & national expertise
- CN-REDD working in close dialogue with the GTCR (civil society platform)
- Views from pilot projects and the private sector integrated
- Around 1,000 stakeholders engaged (30% from government)
- 16 thematic working groups (for different strategic options and key issues), countless briefing notes and technical papers circulated
- High-level political dialogue, including a high-level forum (ministerial level), and presentations at COPs
- Continuous update with, and integration of, key donors
- Drafting by experts (within CN-REDD) – as there are many drafting hours involved.



The speaker then presented the major features of the DRC's REDD+ framework strategy, including the seven enabling and sector-based pillars, as well as the political vision (as above). He eventually shared seven key lessons from this experience:

1. Key factor of success: national leadership (in particular to ensure coherence)
2. Importance of policy dialogue (to build political commitment and engage sectorial ministries)
3. Need for large consensus to build a strategic document (at drivers or options level)
4. Need to intervene outside the forest sector and align with larger development and policy agenda in the country
5. Necessity to pool resources
6. The development of the strategy plays a critical role as part of the REDD+ readiness process



## 1.5 Discussions

Presentations from panellists were followed by active and substantial exchanges among African countries. Comments, questions and clarifications addressed the following issues:

- Mainstreaming and vision: How to address and consolidate REDD+ strategies with national forest strategies? What does Zambia intend to achieve in terms of international finance in the context of the UNFCCC? Did Zambia and Tanzania develop their reference level for REDD+? How do Zambia and Tanzania see REDD+ actions fitting into their broader national development strategies?

Zambia explained the way they built on their “Vision 2030” for national development and many other policy frameworks in such a way that eventually, REDD+ is not written everywhere but it did influence policies taken. Also, Zambia considers that the finance expected from donors are first investments, but they expect performance/results-based payments in future. As part of the strategy, Zambia is designing mechanisms that allow the enhancement of stakeholders’ contribution and performance (incentivizing), and the country is exploring a jurisdictional approach as a way to capture and distribute performance based payments.

Zambia has worked on land use mapping from 1990 to 2010, which will serve as the basis for their reference level. Tanzania has just formulated a background paper capturing the state of information to start building their reference level.

Following a participant’s question on key recommendations when starting the process, Zambia underscored that the conceptual framework is essential. Countries need to have a vision, to be clear about why they want to implement REDD+, and what REDD+ could be in the country.

Nigeria shared their perspective from a country engaged in a two-track readiness process, with national coordination and subnational pioneering in Cross River State. Starting at a subnational level and then scaling up to the national level is an option, but it's too early to draw lessons on how to operate such scaling up, which can be challenging. It seems to depend on the ability of states to decide and implement policies and measures, and can be a relevant approach in given contexts.

- Stakeholders' engagement: is it challenging to implement stakeholders' engagement plans? The process in Zambia appears very top-down. What is the role played by forest-dependent communities in the design of the strategy? How did the DRC run its national dialogue?

Tanzania provided several illustrations of how they engaged stakeholders, including technical working groups, piloting activities and consultations. Zambia explained that there was a misperception, in the sense that government leads the process, but stakeholders are fully involved and participating, from steering committee to technical advising groups, implementation partners, etc.

In DRC, the national dialogue was led by the Ministry of Environment, and background analytical work has allowed to building the specific case for REDD+ with each concerned Ministry, thereby allowing for discussions on how each sector can engage with REDD+. Technical teams working on readiness have been feeding and accompanying the mobilization of decision-making structures.

- Drivers: Should the analysis of drivers be qualitative or quantitative?

The analysis of drivers should be both qualitative and quantitative. But as REDD+ is a step-wise process, countries can strengthen their analysis progressively. For instance Zambia ran a quantitative assessment and analysis of its deforestation, but doesn't currently have sufficient capacity for quantitative analysis of forest degradation.

- Experimentation: Why did DRC start pilot projects despite their REDD+ framework not yet being established? Who funded the pilot projects?

The DRC considered that running pilot activities would be a good opportunity to test avenues for the future strategy. Eventually the time for preparing projects and starting implementation was not sufficient to gain experience for the framework strategy formulated in 2012, but it led to relevant steps forward, for instance it highlighted the need for, and supported the design of, an accreditation process, bill and system for REDD+. Pilot projects were facilitated and framed by the government, led and developed by partners including NGOs, national CSO and a private sector company, and funded by the CBFF.

Zambia highlighted the risks and challenges associated with experimenting. It considers that countries shouldn't start experimenting and implementing before it has a vision and understand where it wants to go.

- Enabling conditions, safeguards and multiple benefits: What were the criteria to divide Zambia in various zones for REDD+ as part of its strategy? How did Tanzania and Zambia decide on benefit sharing? Did Zambia already discuss the issues of tenure and carbon rights? What processes was implemented to achieve reforms in the DRC? What were the exact measures and steps taken to enact the reforms? How were indigenous people's land rights addressed through REDD+?

The national team in Zambia hired consultants who mapped the multiple benefits, which were the starting point to differentiate strategy responses in geographical terms. Several other instruments for REDD+ including a financial mechanism and a benefit distribution system are not yet established in Tanzania. Zambia insisted that questions like land tenures have not been addressed as "new issues" brought by REDD+. They are long standing issues where REDD+ only contributes and sometimes facilitated the debate. A policy and bill are under preparation on how to manage communal land, and REDD+ supports this policy process (identifying gaps and aligning benefits and interests).

It was announced that in the DRC a Decree on community-based forestry had just been passed a couple of months ago, and it owes much to the REDD+ process and the good practices that have been pushed throughout the process, for instance in terms of inclusion of indigenous people. This demonstrates that REDD+ can be a catalyst to facilitate dialogue, as in the case of indigenous people but also on the issue of national land use planning, as these long standing issues are being recycled and strengthened or reengaged largely because of REDD+.

In Republic of Congo, CACO-REDD is the national platform where civil society and indigenous people organizations (CSOs and IPOs) coordinate. A national plan for land use and planning is under way, under the leadership of an inter-ministerial commission, and REDD+ is being used as an engagement platform by indigenous people to participate in this reform process.

- Institutional arrangements and moving to phase 2: Why does Zambia suggest we should only have one single institution to design REDD+ strategy? How have the policies outside the forestry sector been dealt with given the exogenous nature of REDD+? How is the investment plan financed in the DRC? Is there a specific office? How is it managed?

There are actually various committees for REDD+ in Zambia, including a steering committee, and also at sub-national level. But all planning activities dealing with REDD+ preparation was run by one institution (coordination unit at the forest department) in terms of technical preparation, coordination and direction. This single leadership (rather than institution in itself) and capacity to coordinate are the essential ingredients.

Zambia also stressed that a country should not start implementing large reforms without knowing first where it wants to go.

Tanzania highlighted that the Vice-President's office has taken over the REDD+ agenda.

In the DRC, the Ministry of Finance chairs the REDD+ national fund, and the Ministry of Environment provides technical backstopping. This leadership is critical to give evidence of the multi-sectorial dimension of REDD+ and foster ownership by the government beyond the forest sector. There is no silver bullet, and approaches should be elaborated according to national political economies.

- Timeline: How long does it take to formulate a strategy?

The formulation of the strategy in itself can be pretty fast, but it takes time to produce the various components, for instance the technical background and options analysis. Then it depends on the time necessary for a country to run the iterative consolidation process including various dialogues at the local, political or even international levels. Zambia stressed that the drafting is quite fast, but the whole process takes about 3 years. The time can obviously vary depending on the circumstances.



## 1.6 Wrap-up remarks

By way of wrap-up to the session, the moderator highlighted that across Africa, pioneer experiences show some commonalities as well as differences. For instance, all REDD+ countries have underscored the role of analytical work as a foundation for the strategy development, as well as stakeholders' engagement and the need to clarify a national vision to lead the work, as reflected in Zambia by the issues and options report, in the DRC by the preliminary analysis of REDD+ potential, or the REDD+ framework in Tanzania. Ms. Attafuah also noted differences, for instance in terms of level of ambition (from large and transformative to more opportunistic and focused on accessing finance), institutional arrangements (with existing or new coordination structures), or the way that countries connect the various REDD+ elements (with reference levels sometimes as part of the strategy, sometimes developed afterwards).

There is a need to assess and decide at the country level what makes sense in specific circumstances. Now that countries have shared a first practical and concrete review of various components to build the strategy, the UN-REDD Programme is expected to clarify how it can support countries.



## 2 Session 2: Bringing the pieces together: How the UN-REDD Programme supports countries to develop National REDD+ Strategies in line with the UNFCCC process

This session was facilitated by Danae Maniatis. Presenters included, in order of appearance: Josep Gari, Estelle Fach, Ivo Mulder, Charlotte Jourdain, Lisen Runsten, and Bruno Hugel.

### 2.1 Background

The objective of Session 2 was two-fold:

- 1) To share the UN-REDD Programme's experience of how various support on different domains of REDD+ provided fed into the design of national REDD+ strategies in Partner countries in Africa, and;
- 2) To identify how UN-REDD can improve the support provided and tailor it to the needs and demands from countries and the region as a whole.

At the beginning of the session, a set of guiding questions were presented to the floor for the participating countries to set the ground for later discussions and exchanges:

- 1) What **type of information or training** would you like the UN-REDD Programme to provide to you?
- 2) What are **the needs** and expectations from UN-REDD? What are the elements **you don't anticipate** from UN-REDD?
- 3) How do you think the UN-REDD Programme is best placed to support the design of National REDD+ Strategy?
- 4) What **worked well**, and what **did not work** so well in supporting strategy design process? Why/why not?
- 5) How can UN-REDD **improve** to be a better and trusted partner in supporting strategy and REDD+ as a whole?

### 2.2 UN-REDD's Perspective: Sharing Experiences of How Support Fed into the Design of National REDD+ Strategies

The [session](#) commenced with the framing presentation provided by the UN-REDD Programme which included an introductory part encompassing a visual representation of the four REDD+ design elements (Figure 2.1) and their interactions:

- A national REDD+ strategy;
- A National Forest Monitoring System (NFMS);
- A Safeguards including a Safeguard Information System (SIS);
- A Forest Reference Emission Levels and Forest Reference Levels (FRELs/FRLs).

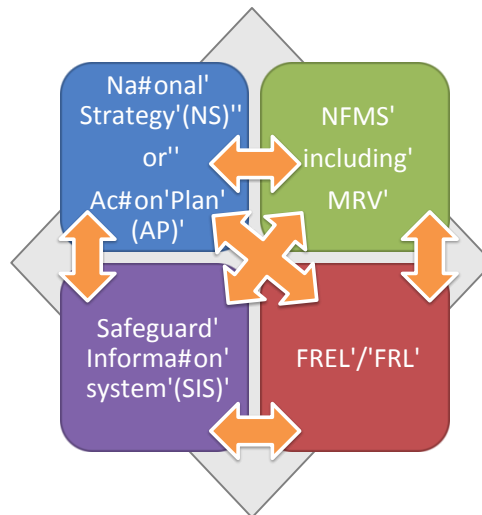


Figure 2.1 The four REDD+ design elements and how they interact with each other

Figure 1.2 illustrates a possible process for an iterative learning by doing approach to REDD+.

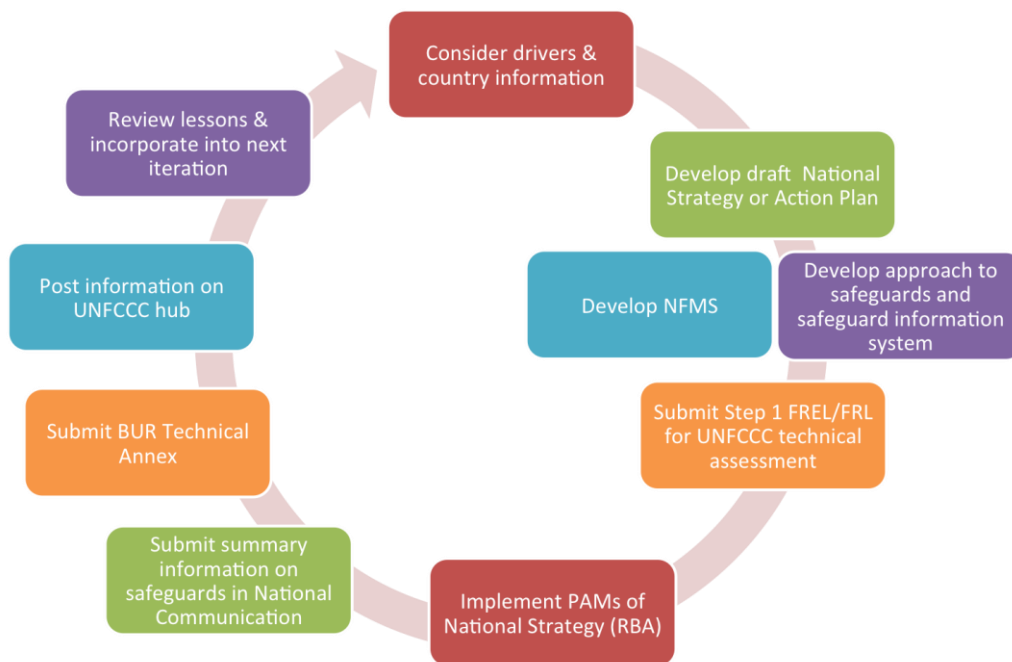


Figure 1.2 Illustration of a possible process for an iterative learning by doing approach to REDD+

Descriptions were also provided on the nature of designing a national REDD+ strategy process (iterative process, step-wise approach, multi-stakeholder dialogue), and the essential role of the strategy design process in clarifying the following question:

- “Why”: will REDD+ be pursued in the national context?
- “What”: results-based actions are considered?
- “How”: will REDD+ be implemented in terms of arrangements, tools and processes?

The presentation then focused on sharing collective experiences of the UN-REDD Programme as to how the support provided by the Programme until now has / or can feed into the design of the national REDD+ strategy. This encompassed a wide spectrum of thematic domains of REDD+, including support to governance, support to institutions, stakeholder engagement, sectorial

transformation, green economy approach, NFMS, FRELs/FRLs, social and environmental safeguards and spatial planning. A visual representation of various analytical and customizable tools that the UN-REDD Programme currently offers and utilizes in supporting various “pieces of the puzzle” for national REDD+ strategies was also presented. This highlighted the flexibility of available tools that are meant to be tailored to national contexts, can be used to support various components of the development a national REDD+ strategy, and come with UN-REDD dedicated support.

Following the presentation by the UN-REDD Programme, take home messages were presented to highlight a few key operational elements to consider in the design process of the national REDD+ strategy (see Box 1).

**Box 1. Key operational elements to consider in the design process of the national REDD+ strategy:**

- The process used to develop the national strategy is as important as the actual strategy document.
- The national strategy design process is an opportunity to (1) Build high-level political support and a wide support base (national and international stakeholders); (2) Demonstrate a transformative while pragmatic vision, with credible results-based actions; (3) Catalyse REDD+ Results-Based Payments.
- The design process must integrate inputs from the three other Cancun design elements of REDD+ (NFMS, FREL/FRL, Safeguards) as well as feed into them.
- The design process should integrate continuous analytical work and consultation
- National REDD+ strategies are more robust when a step-wise approach is used, focusing on what’s feasible first, then plan for - and demonstrate - continuous improvement, and hence moving through the three REDD+ phases.

Some lessons learnt from the existing strategy development experiences in the region, presented in session 1, were also highlighted:

**Box 2. Lessons learnt from existing national REDD+ strategy development in Africa:**

- The analytical work is an important first step
- Consider the differences between Readiness & Implementation phases, incl. the implications for cross-sectorial engagement
- Important to clarify what REDD+ means to the countries
- Involve the political sphere early-on to build up buy-in and facilitate subsequent decision-making
- The government must ensure leadership and coordination
- Integrate REDD+ into the national planning & development vision
- Ensure wide stakeholders engagement and participation
- Build on the existing (institutions, policies, processes, data, etc), as creating structures, implementing reforms, etc takes time
- Be pragmatic/realistic: stakeholders expectations must be managed, REDD+ can’t address all problems, building REDD+ takes time
- There are different approaches to national REDD+ strategies, from a framework approach (preceding investment plans) to more directly operational-oriented documents
- Ensure synergies and consistency with the sub-national initiatives

## 2.3 Discussion

Responding to the presentation, numerous clarifying questions were raised from the African participating countries, triggering exchanges on the development of national REDD+ strategies. The questions and corresponding responses from UN-REDD Programme are summarized in Table 2.1 .

**Table 2.1 Overview of Exchanges over UN-REDD Experiences in supporting design of national REDD+ strategy across Africa**

Questions raised by Participating Countries	Replies provided by the UN-REDD Programme
In view of pacing the 4 REDD+ elements in parallel, how do we move with one of the elements if the others are not adequately supported and thus lagging behind?	<ul style="list-style-type: none"> <li>✓ Countries are given discretion on how to start REDD+ in different ways by prioritising different components such as drivers, governance, and FRELs/FRLs, and then anchoring the rest of the REDD+ elements in a gradual manner.</li> <li>✓ What is important is to get the equation right with right sequencing to make the elements useful. This entails good structuring of the dialogues and conducting proper analytical works for gathering essential information and commissioning specific studies to address key needs and issues facing the country. The role of international partners is to ensure resources are provided in a coherent manner.</li> </ul>
Has UN-REDD/UNDP started thinking about non-carbon benefits?	<ul style="list-style-type: none"> <li>✓ While everyone wants tangible benefits (carbon benefits) to access, this is not the only objective. REDD+ should instead be seen as an opportunity to bring in sustainable development and protect all the important functions of forests.</li> <li>✓ In this regard REDD+ finance should be thoroughly explored, as different benefit arrangements are possible depending on where finance comes from. Benefit Distribution System (BDS) is only one financing option and most often refers to project-based activities. On the contrary, international modalities for financing, including the Green Climate Fund (GCF) may not necessarily go through benefit sharing at grassroots.</li> <li>✓ The UN-REDD Programme provides various types of support to identify and map the potential non-carbon benefits from REDD+ in the country.</li> </ul>
If only the economic aspects (\$) are considered in terms of the Green Economy, how do you take into account other types of ecosystems benefits?	<ul style="list-style-type: none"> <li>✓ The Green Economy concept looks into both monetary and non-monetary benefits. Quantifying timber services may be relatively easy, whereas valuating climate regulations poses more difficulty in putting on economic values. It is up to the Country to decide on what it wants to put a valuation (monetary and non-monetary).</li> </ul>
Green Economy is a new concept, how do you engage the private sector and forest dependent communities? Is private sector willing to buy the concept?	<ul style="list-style-type: none"> <li>✓ The Green Economy concept is indeed new and evolving.</li> <li>✓ It is true that the private sector by default does not have sufficient incentives to engage. This is why it is crucial to engage them efficiently from the beginning of the design process to win sufficient buy-in.</li> <li>✓ Forest-dependent communities need to see tangible benefits out of the REDD+ process and ensure meaningful engagement through FPIC (Free Prior and Informed Consent) and equitable sharing of benefits.</li> <li>✓ In view of different stakeholders involved, it is important that we make sure to have adequate messages adapted to the target-audience, to make them understand the consequences of different scenarios and options the country takes.</li> </ul>



Where are we in terms of the financing aspect at the UNFCCC?

- ✓ As far as REDD+ is concerned, the Warsaw REDD+ framework captured conclusion on REDD+ finance. The World Resource Panel report also estimated \$30 billion will be needed for realising REDD+ by 2020. The financing gap is yet to be addressed.

What is the role of sub-national for REL/RL, how do we get it right when we move from the subnational level to the national level? What are the specific steps required to transition?

- ✓ No guidance has been provided so far by the UNFCCC and SBSTA to specify transitions from sub-national to national FREL/FRL. However, simple extrapolation from sub-national to national level FREL/FRL may not be realistic, as in many cases a sub-national approach is selected with specific geophysical characteristics and methodological aspects. Therefore, it does not necessarily provide a basis for national FREL/FRL.

To design a national REDD+ strategy, we need increased coordination between the UN agencies, with more harmonization effort. Will the agencies also have some harmonized backstopping activities in the countries and with forest communities?

- ✓ This is a question of how to do alchemy in undertaking UN-REDD activities. This requires finding a right balance – selecting and undertaking right analyses, but not to suffocate ourselves with engaging into too much information. What is important is to bring data and analysis with narrative and convince stakeholders to move forward.
- ✓ The national strategy design process necessitates, and thus is an important opportunity, to improve and ensure adequate integration of the various readiness components: engaging more from now on in this process will assist countries as well as UN-REDD agencies to ensure improved integration
- ✓ The government has a critical role in ensuring coordination between the various readiness elements as well as the many actors involved, UN-REDD and others.

What do you mean by 'respecting the sovereignty' in the context of NFMS at country level?

- ✓ National sovereignty is an overriding principle of the UNFCCC. What it means is that countries will receive a range of technical advice and recommendations, but ultimately they are the ones to decide on methodologies (FREL/FRL etc), national institutions to undertake the tasks, approaches to be taken, etc.

The presentation only captured 'physical' advantages for benefit distribution. How can benefits from sacred forests, also tied to people's morale, be reflected into the REDD+ process?

- ✓ Addressing any drivers incorporating sacred forests will represent benefits.
- ✓ Identifying and capturing benefit on cultural value exemplified by sacred forests will also serve to communicate with local communities and stakeholders why REDD+ is essential to countries.

Does UNDP work with UNEP on the safeguards tool?

- ✓ The safeguards support is indeed provided jointly by the three UN-REDD agencies, and associated tools such as the Country Approach to Safeguards Tool (CAST), the Benefit and Risk Tool (BeRT) are also developed jointly. The governance safeguards component of this joint work naturally includes and draws from UN-REDD governance support such as transparency and access to information, engagement and rights of CSO and IPs, legal preparedness, gender, capacity issues

## 2.4 Countries feedback: what went well, wrong & what can be improved?

Following the exchanges over the framing presentations, the session turned its focus to Partner countries' perspectives on the UN-REDD support. In this regard, the selected early movers of REDD+ in Africa (Zambia, Tanzania, Uganda, Nigeria, Uganda shared their reflections based on their in-country support experiences, on 1) What went well, 2) What went wrong, and 3) What can be improved for the support provided by the UN-REDD Programme in the process of national strategy development. The countries' perspectives are summarised below.

### What worked well:

- Awareness creation, knowledge generation and documentation;
- Wide range of stakeholder engagement (engaging districts and some of traditional leaders);
- Two countries noted a good harmonization of activities across different stakeholders and UN-REDD agencies;
- Ample opportunities for capacity building at different levels (federal, state, community level)
- Consultation processes have generally been extensive and inclusive. The contribution of Targeted Support modality in design of National Programmes was appreciated;
- Access to tools (Social and Environmental Criteria, Participator Governance Assessment, co-benefits/carbon/biodiversity mapping);
- Support to generate in-country political will;
- Trust fostered between UN-REDD staff and government officials, built through both inter-personal and inter-institutional relationship.

### What went wrong:

- Agencies are offering independent support, and at times have undertaken missions that were not done jointly. This had an impact on harmonising support, which is more difficult to do if not ensured from the onset;
- Two of the intervening countries noted that too little country ownership and leadership has been observed;
- In some countries, slow take-off was observed and attributed to administrative and technical hitches both on the part of the Programme and the Government;
- Low capacity and proper understanding of what REDD+ is among in-country staffs of development partners (including what roles to play);
- Slow access to fund release (development partners, e.g. technical staffs recruitment);
- Limited inter-regional exchange to share lessons and facilitate effectiveness of NS development in view of growing numbers. Some sub-regions such as West Africa do not enjoy the same type of initiatives such as the Congo Basin collaboration;
- Poor communication between development partners and national program in country;
- Low fiduciary capacity of country.

### What can be improved:

- Avoid micro-management in the financial management of programmes;
- Clearer approach to strategy development;
- Avoid developing tools with simple 'NO' or 'YES' answers. A tool should also take into account other on-going processes;
- Strengthen Delivering-as-one, improve interagency cooperation at the national level and harmonise operational guidelines;
- Build on what is already existing. Capacity building of in-country UN-REDD staff (on what is REDD+, what their role is and how to engage);
- Enhance sub-regional exchange programmes/events and capacity.

Furthermore, some general remarks were made during this session, which are presented below.

**Governance:**

- Some elements associated with governance (such as corruption issues) are treated with stigma. It is sometimes difficult to put them under the drivers of deforestation discussions; for example, if one convenes a stakeholder group to discuss poaching, it is difficult to have a frank and open discussion without fearing an intervention from Interpol.
- It is better to discuss some of these things in a different forum.

**Capacity:**

- Fiduciary and financial capacity needs to be in place (or built) in the country when entering agreement with the World Bank or the UN-REDD Programme.

**Process:**

- The country is in the process of submitting a National Programme to the UN-REDD Programme. However, UNEP already came to give a presentation on Green Economy, which has triggered a process to work on Green Economy in the country, but as a silo, it is not part of the wider REDD+ process. This is difficult to handle on a country level.

**Green Economy:**

- The UNFCCC text says that non-Annex I countries are allowed to develop; this is entrenched in the Convention text. This is not necessarily in line with Green Economy

## 3 Session 3: Experiences and lessons learnt from developing REDD+ national strategies in Latin America

### 3.1 Introduction

Session C was devoted to ‘Experiences from Latin America and the Caribbean (LAC)’ and sought to fulfil two main objectives:

- (i) To promote a South-South exchange between Africa and LAC on approaches, challenges and lessons learned from efforts to design national REDD+ strategies and action plans; and
- (ii) To share the main conclusions from a recent UN-REDD workshop on national REDD+ strategies and addressed to LAC partner countries, which took place in Quito, Ecuador, in August 2014.

Presenters included Mr. Jaime Severino Romo, Forest Carbon Manager at the National Forest Commission (CONAFOR) of Mexico; Ms. María del Carmen García, REDD+ Focal Point at the Ministry of Environment of Ecuador; and Mr. Bruno Hugel, Technical Specialist, UN-REDD Programme. Presentations by Mexico and Ecuador were delivered via Skype. Mr. Lucien Dja, Deputy REDD+ Focal Point at the Ministry of Environment and Sustainable Development of Côte d’Ivoire, and Ms. Thais Narciso, Programme Officer, UN-REDD Programme acted as facilitators.

The Session was introduced by the facilitators with a review of the proposed objectives and an invitation to African partner countries to analyse the Latin American experience with regards to priority-setting, sequencing of activities and connections with the broader national development process in the design of national REDD+ strategies.

### 3.2 The experience of Mexico

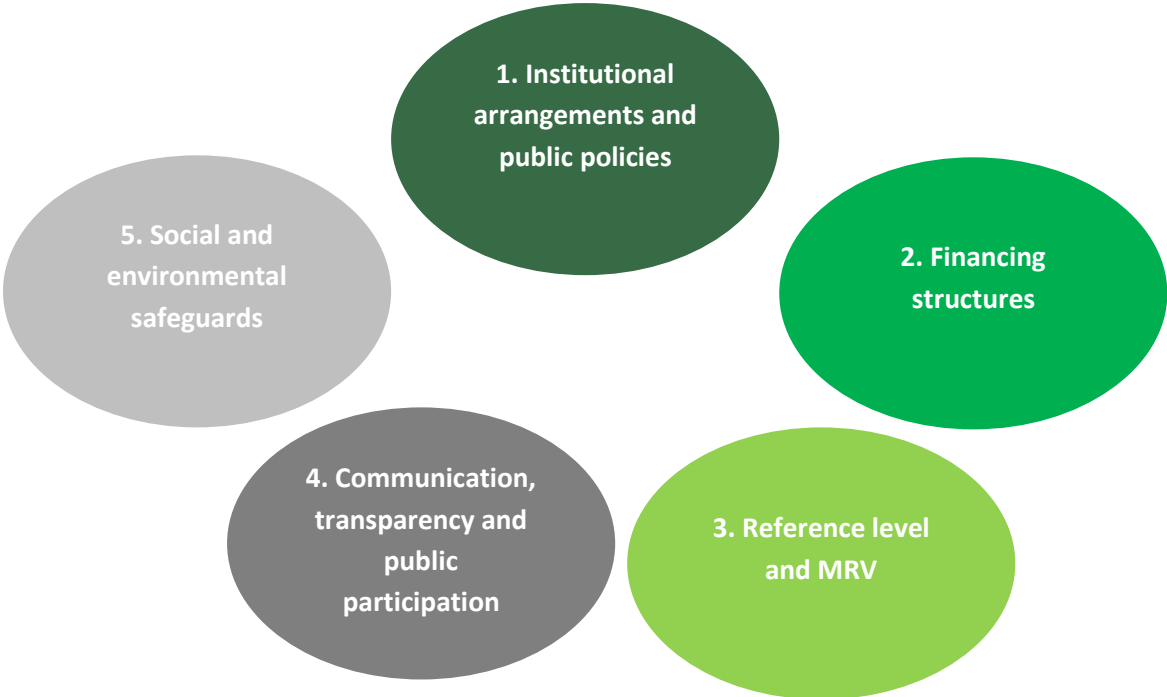
Mr. Jaime Severino Romo from CONAFOR started his presentation by recalling the key features of a REDD+ mechanism under the United Nations Framework Convention on Climate Change (UNFCCC); namely, the four elements: (i) development of a national REDD+ strategy, (ii) establishment of a forest reference emission level, (iii) establishment of a national forest monitoring system, and (iv) development of a safeguards information system. He further noted to UNFCCC guidance on a phased approach to REDD+, adapted to national circumstances.

Mr. Severino then introduced the key features of forest ecosystems and the national REDD+ context in Mexico. Most notably, he observed that Mexico has 64.8 million hectares of tropical and temperate forests, of which 70% is property of communities and ejidos. In addition, he made reference to the solid legal framework on which REDD+ efforts build: the General Law of Climate Change, the National Strategy on Climate Change – which should guide all climate-related actions for the next 40 years, the General Law for Sustainable Forest Development – which contains specific provisions for REDD+, and the General Law for Sustainable Rural Development,. This enabling legal framework aligned with awareness-raising efforts at the grass-roots level, has been allowing Mexico to address drivers at the necessary scale to produce changes.

He then sought to describe current progress in Mexico’s readiness process by emphasizing its multi-stakeholder and participative approach. In addition, Mr. Severino emphasized the following key aspects permeating the design of a National REDD+ Strategy:

- **Mexico’s vision on REDD+ is based on and contributing to the national objective of Sustainable Rural Development**, which ensures a landscapes and multi-sectorial approach. To this end, REDD+ should be integrated in relevant public policies and strengthen community management of forests and biodiversity conservation.
- **Drivers of deforestation and forest degradation should be addressed through integrated landscapes management** since they vary per region and include: agriculture, illegal logging, ranching and overgrazing, fires, and high income tourism. The landscapes approach includes different types of activities such as community forestry management, reforestation, wildlife management, soil conservation and restoration, livestock intensification, integrated micro basin management, irrigation infrastructure, sustainable agriculture, aquaculture, and social and productive infrastructure.
- REDD+ for Mexico is a body of public policies that coordinate different institutions and sectors from various levels. Mexico has identified four different **REDD+ implementation scales: national, subnational, priority area, and local (community)**.
- **Mexico’s National REDD+ Strategy (ENAREDD+) has components**, as noted below:

Figure 3.1 – Components of Mexico’s National REDD+ Strategy (ENAREDD+)



- **REDD+ Early Action Areas are being developed at the sub-national level** in Jalisco state, the Yucatán Peninsula (Campeche, Quintana Roo and Yucatán) and Chiapas state: while these do not constitute REDD+ demonstration activities as such yet, the aim of the Early Action Areas is to test institutional arrangements and monitoring frameworks by developing replicable and scalable integrated landscape management models as platforms for local governance that strengthen local capacity. Other areas have already been identified for future investment where the initial experiences will be replicated (Oaxaca state and the Cutzamala Region, in the states of Mexico and Michoacan, are considered as examples of this type of areas). These early actions are being coordinated by the national level in order to ensure coherence.
- The **approach to benefit-sharing** is being developed by **taking into account experiences and lessons learned from community forestry and land tenure**, and through the implementation of **sustainable forest management and enhancement of carbon stock activities**. In particular, **options for a benefit-sharing system include: (i) public programmes** in the forest and other related sectors that promote an integrated landscape approach (i.e.: through sustainable forest management, **(ii) transfers to subnational level via a regional/state fund** or entity that creates incentives to address drivers, and to ensure benefits at the local level **(iii) voluntary carbon market** for enhancement of carbon stocks.

### 3.3 Lessons learned from the Latin America & Caribbean (LAC) South-South exchange on designing national REDD+ strategies, Quito, August 2014

Mr. Bruno Hugel from the UN-REDD Programme provided a summary of the LAC South-South exchange on national REDD+ strategies, in which 14 countries participated: Argentina, Brazil, Colombia, Costa Rica, Chile, Ecuador, Guatemala, Guyana, Honduras, México, Panamá, Paraguay, Perú & Surinam.

The presentation started by describing **three key links between national REDD+ strategies and other public policies** established by LAC countries:

1. **The benefits from REDD+ go beyond result-based payments** and can be derived as early as during the readiness phase. For example, in Ecuador REDD+ has been supporting the implementation of other public policies such as the productive transformation of the Amazon.
2. **REDD+ national strategies can act as a conduit to reach other national and international objectives**. In Costa Rica, REDD+ can assist with the goal of achieving carbon neutrality by 2021; in Mexico REDD+ is used to reinforce country efforts towards rural sustainable development, and in Brazil it may consolidate the successes of deforestation prevention policies.
3. **REDD+ may act as platform for inter-sectorial coordination**. The examples of Brazil and Mexico were highlighted where REDD+ has facilitated dialogue among relevant Ministries.

**Institutional and legal frameworks for REDD+**. It was a consensus among LAC countries that **institutional arrangements with clear mandates and budgets** are paramount to advance REDD+

national agendas, including the development of the national strategy. Guatemala relies on institutional arrangements laid out in a trio of existing laws to advance on REDD+, Costa Rica makes use of an established Climate Change Committee, and Mexico builds on several supporting committees with a legal mandate. In addition, it was stressed that **the UNFCCC invites interested parties to designate a National REDD+ focal point or entity**, which should ensure sufficient coordination with and among technical counterparts. Countries further agreed that they need to prepare **an adequate financial framework to receive financing under the UNFCCC**, which may also increase opportunities to access REDD+ finance.

**Legal preparedness for REDD+**. It was observed that countries should work on **aligning their national climate mitigation legal frameworks with the international framework** so as to be able to receive payments for results under the UNFCCC. Countries should allow some flexibility considering that the international framework is still evolving. Besides, **legal preparedness for REDD+ should build on existing laws and regulations**, as many in the region are relevant to REDD+, making adjustments as necessary. There was **no consensus established over the need to clarify the links between carbon rights and land tenure**: while some countries saw these links as particularly important, others questioned the extent to which tying carbon ownership to land rights was valid given that REDD+ results are derived from large-scale collective action and cannot be attributed to specific actors.

**Finance**. Several LAC countries insisted on the fact that “REDD+ Finance” relates to results-based payments under the UNFCCC. This is different from investments required to implement national strategies in order to achieve result. In this respect, with limited international funding sources, several countries consider funding partly their strategies. Integrating the REDD strategy to national development objectives may facilitate the mobilization of national budget.

**Approaches to and implementation of national REDD+ strategies**. Countries strongly insisted on **the necessary articulation between the national level and sub-national actors**, with the national level playing an essential role in ensuring coordination and consistency. Furthermore, it was highlighted that **the implementation of national REDD+ strategies requires a number of specific technical and political inputs, processes and bodies**, some of which are already available. A **key challenge identified was the need to coordinate and communicate effectively** across sectors and with all relevant stakeholders. **Robust monitoring of implementation will be key in analyzing performance** so as to refine and improve the REDD+ strategy over time, as well as to report result to the UNFCCC. Considering the diverse nature of drivers of deforestation (governance, agriculture, etc) REDD+ implementation is intrinsically inter-sectoral. This requires strong political leadership and as such, implementation of REDD+ may require a shift from the Ministry of Environment/Forestry towards, for example, the Presidency or Ministry of Planning.

**Technical inputs**. In the development process of the strategy, **high-quality technical inputs are required, to inform decision-making and policy design**, and ensure the validity of national strategies. In this regard, Colombia has realized a high quality analysis of drivers and causes of deforestation, disaggregating by region and identifying inter-relations between underlying drivers, agents, direct & indirect impacts, for the various direct drivers of deforestation. Ecuador has conducted an analysis of opportunity costs of potential REDD+ actions to guide the selection of the most appropriate REDD+

actions. The National Forest Monitoring System built by Brazil has been key in identifying the areas requiring action, as well as reactive law enforcement.

However, in spite of consensus over the importance of technical inputs, it was agreed that **countries should not wait for optimal technical inputs to start the national REDD+ strategy development process**. The acquisition of **technical inputs should be planned in pragmatic phases, based on needs and national capacities**.

In terms of key technical inputs, the **analysis and understanding of the drivers of deforestation and forest degradation** was seen as critical to the design of a viable strategy. To achieve this, Colombia and Ecuador have used a combination of satellite data and analytical studies, and Panama has invested in a spatial analysis of its drivers. Countries further agreed that **forward-looking analyses can be particularly helpful** in supporting cross-sectorial and stakeholder dialogue as well as decision-making. To this end, **robust national data** consistent with the national monitoring system are required; however, results should be interpreted carefully, so as to whom and how they are communicated to. In sum, the debate revolved around the importance of **defining entry points; prioritizing intervention areas; understanding costs and benefits; and estimating the political, financial and technical viability of interventions**.

Discussions in the LAC workshop further emphasized the role of the national level in the development of reference levels and the centralization of information through **the National Forest Monitoring System**. In the measurement of performance, the national level must indeed **avoid inconsistencies and double accounting** between data submitted to the UNFCCC and data emanating from other tools or schemes.

With regards to information systems, the LAC workshop discussed **the evolution of the concept of registry in the context of the UNFCCC negotiations**. COP-19 (2013) established the 'Information Hub' as the international registry under the Convention. There was debate over whether information systems at the national level should mirror the Information Hub. Besides, it was noted that REDD+ information systems go beyond mere IT systems, including institutions and procedures to aggregate information coherently through clearly established common definitions and methodologies.

The presentation concluded with an outline of discussions on **reference levels**. Some countries insisted that national (or sub-national on an interim basis) **reference levels can be submitted by countries even if they are not yet perfect and limited in scope**. The feedback and dialogue between the country and the UNFCCC is a useful occasion for the countries to learn and plan subsequent improvement. In this regard, technical capacity should be built in-country

### 3.4 The experience of Ecuador

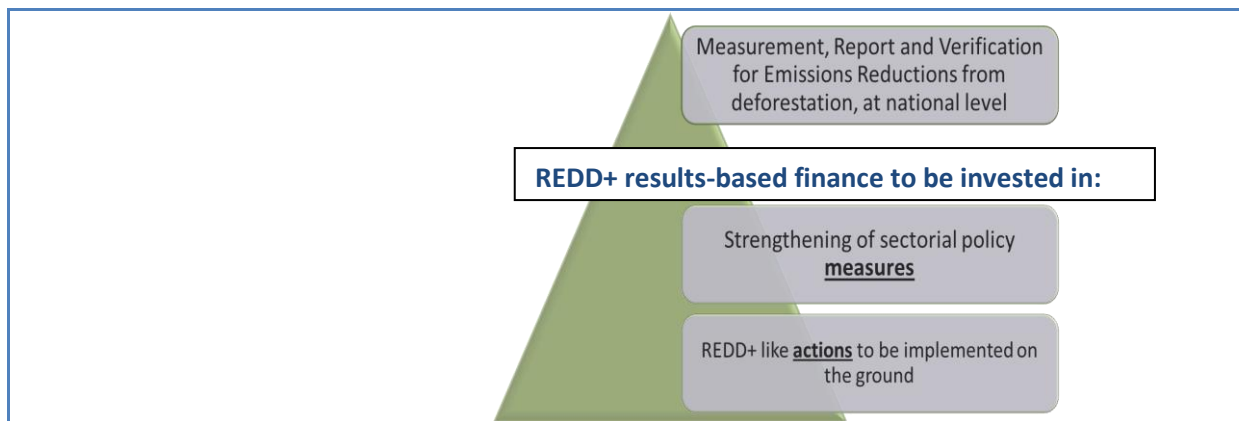
Ms. María del Carmen García from the Ministry of Environment of Ecuador delivered the presentation 'Experiences, progress and lessons learned: towards a national REDD+ strategy in Ecuador'. She started by introducing the other REDD+ elements as per UNFCCC guidance, aside from national strategies – National Forest Monitoring System, forest reference emission level and safeguards information system – and noted that stakeholder engagement and capacity building at national and local levels are cross-cutting enabling conditions to achieve these elements.



Ecuador’s national approach & vision for REDD+ was outlined according to the following components

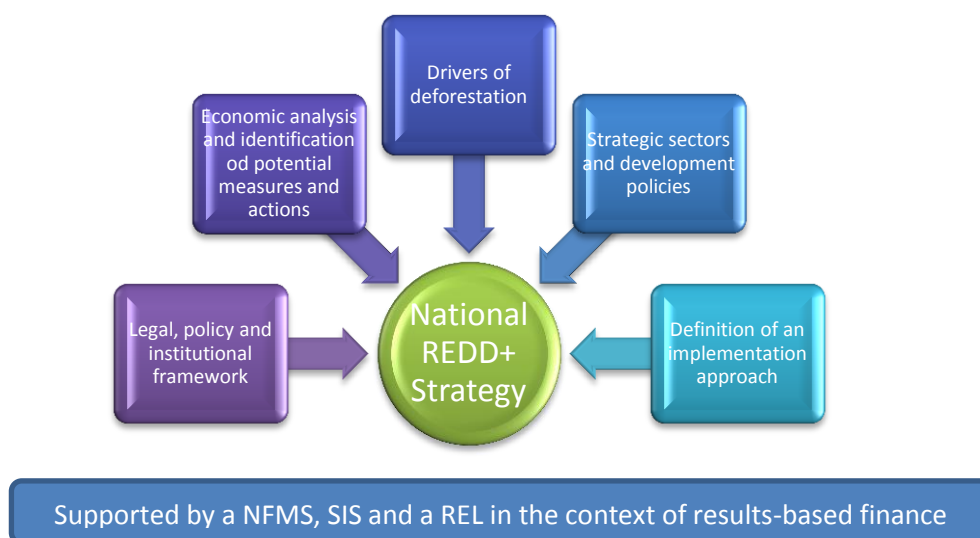
**Table 3.2 - Ecuador’s National Vision for REDD+**

<p><b>Policy, legal and institutional framework</b></p>	<p><b>Policy framework:</b></p> <ul style="list-style-type: none"> <li>– National Climate Change Strategy</li> <li>– Climate mitigation and adaptation as state policy</li> </ul> <hr/> <p><b>Legal framework:</b></p> <ul style="list-style-type: none"> <li>– Legal provisions on the use of environmental services to be regulated by the Government – main focus on a non-market approach in response to current legal framework</li> </ul> <hr/> <p><b>Institutional framework:</b></p> <ul style="list-style-type: none"> <li>– Understate Secretariat for Climate Change</li> <li>– Ministry of Environment as – National REDD+ Authority</li> </ul>
<p><b>Five strategic sectors for REDD+ performance based on drivers of deforestation and potential social and environmental benefits from REDD+</b></p> <p><i>‘REDD+ not as a goal but as a vehicle to achieve national development priorities in the land sector’</i></p>	<ol style="list-style-type: none"> <li>1. Forestry</li> <li>2. Livestock and agriculture</li> <li>3. Water</li> <li>4. Biodiversity</li> <li>5. Food security</li> </ol>
<p><b>Need to link REDD+ with broader development policies and targets</b></p>	<p><b>Analysis criteria:</b></p> <ul style="list-style-type: none"> <li>– Consideration of drivers of deforestation at local level using spatial tools</li> <li>– Identification of potential REDD+ measures and actions</li> <li>– Geographical prioritization for the implementation of REDD+ measures and actions</li> <li>– Economic analysis for REDD+ costs</li> </ul> <hr/> <p><b>National policies related to REDD+:</b></p> <ul style="list-style-type: none"> <li>– Natural Heritage Governance Policy – including incentives policy for forest conservation and SFM (Socio Bosque)</li> <li>– Policy for productive transformation in the Amazon</li> <li>– Biodiversity and Environmental services policies</li> <li>– Food security policies</li> <li>– Land tenure policies</li> </ul>
<p><b>Need to define an implementation approach towards a national strategy</b></p>	<pre> graph TD     A[REDD+ activities MRVed at national level – so as forest cover changes and emissions from deforestation] --&gt; B[Results-based finance for national performance – to be channeled using specific finance architecture for REDD+]     B --&gt; C[Step-wise approach to REDD+ implementation through results-based activities: initial focus on Emissions reductions from deforestation]     </pre>



In summary, the definition of a national strategy in Ecuador can be described as follows:

Figure 3.2 – Key elements for the design of Ecuador’s National Strategy



She concluded by outlining the main challenges and lessons learned in the definition of a national approach to the REDD+ strategy:

- The need for **effective articulation of REDD+ as part of sectorial policies**, to ensure a balance between both is key to the long term sustainability of a REDD+ policy.
- Existing **uncertainties regarding actual REDD+ results-based finance options are still a challenge**, since REDD+ may be seen as policy that requires high ex-ante investments and costs.
- The **lack of understanding of REDD+ at both national and international levels** among key stakeholders promoted high expectations on REDD+ finance, but also rejection from certain groups.
- The **need to strengthen and build capacities** (including but not limited to technical) among key stakeholders and in relevant institutions is key.

## 3.5 Discussions

**Table 3.3 Overview of Session 3 Discussions**

Questions and comments raised by Participating Countries	Responses provided:
What is the time horizon used for the Strategy	<p><b>Replies by Mexico</b></p> <ul style="list-style-type: none"> <li>✓ The Strategy is based on an 8-10 year period. But this is likely to be re-scheduled as such a strategy has to be long-term</li> </ul>
What is the level of community participation in the design of Mexico's national REDD+ strategy?	<ul style="list-style-type: none"> <li>✓ Mexico national REDD+ strategy design process has been participatory from the beginning, at different levels. It was not possible to do it directly within communities, but through representatives from groups and umbrella organizations. A multi-stakeholder Technical Advisory Committee was set-up for the REDD+ process, including the REDD strategy, and there has also been consultations at state level and regional levels. There has been direct contacts with some communities on safeguards and reference levels. The draft National REDD+ strategy has been reviewed to incorporate feedback from civil society. Next year there will be another big consultation process.</li> <li>✓ A Consultation Protocol and communication strategy were established for strategy design process.</li> <li>✓ Community forestry is one of the pillars of Mexico's vision for REDD+</li> </ul>
How has Mexico been engaging with market-based mechanisms? What has worked well so far?	<ul style="list-style-type: none"> <li>✓ Mexico sees the voluntary carbon market as an adequate mechanism for the enhancement of carbon stocks that can provide a source of income to communities.</li> <li>✓ Some projects are selling carbon on the voluntary market, using international standards or 1 project developing its own.</li> <li>✓ Mexico is developing its own standards and procedures for a cheaper and easier model than current voluntary market standards, through an inter-sectorial approach.</li> </ul>
With regards to the links between carbon rights and tenure rights, what should be done to recognize the efforts of actors whose rights are not formally acknowledged?	<p><b>Replies by UN-REDD</b></p> <ul style="list-style-type: none"> <li>✓ These are 2 different things. While there was a wide consensus in LAC countries that clarification of tenure rights is very important, opinions vary with regards to tying carbon rights directly to land ownership, considering that it encompasses many more elements from collective actions (national policies and measures, including large-scale land use planning, sectoral policies, etc).</li> </ul>
What are the elements that constitute payments for performance in REDD+ finance? How can countries obtain funds?	<ul style="list-style-type: none"> <li>✓ Several countries in LAC consider financing part of the implementation of their National REDD+ Strategies, to achieve result. They highlighted that if national REDD+ strategies can be integrated into national development strategies, then it is easier to tap into national budget.</li> <li>✓ It is important to be careful with terminology. When talking about REDD+ finance, one needs to clearly differentiate between results-based finance and finance needed to operationalize readiness and demonstration activities.</li> </ul>
Analytical and programme work on drivers of deforestation and forest degradation is positive, but	<ul style="list-style-type: none"> <li>✓ Inter-sectorial coordination is challenging and REDD+ will not overcome all the barriers associated with it, but it is important to make this a priority and ensure there is general buying from other sectors.</li> <li>✓ It is very important to build the business case for REDD+, based on</li> </ul>

addressing drivers requires inter-sectorial engagement and analytical work of sectors such as energy and agriculture, which is challenging. It is however essential to identify & address key drivers.

economic arguments and with a clear vision of how REDD+ can support national development objectives, so as to have credibility towards other economic sectors, and secure high-level political support.

What was the trajectory for developing Ecuador's national REDD+ strategy? Has it been launched?

Ecuador has made the decision to start with deforestation first and deal with other REDD+ activities later. Is Ecuador planning to upgrade the strategy as it goes? It seems Ecuador is aiming to have its national REDD+ strategy as a live-document.

### Replies by Ecuador

- ✓ Ecuador's national REDD+ strategy is currently under development.
- ✓ A key element informing its design was the aim to build on existing public policies such as the policy to change the Amazon's productive matrix. In the early stages of strategy design, Ecuador attempted to develop a specific policy for REDD+. However, this approach was challenging, especially as many saw REDD+ as a possible threat. In this sense, it was more strategic to build REDD+ as part of broader policies, mainstreaming REDD+ criteria into existing policies and frameworks. On this basis a new approach for REDD+ implementation and a REDD+ strategy are being developed.
- ✓ Ecuador has opted for a step-wise approach as it only has robust data and capacity to monitor deforestation now.
- ✓ In the future, the country plans to analyse other REDD+ activities. Thus identifying relevant policies, actions and measures and institutional arrangements to respond to these activities.
- ✓ Even if the country has been developing activities related to conservation and sustainable forest management, it is too early to include these as results-based REDD+ activities under the national strategy now. For example, while restoration is part of the Socio Bosque programme, restoration data is limited as well as the monitoring of this intervention. However, REDD+ results-based finance for national emission reductions from deforestation may be channelled by the country's REDD+ strategy to a broader range of policies and actions in the field focused on conservation, restoration, sustainable forest management and other activities to tackle drivers of deforestation.

## 4 Session 4: Role-playing exercise: Scoping issues & needs in REDD+ strategy design

The objectives of the session were to:

- have country representatives reflect from the standpoint of various key actors on:
  - the required information for adequate decision-making while designing the process of REDD+ NS/AP development,
  - the important aspects to address in the design process to ensure quality, robustness, high-level political support as well as a broad support base, as well as pragmatic iterative improvement and scaling-up (geographic scale, completeness) towards phase 3,
- have an insight in the guidance countries may require from UN-REDD on NS/AP development
- practice and deepen understanding of lessons learnt from Day 1

Considering the importance of free interaction, participants were split in 2 groups, Francophone (14p) & Anglophone (16p). In each group, 2 participants were proposed the role of National REDD+ Coordinator, acting as moderator and secretary. Others were proposed to choose between various key actors in the REDD+ national strategy design process, and given a short description of their role: (i) Ministry of Environment/Forestry but not part of the REDD+ team (2p), (ii) Ministry of Agriculture (2p), Civil society (2p), Private sector (2p), International community (donors, UN-REDD) (2p). Participants were handed out a narrative giving basic information on the fictive country they belonged to, the objective and the structure of the session as well as a set of guiding questions and key issues to address (i.e. Strategic decisions required regarding the scope of the strategy and its progressive scaling-up, integration of complimentary REDD+ work streams in the design process, etc).

Participants were then asked to ensure the collective success of the output, through brainstorming as much as role playing. Additional information important to decision-making on the strategy design process was available through the UN-REDD observers, present to catalyze discussions if required (see appendix 1 for more detailed information). Participants had 3 hours of group-work, before a 15min restitution in plenary.

Both groups started by having a tour of the various actors' opinion, expectations, hopes and fears regarding REDD+. The Francophone group focused more on key information required to feed the design process, arrangements to conduct the strategy design process, and then elements that should be part of the document regarding actual implementation. The Anglophone group focused more on the qualitative aspects to consider in the strategy design process.

The Anglophone group highlighted that the REDD+ NS should be supporting the development objectives of the country and contribute to poverty-alleviation, and be incorporated into a pre-existing or wider strategy. Necessary trade-offs have to be identified (e.g. food security), acknowledged and quantified. Careful consideration is required as where REDD+ should be anchored to ensure success. Mainstreaming REDD+ into relevant sectors should not interfere with support from overseas direct assistance, with REDD+ as additional benefits. The design process should allow substantive planning, linking all elements of the REDD+ process together. The importance of engaging the stakeholders from the beginning, but strategically, was emphasized, ensuring

particularly the inclusion and buy-in from the key players (i.e. powerful Ministries). The message on REDD+ should be carefully framed, with a robust awareness and communication roadmap. Expected benefits from REDD+ actions should be quantified, ensuring effectiveness and cost-effectiveness, and actual benefits achieved communicated nationally rather than just at the project level.



Regarding the information required, the Francophone group insisted on the study of the drivers of DD (detailed: quantitative, spatial, with direct as well as underlying drivers, incl. governance) as well as the country vision for REDD+, land use plans and allocations. In terms of feasibility of proposed REDD+ actions, the analysis of their socio-economic and environmental aspects was highlighted, as well as of the legal framework. In the design process of the strategy, participants considered setting-up a platform to conduct the inter-sectorial dialogue on the country vision for REDD+, as well as an inclusive working group for the strategy design, while the Minister in charge of REDD+ should take an active political role in promoting REDD+ towards the other sectors. Regarding the arrangements for REDD+ implementation, the participants insisted on providing in the strategy document information on the various building blocks required: institutional structure to pilot the process, transparent financial mechanism and funding mobilization strategy, legal reforms relevant to the direct and underlying drivers of DD, benefit sharing mechanism legally backed-up, and performance evaluation system (NFMS, FRL).



After the restitutions, participants were asked if they thought that the role play had been useful and how it could be improved. All participants who spoke found the exercise very useful, aside one who would have preferred an open discussion. One country would have liked to be able to compare afterward with a pre-defined “gold standard”. Another noted that it gave everybody an opportunity to look at REDD+ from a different perspective, while allowing UN-REDD to receive information from implementers on the ground; that country also highlighted that there is no such “gold standard”, rather important aspects to consider in light of the country context, as the national strategy design process is very dependent on national circumstances. Several countries pushed for such useful continued capacity building and experience sharing. Josep Gari closed the session by insisting that such an exercise shows the importance of stakeholder engagement not just for the sake of participation, but as way to confront opinions, interests, experience, so as to build consensus and agree on the direction.

## 5 Session 5: Knowledge Management and Communication: How it can support the design of REDD+ strategies

The objectives of this session were to introduce participants to knowledge management concepts, and reiterate the value of knowledge management and communication for the design of REDD+ national strategies at the national level. The knowledge management methodologies and tools introduced and delivered maximized the opportunity for capacity building and knowledge exchange amongst the participating countries. The overall aspiration is that the knowledge, experiences and innovations of the more advanced REDD+ programmes be shared and implementation practices enhanced for long-term sustainable results. Lessons learned were shared and captured for uptake and replication among the different countries.

Knowledge management (KM) as applied here is the process whereby we reflect on and share experiences, and then collectively build on them to improve the results of our work. It was emphasized that is not enough for an organization to simply 'Have knowledge'; however it must be able to harness and apply that knowledge to bring better results. Nonetheless, most of in-country practitioners are already practicing knowledge management without realizing it and therefore it is essential to capitalize on these existing efforts, and take a few simple steps to introduce new and effective knowledge management techniques into our work.



The experience collected over the past five years of the UN-REDD Programme is that knowledge has inconsistently been captured and shared, sometimes in an explicit form, such as the knowledge products produced thus far. However, the larger portion of knowledge, which is the tacit knowledge held in people's heads based on experience or learning, is often not easily written down and shared through knowledge products, or it requires dedicated procedures to enable this to happen. Thus, the vision of the knowledge management strategy for the region will be to capture the tacit knowledge into explicit form such as relevant and needed knowledge products or through the knowledge captured from communities of practice events.

The key elements of KM were presented:

- a) People: KM is first and foremost a people issue
- b) Processes: for instance, in order to improve knowledge flows, we need to make changes to the way their internal processes are structured
- c) Technology (intranet, databases, networks): which is an essential enabler, but ultimately it must foremost serve the people and processes.





Few suggested activities were shared such as the importance of producing knowledge products that need to be anchored in addressing country needs. The UN-REDD Programme will work to identify what knowledge is most important to countries and what are their preferences for knowledge products. This process should both draw on current best practices and encourage creativity and innovation. It was clearly exemplified that each country developing a National Programme passes through the same stages in the process of developing a (R-PP) and moving on to implementation. Whilst no two country National Programmes are exactly the same, as they are developed in a way that suits each country's needs, there are elements, which are sufficiently consistent in the process that they can be supported by targeted knowledge products.

Similarly, it was highlighted that the mechanisms that the UN-REDD Programme has to support countries is through Targeted Support, which is based on requests that come directly from countries. The Targeted Support mechanism will be supported by knowledge management practices, for example, by establishing a roster of subject matter experts that can be called upon to assist in providing technical assistance.

A key strength of the UN-REDD Programme is the people it has within its immediate and extended networks. An area of great potential within the UN-REDD Programme is to strengthen the networks of people and countries, and individuals engaged in REDD+ work, so that knowledge can flow more effectively, lessons can be learned from others' experience and informal and formal partnerships can be created. The establishment of a regional community of practice is a constructive and valuable way to bring people together around common interests and provide the platform for continuous exchanges of ideas, experiences and innovations.

Many of the challenges a country faces when preparing for REDD+ readiness and implementation have been encountered and overcome by other countries when they were at a similar stage. A simple knowledge management technique has been proposed that would enable countries to propose a challenge they are facing and to seek advice from other countries that have similar experiences. This can be implemented on a systematic basis, by being integrated into UN-REDD Programme meetings, like the Policy Board or lessons learned workshops, as well as be called for by countries on an as needed basis, with facilitation support from the UN-REDD Programme.

Communication tools were presented (the primary resource libraries) such as the workspace, public website, and participants learned about the rich pool of existent resources and how to better access them. The REDD+ academy was highlighted as a knowledge management practice to train REDD+ decision makers on issues such as national REDD+ strategies, safeguards and stakeholder engagement. The importance of Visual Resources, specifically images was also stressed. In 2014, two KM products (*Building Natural Capital: How REDD+ Can Support a Green Economy* and *Forests in a Changing Climate: A Sourcebook for Integrating REDD+ into Academic Programmes*) have been given a boost with carefully sourced images which complement the text, highlighting issues and helping to ground or explain the complexities of REDD+, instead of provided to the text as an afterthought. A dedicated service to share images across the Programme is being resolved and will hopefully be ready shortly.

The ensuing discussion revolved around the need for countries to access communication tools and methodologies that can transmit simple messages with targeted impact to reach community levels and governments authorities alike.

<p style="text-align: center;"><b>Key Messages</b></p> <ul style="list-style-type: none"><li>➤ <b>Knowledge products</b> cover the knowledge topics that countries need, and have to be planned for and developed in a way which draws on the strengths of the UN-REDD Programme and wider REDD+ community's knowledge base.</li><li>➤ An essential outcome suggested by most participants was the establishment of a <b>regional community of practice</b> that will enable the continuation of exchanges of experiences and lessons amongst countries</li><li>➤ The regional team should act as <b>knowledge brokers</b> to facilitate country connections where relevant, to identify where countries can support each other and to share experiences in REDD+ readiness and implementation.</li></ul>
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## 5.1 Wrap up session

Mr. Bruno Hugel first summarized the key messages highlighted by participants throughout the past two days:

- The quality of the strategy **document** is essential: such a document should present the vision of the country as well as a credible pathway towards results, so as to attract support.
- Yet the **process** of developing a national REDD+ strategy is of paramount importance and should be an occasion to build higher-level political support as well as a broad support base. Countries need to think through the why, what and how questions:
  - “*Why*”: what are the development context and objectives of the country, the deforestation context (trends and related drivers) and its vision for REDD+
  - “*What*” are the Policies & Measures (reforms and results-based actions) considered by the country towards results
  - “*How*” will this be achieved (piloted, funded, implemented, monitored), building credible, pragmatic and efficient institutional, financial and legal arrangements
- Such process is an opportunity to improve the necessary **cross-sectoral dialogue and collaboration** (necessary for both readiness and implementation phases) as well as **continuous multi-stakeholder dialogue**, gradually building consensus, and ensuring that REDD+ is understood as an opportunity for everyone rather than a threat to some.
- **Integrate national REDD+ strategies into national development objectives and documents.** This requires making the **business case of REDD+ so as to have credibility and visibility**, and be able to be part of the various sectorial and transversal **planning processes, and thus influence the country development pathway towards a green economy.** This also increases opportunity to attract domestic financing for implementation.
- Good technical inputs are important but can be built on gradually along the process. In the same way, **pragmatic stepwise approaches** are recommended: a first iteration of a strategy may focus on some specific elements (geographical areas, REDD+ activities) depending on the country capacity (e.g. NFMS capacity to monitor degradation, availability of (historical) data), while planning for continuous improvement in future cycles of the country strategy.
- **Leadership from the government, and its coordination of the many actors at the various levels of governance** (national, sub national and project levels) are critical for efficiency and coherence, though may prove challenging.
- **Integration of the various elements** required by the UNFCCC Warsaw Framework (i.e. strategies, RELs, National Forest Monitoring Systems and Safeguards Information systems) is necessary: the National Strategy design process is an opportunity for **connecting the dots** and rationalizing the various components of REDD+ readiness.
- **Build on existing institutions, processes, data**, adapting or supplementing as required.

Building on this, Mr. Fabien Monteils, UN-REDD/UNDP REDD+ Regional Technical Advisor, encouraged countries by noting that as pioneer countries already succeeded, new countries starting developing their national strategy had **even more reasons to succeed**. He also stressed the value of learning by doing as a lesson from the role play, things looking more complex than they really are as long as we don't **address them in practice**. He noted that while UN-REDD does

not have a recipe nor a ready-made tool box, it has the capacities to assist with components that countries will identify as necessary. The UN-REDD priority, and its unique niche, is to **help countries enter the UNFCCC mechanism**, through backstopping, accompanying, and South-South exchanges. He concluded by noting that developing a national REDD+ strategy is an **ideal process to build partnerships** at country level, between countries, between countries and UN-REDD, and among UN agencies themselves.

"We can do things step by step: let's take the first step together! UN-REDD is here for you."

Mr. Tim Christophersen, UN-REDD/UNEP Senior Programme Officer, Forests and Climate Change, commended participants as remarkable "asset to Africa's future development", stressing their needed and observed leadership. The Warsaw framework provided **a very clear starting signal for REDD+**, which allows countries to adopt **iterative approaches**, building on the tangible achievements they have made on REDD+ already. This South-South Exchange, he added, was a glimpse of the future of UN-REDD: **delivering as one** and working together to support countries.

Mr. Salisu Dahiru, Nigeria National REDD+ Coordinator and last co-chair from Africa at the UN-REDD Policy Board, concluded the exchange with words of gratitude for the opportunity to dialogue between partners, which facilitated peer review, networking and "a lot of learning". The UN-REDD Programme has been a key facilitator and technical partner, and it should continue to **facilitate country to country dialogue** and assist in the development of a **peer network** that could sustain itself without having to depend on opportunities like this meeting. Strategy development, he added, has been made easy. While there is **no one-size-fits-all recipe** and REDD+ will be country specific, basic elements are clear, and the level of capacity enhancement has been "most wonderful". The flagship contribution of this Programme is massive capacity building over the years. It must not stop, he concluded, as we are entering into the 2016-2020 UN-REDD strategy.

"This workshop has opened us the system, and made us realize that we have the capacity to do it within and among us."



## Annex 1 - Agenda

<i>Time</i>	<i>Activity</i>	<i>Speakers &amp; moderators</i>
<b>Day 1</b>		
8:30	Arrival of participants and registration (with coffee/tea)	
9:00	<p><b>WELCOME AND INTRODUCTION</b></p> <ul style="list-style-type: none"> <li>• Welcome words by Ms. Maria-Threase Keating and Mr. Alfred Gichu</li> <li>• Round of introduction of participants</li> <li>• Introduction to the South-South Exchange, including the knowledge-management methodology (by Ela Ionescu, UN-REDD Africa)</li> <li>• Review of the agenda</li> </ul>	<ul style="list-style-type: none"> <li>➤ Ms. Maria-Threase Keating UNDP-Kenya Director (for UN Resident Coordinator)</li> <li>➤ Mr. Alfred Gichu Kenya REDD+ Coordinator</li> </ul> <p><u>Moderation</u> Josep Garí (UN-REDD Africa)</p>
9:30	<p><b>Session 1 – EXPERIENCES FROM AFRICA</b></p> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Presentations of processes and achievements in leading countries: Tanzania, Zambia, Republic of the Congo and DR Congo</li> <li>• Reactions from the panellists (based on moderator's questions)</li> <li>• Questions and plenary debate</li> </ul>	<ul style="list-style-type: none"> <li>➤ Panel composed by national focal points or experts from Tanzania, Zambia and Republic of Congo and the DR Congo</li> </ul> <p><u>Moderation</u> Elsie Attafuah (UN-REDD Zambia)</p>
12:00	Lunch	
14:00	<p><b>Session 2 – UN-REDD ROLES</b></p> <ul style="list-style-type: none"> <li>• The UN-REDD support to countries regarding national strategy design</li> <li>• Plenary discussion - <i>How UN-REDD can improve the support provided and tailor it to the needs and demands from countries and the region.</i></li> <li>• <i>Guiding questions</i> (for countries that already received UN-REDD support): <ul style="list-style-type: none"> <li>▪ What went well</li> <li>▪ What went wrong</li> <li>▪ What can be improved</li> </ul> </li> <li>• Synthesis of common elements</li> </ul>	<ul style="list-style-type: none"> <li>➤ Experts from UN-REDD agencies</li> </ul> <p><u>Moderation</u> Danae Maniatis (UN-REDD)</p>
16:20	<p><b>Session 3A – EXPERIENCES FROM LATIN AMERICA</b></p> <ul style="list-style-type: none"> <li>• The process of Mexico towards the design of the REDD+ national strategy</li> <li>• Questions and debate with the audience</li> </ul>	<ul style="list-style-type: none"> <li>➤ Jaime Severino Romo (Mexico) – <i>via Skype</i></li> </ul> <p><u>Moderation</u> Lucien Dja (Côte d'Ivoire) &amp; Thais Narciso (UN-REDD Africa)</p>
17:00	End of Day 1 (with coffee/tea)	

<b>DAY 2</b>		
9:00	<p><b>Session 4 – SCOPING ISSUES AND NEEDS IN REDD+ STRATEGY DESIGN</b></p> <p>A role-playing exercise, in groups, to get a sense of the issues and needs to develop national strategies for REDD+ in Africa</p> <p>Members of the groups will be assigned with "roles". 1-2 members will serve as rapporteurs/mediators. UN-REDD professionals will serve as resource persons.</p> <p>Specific instructions will be given at the start of the session, to each group</p> <p><i>NB: Coffee/Tea will be offered at 10:00 hrs.</i></p>	<ul style="list-style-type: none"> <li>➤ A role-playing exercise.</li> <li>➤ Two groups will be formed: <ul style="list-style-type: none"> <li>❖ Anglophone group</li> <li>❖ Francophone group</li> </ul> </li> </ul>
11:30	<p><b>Session 4 – PLENARY DISCUSSIONS</b></p> <ul style="list-style-type: none"> <li>• Debriefing from the working groups &amp; role playing exercise (by each of the rapporteurs)</li> <li>• Plenary discussions, guided by key questions</li> </ul>	<p><u>Moderation</u> Deuteronomy Kasaro (Zambia) Danae Maniatis (UN-REDD)</p>
12:30	Lunch	
14:00	<p><b>Session 5 – KNOWLEDGE MANAGEMENT &amp; COMMUNICATIONS</b></p> <ul style="list-style-type: none"> <li>• What "Knowledge Management" is</li> <li>• Using knowledge Management &amp; Communication tools to support the design and process for national REDD+ strategies</li> <li>• Questions from plenary</li> <li>• Survey 1: Knowledge needs for Africa</li> <li>• Survey 2: Workshop assessment</li> </ul>	<ul style="list-style-type: none"> <li>➤ Ela Ionescu (UN-REDD Knowledge Management Specialist for Africa)</li> <li>➤ Suzannah Goss (UN-REDD Communications Coordinator)</li> </ul>
15:00	<p><b>Session 3B – EXPERIENCES FROM LATIN AMERICA [continuation]</b></p> <ul style="list-style-type: none"> <li>• Debriefing of the Latin America regional workshop on national REDD+ strategies (Quito, July-August 2014)</li> <li>• Experiences from Ecuador</li> <li>• Questions and debate</li> </ul>	<ul style="list-style-type: none"> <li>➤ Bruno Hugel (UN-REDD)</li> <li>➤ Maria del Carmen Garcia Espinosa (Ecuador) – <i>via Skype</i></li> </ul> <p><u>Moderation</u> Lucien Dja (Côte d'Ivoire) &amp; Thais Narciso (UN-REDD Africa)</p>
16:15	<p><b>CONCLUSIONS</b></p> <ul style="list-style-type: none"> <li>• Synthesis of lessons &amp; conclusions from the workshop</li> <li>• Feedback of participants</li> <li>• Closing remarks</li> </ul>	<ul style="list-style-type: none"> <li>➤ Bruno Hugel (UN-REDD)</li> <li>➤ Tim Christophersen (UN-REDD)</li> <li>➤ Salisu Dahiru (Nigeria REDD+ Coordinator)</li> </ul> <p><u>Moderation:</u> Fabien Monteils (UN-REDD Africa)</p>
17:00	End of regional workshop (with coffee/tea & snacks)	

## Annex 2 - Knowledge Management methodology

The purpose of the workshop methodology was to stimulate an active learning atmosphere and the conscious exchange of experience at the individual and the programme levels. The different exercises or methods employed and combined during the workshop were:

- Plenary presentations, combined with the ‘Post-it methodology’
- Participatory generation and grouping of ideas on Post-it notes

### Post-it’ Methodology

#### Aims:

- 1) To identify issues and commonalities for further study and knowledge exchange as well as to match the needs and experiences to offer between the countries;
- 2) To provide direct feed-back on presentations, and last but not least;
- 3) To keep participants engaged during plenary presentations

The workshop participants centered the ‘post-it’ methodology on the identification of relevant topics and commonalities. The methodology was explained at the opening of the workshop, along with the aims and expected outcomes to guide and motivate the participants to engage knowledge sharing activities.

Throughout presentations the participants were asked to write comments of two types: 1) **experience to share**; 2) **lessons to learn**. The comments were placed on the flipchart paper of the country to which the comment was directed. The post-it exercise was held open throughout the workshop, so that the participants had the possibility to continuously complement and modify their notes. After a final round of modifications of needs to learn, and notes, these were collected and rearranged into thematic clusters.

#### Reflections:

- The methodology was appreciated as a visualization of the existing knowledge resources and needs of the countries
- Highly participatory and interactive – participants were encouraged to actively identify, exchange and explore their knowledge
- Maintained the audience alert and reflective during presentation. With everything visible on the wall it was easy to follow the evolvement of the exercise and how the information will be used

The two tables below contain the full list of the **learning needs** or **experiences to share** as identified during the first day of the workshop.

**Table II: Knowledge to Share**

Experience to share	Experience relevant for	Programme with Experience
Two track approach	Ethiopia	Nigeria
Stakeholder engagement	Ethiopia	Zimbabwe
Sharing of multiple benefits	DRC	Zambia
Safeguards	Congo Braza, Guinea Bissau	Zimbabwe



**Table I: Knowledge Needs**

<b>Ideas (Needs)</b>	<b>Country with Need</b>	<b>Country with relevant experience</b>
Green Economy	Congo Brazaville	
Dealing with Charcoal as a cause of degradation; Progress on sustainable charcoal	Malawi	Nigeria Uganda
Strategy Development	Nigeria	DRC
Criteria for Country Zoning	Zimbabwe South Sudan	Nigeria Tanzania
Coordination of REDD+ process in a federal set-up	Zimbabwe	Nigeria
Forests cut across administration with that in a federal system boundaries, how do you deal	South Sudan	Nigeria
Role of private sector (logging company) in national strategy design	South Sudan	Rep Congo
Reference Levels	Congo Braza	Tanzania Zambia
Tools for Identification of Drivers and national task force creation process	Guinea Bissau	Tanzania
NFI Funding and Support	Sudan	Tanzania
REDD+ strategy Development	Nigeria	Tanzania
Implement REDD+ related projects	Zambia	Tanzania Congo Kenya
NS process and institutional development	Zimbabwe	Zambia
Resource mobilization at the early stage of REDD+ dev	South Sudan	Zambia
Approach to piggy-backing REDD+ into existing policies	Malawi	Zambia
High level political engagement	Madagascar	Congo Brazaville, Zambia
Starting process and document tools to start REDD+ process	Guinea Bissau	Zambia
Integration of governance issues in analyses of drivers of D&D		

## Annex 3 - Instructions for role-play exercise

### Participants sheet (English)

#### Country description

Your country is “middle”-size, with a decentralized governance system. It has a large forest cover (dense humid forest), with medium rates of DD. The R-PP was approved and the readiness process has been going on effectively for over a year.

Basic information is available regarding the main drivers of deforestation (*Direct: Slash and burn agriculture, fuelwood, significant large-scale agriculture, illegal logging; Underlying: governance, high population growth, poverty, international commodity market demand and prices*), over which there is an overall consensus.

The civil society is organized in a formalized REDD+ platform. The communication channel Government/Civil society is open but the mutual trust is still limited, and the civil society has fears over potential REDD+ impacts on local communities and indigenous people.

So far the REDD+ readiness process has mostly remained within environment/forest sector. There is either no interest or mistrust from other sectors (esp agriculture) over REDD+.

A few private REDD+ pilot-projects have started (early to advanced stage) and 1 large-scale subnational REDD+ programme, all following voluntary market standards and certification schemes.

#### Guiding questions and recommendations

In designing and proposing a quality NS development process:

1. What strategic information (data, dynamics, etc) will you need to gather and consider in order to decide on the design process of the NS and its content? (*about 0h30*)
2. How will you organize the design process to ensure the NS to be robust, credible and transformational, building a high-level and broad support base, taking into consideration the national circumstances? (*about 1h30*)

*Points to keep in mind (among others):*

- Strategic decisions that will be required regarding the scope of the strategy and its progressive scaling-up
- Key steps and questions to identify and thoroughly assess, formulate and prioritize REDD+ options
- Integration of complimentary work-streams in the design process (FRL, NFMS, Safeguards)
- Anchoring of REDD+ strategy into cross-sectoral dialogue, political discourse and the national development agenda
- Building high political support and a broad support base
- Addressing enabling policy options that are both critical for success and too big for REDD+ alone (e.g. land tenure or land use planning reforms...)

**'Roles' description:**

National REDD+ coordinators: Moderator. From the Ministry of Env't/Forestry, in charge of the REDD process. Objective to formulate a National Strategy that complies with UNFCCC requirements, and to mobilise funding for implementation

Other(s) from Ministry of Environment/Forestry: Regularly involved in the REDD+ process. Particularly concerned with their Ministry remaining in charge of REDD+ in Phase 2 (implementation)

Ministry of agriculture: Not much involved in the REDD+ process so far (neither at technical or political level), and seeing REDD+ as a threat rather than an opportunity

Civil society: Particularly interested in pushing environmental and social safeguards (incl issues reg local communities, indigenous people, and gender). Have a strong visibility at the international level, incl towards donors.

Private sector: from agriculture and forestry sector: limited interest in REDD, or concerned regarding REDD+.

International community (donors + UN-REDD)+: Particularly concerned with the quality of the process and document: participation, effectiveness, transformation, performance (results-based actions), etc (see main points above)

## Consignes participants (French)

### Description du pays

Votre pays est de grande taille, avec un système de gouvernance centralisé. Le domaine forestier est très large, avec un taux de déforestation relativement faible. Le R-PP a été approuvé et le processus de préparation à la REDD a commencé de manière effective il y a plus d'un an.

Vous disposez d'informations de base sur les moteurs de déforestation, sur lesquels il y a un consensus global (*Direct*: agriculture sur brûlis, bois-énergie, exploitation illégale du bois d'œuvre, peu d'agriculture à grande échelle; *Sous-jacent*: gouvernance, forte croissance démographique, pauvreté)

La société civile est organisée autour d'une plateforme REDD+ formalisée. Il existe des canaux ouverts de communication entre la société civile et le gouvernement, bien que la confiance mutuelle soit limitée, et la société civile a des craintes importantes quant aux impacts potentiels de la REDD+ sur les communautés locales et les peuples autochtones.

Jusqu'à présent, le processus REDD+ est resté principalement cantonné au secteur environnement/forêt. Il n'y a pas d'intérêt, voire quelques inquiétudes quant à la REDD+ de la part des autres secteurs (notamment agriculture).

Quelques projets pilotes privés ont démarré (niveau préliminaire à avancé) et un programme sous-national à large échelle, suivant des standards du marché volontaire.

### Questions structurantes et recommandations

Afin de définir un processus de développement de stratégie nationale de qualité :

1. Quelles sont les informations et éléments (données, dynamiques, etc) que vous avez besoin de rassembler et prendre en compte afin de définir le processus d'élaboration d'une stratégie nationale et de son contenu ? (env 30mn)
2. Comment allez-vous organiser un processus d'élaboration de la stratégie nationale robuste, crédible et transformationnel, construisant un soutien large et de haut-niveau, tout en prenant en compte les circonstances nationales ? (env 1h30)

*Eléments à prendre en compte (entre autres) :*

- Décisions stratégiques requises quant à l'envergure de la stratégie et son élargissement progressif
- Etapes et questions clés afin d'identifier et évaluer en profondeur les options REDD+, et définir les priorités
- Intégration des travaux complémentaires nécessaires au processus d'élaboration (NR, SNSF, sauvegardes)
- Ancrage de la stratégie REDD+ dans le dialogue intersectoriel, le discours politique et les objectifs nationaux de développement
- Construire un large soutien ainsi qu'à haut niveau politique
- Intégrer les politiques habilitantes à la fois critiques pour le succès de la REDD+ mais aussi trop larges pour la REDD+seule (réformes d'aménagement du territoire ou sur le foncier)

### **Description des 'rôles':**

Coordinateur national REDD+ (2): Modérateurs. Du Ministère de l'Environnement/Foresterie. En charge du processus REDD+. Objectif de formuler une stratégie nationale répondant aux besoins de la CCNUCC, et de mobiliser des fonds pour sa mise en œuvre.

Autres personnes du Ministère de l'Environnement/Foresterie: impliqués régulièrement dans le processus REDD+. Intérêt particulier pour que le Ministère garde un rôle proéminent dans le REDD+ en phase 2 (mise en œuvre).

Ministère de l'agriculture: peu impliqués dans le processus REDD+ (que ce soit au niveau technique ou politique), et voyant la REDD+ plutôt comme une menace qu'une opportunité.

Société civile: Particulièrement intéressée à pousser les sauvegardes sociales et environnementales (y compris aspects liés aux communautés locales et peuples autochtones, ainsi que ceux liés au genre). Ont une voix importante au niveau international, y compris auprès des bailleurs

Secteur privé: des secteurs agriculture et forêt : intérêt limité, voire certaines inquiétudes quant à la REDD+

Communauté internationale (bailleurs / ONU-REDD): particulièrement intéressés à la qualité du processus et du document : participation, efficacité, transformation, performance (actions basées sur les résultats), etc (voir points de guidage plus haut)

## Additional information as requested by participants

Given to participants when direct questions arise:

	<b>Country 1 (French speaking)</b>	<b>Country 2 (English speaking)</b>
<b>General</b>	- REDD+ mostly within environment/forest sector, no interest or mistrust so far from other sectors (esp agriculture) - Majors national objectives and plans for Agricultural development	- REDD+ mostly within environment/forest sector, no interest or mistrust from other sectors (esp agriculture) - Majors national objectives and plans for Agricultural development, as well as foreseen private investment
<b>Significant REDD+ activities</b>	Deforestation, degradation	Deforestation, degradation
<b>Significant C pools</b>	AGB, BGB	AGB, BGB
<b>NFMS</b>	Progress over NFMS <i>Activity Data:</i> capacity to monitor Deforestation within next 2 years, but not Degradation in the medium-term <i>Emission factors:</i> Very limited data (Tier 1)	Progress over NFMS <i>Activity Data:</i> capacity to monitor Deforestation within next 2 years, but not Degradation in the medium-term <i>Emission factors:</i> Preliminary data from past NFI and projects (Tier 2)
<b>FRL</b>	No work started but envisioning upward adjustment	No work started but envisioning historical trends only
<b>REDD+ initiatives</b>	Pilot projects validated under VCS and running Large-scale subnational initiative with PIN approved	Pilot projects validated under VCS and running Large-scale subnational initiative with PIN approved

To be supplemented according to questions from participants

## Annex 4 - List of participants

Name	Email	Country/Organization
<b>Partner countries from Africa</b>		
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## Annex 5 – Reports from groups at session 4

### Report from the Anglophone group

- Stakeholder engagement needs to be strategic
- The packaging of the message of what REDD+ brings has to be very clear from the beginning
- REDD+ can be part of a pre-existing strategy, or a wider strategy that incorporates climate change.
- Considerations for developing a NS/AP:
  - What do you need in place to make REDD+ a success?
  - Questions of why, what and how are very important
  - Very good planning, consultation, concept work, planning is needed
  - Social and environmental safeguards need to be considered
  - There needs to be value for money
  - Pragmatism: ensure that the REDD+ Programme is going to lead to something and be effective
- REDD+ must support the national development cause
- Need to identify the key stakeholders, especially powerful ministries and get their buy in
- Information about REDD+ and benefits should not only end up in project areas, this information should be communicated on the national level
- A substantive planning approach is important
- REDD+ will impact different sectors, mainstreaming REDD+ into sectors should not interfere with support from ODA, benefits from REDD+ should be additional
- What sort of implementation are we thinking about for REDD+? Financing for what?
- In the process of coming up with a strategy, it is important to link everything together
- First governance issue that people look at is corruption – it must be addressed to build trust
- The NS needs to take the reality of poverty into account when addressing drivers of deforestation and forest degradation
- Quantify the trade-offs in the effort to consider the interests of all stakeholders. Monitor and evaluate the impacts.
- Country level resource mobilization may be needed for the initial stages of REDD+
- Government usually finances institutions that already have a lot of activities, that have funding sources
- Need to have a robust awareness and communication roadmap for the strategy
- Need to recognize higher level policy aspirations, e.g. issues of food insecurity. This needs to be reflected in the NS.
- Important to be able to communicate with numbers, and quantify the benefits that REDD+ is bringing to a country. REDD+ needs to translate into a certain amount of benefits.
- Consensus building and local ownership: involve all stakeholders from the very beginning to guarantee ownership
- Landscape approach (geographically)
  - Which areas are relevant for REDD+ which ones might be affected by the REDD+ strategy?
  - Institutionally – all key stakeholders must have adequate opportunities to play a role



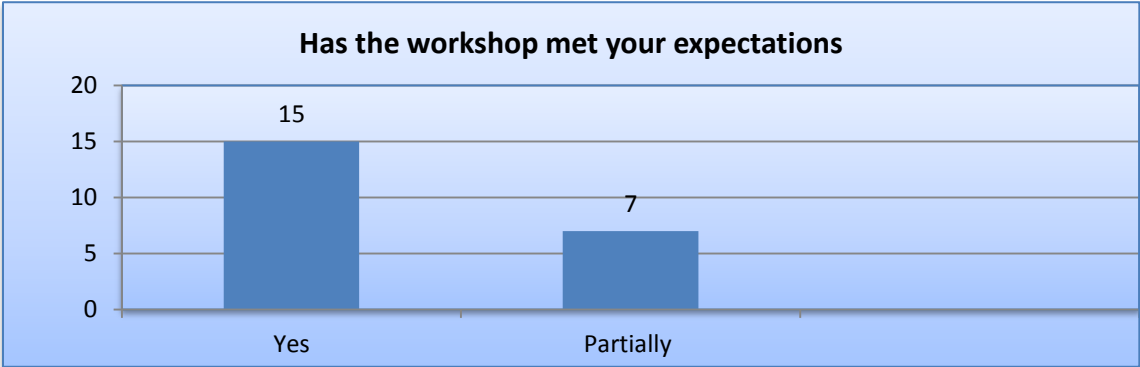
## Report from the Francophone group

1. *Quelles sont les informations et éléments (données, dynamiques, etc.) que vous avez besoin de rassembler et prendre en compte afin de définir le processus d'élaboration d'une stratégie nationale REDD+ ?*
  - Vision pour la REDD+ (que veut le pays, comment intégrer le processus de planification, comment prendre en compte les aspects économiques). Quelles actions pour y arriver ?
  - Faisabilité:
    - Etudes et analyses socio-économiques (outils), juridiques, impact environnemental.
    - Etudes sur moteurs de déforestation, détaillées, quantitatives, spatialisées, et sur leurs causes directes et indirectes (et gouvernance).
    - Etudes sur les options sur le partage des bénéfices.
    - Analyses légales/textes de base sur aménagement du territoire et affectation des terres.
  
2. *Comment allez-vous organiser un processus d'élaboration de la stratégie nationale robuste, crédible et transformationnel, construisant un soutien large et de haut niveau, tout en prenant compte les circonstances nationales?*
  - Elaboration de la stratégie :
    - Pour le partage d'information : Structure institutionnelle d'échange sur l'objet et la vision de la stratégie
    - Groupe de travail sur la stratégie englobant (plus inclusif que dans le RPP)
    - Renforcer les dialogues de politique à haut niveau (supra ministériel) : porté par le Ministère leader sur la REDD+
  - Pour la phase de mise en œuvre de la stratégie:
    - Mise en place de la structure institutionnelle
    - Stratégie de mobilisation des financements
    - Mise en place d'un mécanisme/structure de gestion des fonds
    - Suivi de la performance
    - Renforcer le cadre juridique (lois, arrêtés, décrets) pour mener les actions REDD+ dans le cadre des moteurs ou activités identifiés
    - Détails sur le mécanisme de partage des bénéfices (y compris ses bases légales)
    - Opérationnalisation du SNSF, du SIS
    - Définition du niveau de référence/NER

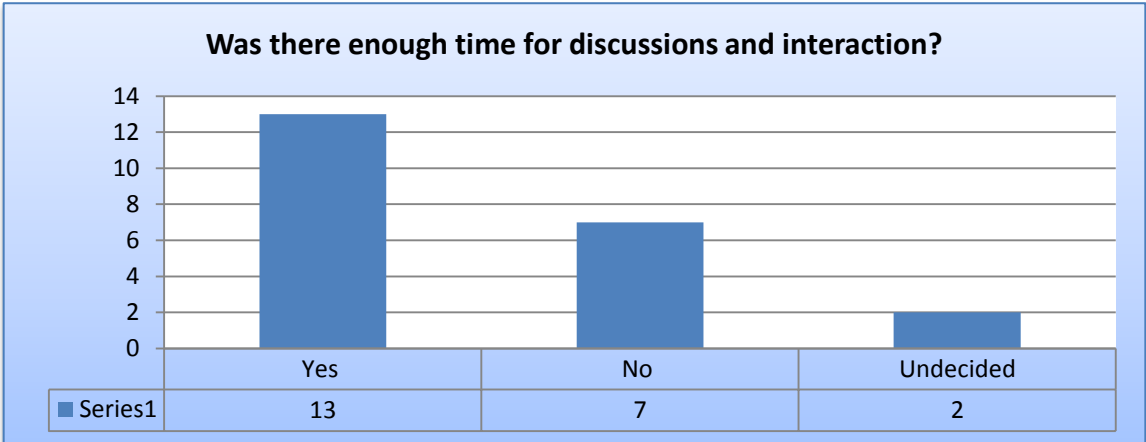
## Annex 6 - Evaluation of the workshop

An evaluation questionnaire was handed out to the participants during the workshop. The evaluation form was filled and handed in by 22 participants out of 23 country representatives (approximately 97 per cent of the workshop delegates). According to the workshop evaluation the main expectation of the respondents was to exchange experiences with the other countries and to learn the elements necessary for the development of REDD+ strategies at the national level. Other common expectations were to establish personal contacts and engage in dialogues with colleagues from other countries to learn more about other national REDD+ strategies.

According to the response 73% of respondents found that the workshop has met fully their expectations as it provided the overall understanding on how to develop a REDD+ strategy whereas 27% found that the workshop has met their expectations partially as they were expecting more step-by-step approach on the development of national strategies.



Most of participants found that the sessions were interactive, productive, informative, and provided a learning platform on how to approach national processes. The only drawback was mainly related to the allocation of time – not enough time for follow-up discussions and questions-59% confirmed it was enough time for discussions whereas 32% noted that more time was needed.



In terms of the different sessions presented, participants have mostly benefited from the sharing of experiences from Zambia, Tanzania, DRC from the African continent and of Ecuador and Mexico from Latin America. In terms of technical presentation, the participants found the session on Green Economy and the roles of agencies in UNREDD including the session on Knowledge Management of great value as important areas for further exploration and support for the implementation of REDD+ strategies.

The activities, which had contributed most to the fulfillment of the workshop objectives, were the more interactive activities, i.e. the role-playing exercise. The comments expressed that the possibility to meet in smaller groups in a simulation type of scenario is seen as a fruitful way to exchange experiences and to make participants think outside of the box. According to some, the role-playing has been an excellent educative knowledge sharing exercise, which has added a bonus value to the whole workshop. The only two objections were that there should have been more time allocated to this exercise, as the limited time restricted the rich experiences and the very creative and innovative ideas shared as well as more preparations needed for the different roles played by selected actors.

The participants were asked to describe what they had learnt during the workshop and what messages they are taking back home- the majority of the responses referred to learning about the broad stakeholders involvement in the national process, that strategy formulation is a consultative process and the importance of a national vision for REDD+ to guide strategy development. To get information about how the other programmes have worked with stakeholder participation was stated as valuable. In addition, the importance of knowledge management and information that can support the process of strategy development was highlighted as a key take away message.

Recommendations by participants included the need to learn more about REDD+ in connection to UNFCCC recommendations, how to access mechanisms for financing, also to present more on the planning process for strategy development considering what key elements to consider and how to develop key components of REDD+ readiness. It was also recommended to have more practical advice on the aspects of REDD+ projects.

It was equally recommended to have more regular knowledge sharing activities (potentially every 6 or 3 months linked to PB meetings) to be able to learn from one another, to introduce more interactive learning approaches and less power point presentations. South-south exchanges were highlighted as essential to knowledge sharing and learning. It was suggested that missions be undertaken by UNREDD+ Africa to countries that have not started yet the development of strategies to provide financial and technical support.