UN-REDD | REDD+ ACADEMY
PROGRAMME

Food and Agriculture Organization of the United Nations

UNDP Empowered lives

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DEPARTMENT OF MONGOLIA

MINISTRY OF ENVIRONMENT AND TOURISM

REDD+ MONGOLIA

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REDD+ ACADEMY

REDUCING EMISSIONS FROM DEFORESTATION AND

FOREST DEGRADATION

LEARNING JOURNAL

4

NATIONAL STRATEGIES AND ACTION PLANS

Director of UNREDD Mongolia National Programme
Tungalag.M

Dear Learner,

Welcome to the Mongolia REDD+ Academy journals, providing you with an overview of REDD+ planning and implementation, developed by some of the world's leading REDD+ experts. It has been designed to accompany you in your learning journey, covering all the main REDD+ topics, from the basics to the finer points of setting reference levels, monitoring, allocation of incentives and stakeholder engagement.

The modules presented in this journal will equip you with the necessary knowledge to better understand the various components of Mongolia's work on REDD+ readiness and in determining policies and measures to contribute towards the countries Forest and Climate Change National Strategy.

I encourage you to apply this knowledge and do your part to make REDD+ a success in Mongolia!

REDD+ MONGOLIA

BRIEF INTRODUCTION OF THE UN-REDD MONGOLIA NATIONAL PROGRAMME

Mongolia became a partner country of the UN-REDD Programme in June 2011 and National REDD+ Readiness Roadmap officially adopted by the Ministry of Environment and Green Development and Tourism. UN-REDD Mongolia National Programme based on National REDD+ Readiness Roadmap started to implement in September 2015 approved by the Programme Policy Board.

UN-REDD is a United Nations collaborative initiative on Reducing Emissions from Deforestation and Forest Degradation (REDD+). The Programme was launched in 2008 to assist developing countries prepare and implement national REDD+ strategies. It builds on the expertise of the Food and Agriculture Organization of the United Nations (FAO), the United Nations Development Programme (UNDP) and the United Nations Environment Programme (UNEP). The program is currently working in over 74 countries, mainly in tropical developing countries. Mongolia is the only country with significant amounts of boreal forest and being the most northerly country and faces unique climate change and ecological issues that are not observed in other countries.


In addition, support to Cook Islands, Gambia, Kribati, Marshall Islands, Niger, Palau, Senegal, Sierra Leone, Tongo and Tuvalu.

MAIN GOAL

The overall goal of the UN-REDD Mongolia National Programme is to support the Government of Mongolia in designing and implementing its National REDD+ Strategy or Action Plan and in meeting the requirements under the UNFCCC Warsaw Framework to receive results-based payments. The UN-REDD Programme supports nationally-led REDD+ processes and promotes the informed and meaningful involvement of all stakeholders, including Indigenous Peoples and other forest-dependent communities, in national and international REDD+ implementation.

This comprises work on the four design elements for REDD+, 1 National Strategy &/or Action Plan, 2 National Forest Monitoring System, 3 Safeguards Information System, 4 Forest Reference Level.

The National Programme also counts on key national counterpart institutions and development partners to play active roles and take on specific responsibilities in maintaining the momentum in the REDD+ management processes and prioritizing and implementing those strategic options identified through the Programme.

National Strategy (NS) or Action Plan (AP)

NFMS including MRV

Safeguard Information system (SIS)

FREL / FRL
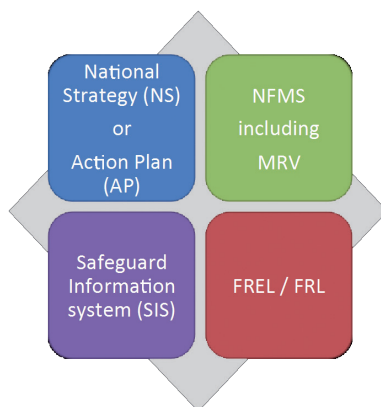
REDD+ Mongolia

As a signatory to both the UN Framework Convention on Climate Change (UNFCCC, in 1992) and the Kyoto Protocol (1997), Mongolia is fully aware of the causes and potential impacts of climate change. Mongolia is therefore striving to reduce its greenhouse gas (GHG) emissions while maintaining its path of economic development. Mongolia's vast surface area includes approximately 17 million hectares of forest – an area roughly the size of Nepal. These forests can be categorised into two broad zones: northern boreal forests and southern Saxaul forests. The northern boreal forests cover approximately 13.2 million hectares and the southern saxual forest, which is largely an arid zone shrub vegetation covers 4.6 million (Ministry of Environment and Tourism, Mongolia, 2015). M ongolia's forests have great potential to contribute towards the country's sustainable development goals and innovative policies on Sustainable Development. This may arise through the provision of ecosystem services and goods, such as timber, non-timber forest products, water services, and biodiversity, provide resources for communities, such as non-timber forests products and firewood. The implementation of sustainable forest management strategies can also reduce greenhouse gas emissions from reducing forests degradation and deforestation and enhance services and carbon stocks.

REDD+ ACADEMY

The REDD+ Academy is a coordinated REDD+ capacity development initiative led by the UN-REDD Programme and the UNEP Environmental Education and Training Unit, which seeks to match the scale of the global climate change mitigation challenge and enable systematic, focused capacity development to deliver REDD+ on the ground.The REDD+ Academy is a comprehensive response to capacity building needs identified by the countries receiving

support from the UN-REDD Programme. The main aim of the REDD+ Academy is to empower potential "REDD+ champions" with the requisite knowledge and skills to promote the implementation of national REDD+ activities.The REDD+ Academy is also available (in English) on the following website and can do online tests and collect a certificate for completed courses:

http://unccelearn.org/login/index.php

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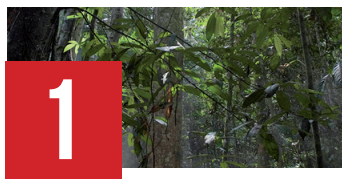
REDD+ Academy Journals in Mongolia

The REDD+ Mongolia journals have been developed from the REDD+ Academy journals, for more details on REDD+ National Program in Mongolia please see the following sites.

Website: www.reddplus.mn   Facebook: REDD+ in Mongolia   Twitter: REDD+ in Mongolia
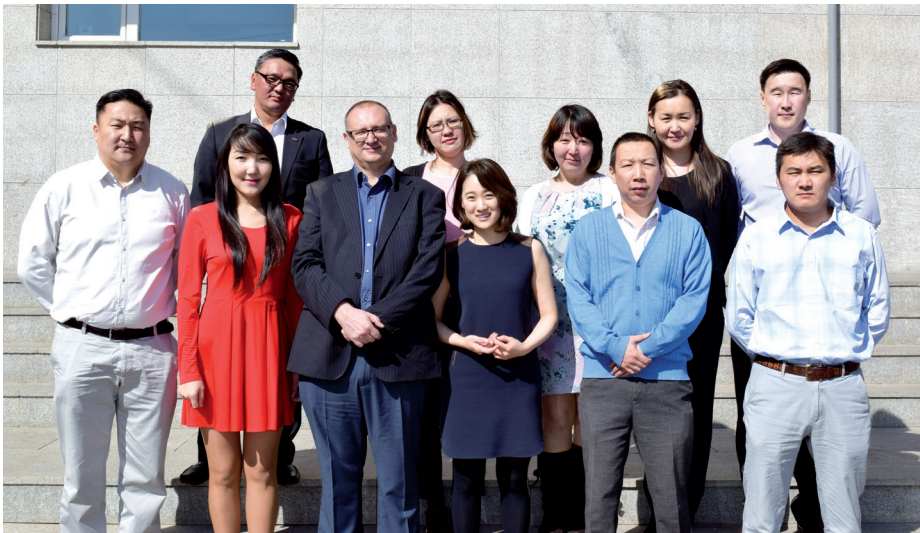
Programme management unit, UN-REDD Mongolia national programme

LEARNING MODULES

1

FOREST, CARBON SEQUESTRATION AND CLIMATE CHANGE

2

UNDERSTANDING REDD+ AND THE UNFCCC

3

DRIVERS OF DEFORESTATION AND FOREST DEGRADATION (DDFD)

4

NATIONAL STRATEGIES AND ACTION PLANS

5

NATIONAL FOREST MONITORING SYSTEMS (NFMS) FOR REDD+

6

FOREST REFERENCE EMISSION LEVELS

7

POLICIES AND MEASURES FOR REDD+ IMPLEMENTATION

8

REDD+ SAFEGUARDS UNDER THE UNFCCC

9

REDD+ FINANCE

4

NATIONAL STRATEGIES AND ACTION PLANS

THIS MODULE AIMS AT PARTICIPANTS TO UNDERSTAND THE PURPOSE AND THE IMPORTANCE OF QUALITY REDD+ NS/AP DESIGN PROCESSES AND NS/AP DOCUMENTS IN ORDER TO IMPLEMENT REDD+ ACTIVITIES SUCCESSFULLY AND ENSURE RESULTS. IT ALSO HIGHLIGHTS VARIOUS ELEMENTS THAT COUNTRIES MAY FIND USEFUL TO TAKE INTO CONSIDERATION SO AS TO ACHIEVE THIS.

THE MODULE INCLUDES EXPLANATIONS ABOUT:

- NS/AP and the UNFCCC

- Developing NS/AP

- Cross-cutting issues throughout the NS/AP development process

Contents

Key messages

- National Strategies and Action Plans (NS/Aps) describe how emissions will be reduced and/or how forest carbon stocks will be enhanced, conserved and/or sustainably managed in the implementation of REDD+;

- The Mongolia National Strategy and Action Plan will combine elements of mitigation and adaptation and will contribute towards Mongolia's Sustainable Development Vision

- The NS/AP document design process is an opportunity for highlighting the potential benefits of REDD+ and to build support for the process;

- The NS/AP development process is an iterative process and should be developed in the context of the other 3 REDD+ readiness elements.

Introduction

Module 3 presented what Drivers of Deforestation and Forest Degradation (DDFDs) and barriers to the "+" activities are, as well as the critical elements to analyse and ways in which countries may achieve this. A good understanding of the past and current forest dynamics as well as of the DDFD and barriers represents an essential analytical foundations on which countries will be able to gradually build their vision for REDD+, and the strategy to achieve it.

The UN-REDD Programme is promoting continued exchanges of experiences between countries and facilitated various South-South learning exchange events[1] where countries presented and shared their experiences on REDD+ National Strategies or Action Plans (NS/APs). Many useful lessons learned and recommendations regarding both the NS/AP design process and actual NS/AP document were gathered. They constitute the core of this module.

This module aims at participants to understand the purpose and the importance of quality REDD+ NS/AP design processes and NS/AP documents in order to implement REDD+ activities successfully and ensure results. It also highlights various elements that countries may find useful to take into consideration so as to achieve this.

The module includes explanations about

- NS/APs and the UNFCCC;
- Developing NS/APs;
- Cross-cutting issues throughout the NS/AP development process.
- Mongolia's National Strategy process and the emphasis on supporting the countries Sustainable Development Vision

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[1] South-South regional learning exchange workshops in Ecuador (August 2014) for Latin America and Caribbean, and in Kenya (October 2014) for Africa. Pre-Policy Board Information and Knowledge Sharing Session on NS/AP in Tanzania (November 2014). Reports and presentations available on: http://www.unredd.net/index.php?option=com_docman&view=list&slug=information-session-documents-5-november-3596&Itemid=134 & http://www.unredd.net/index.php?view=list&slug=information-and-knowledge-sharing-sessions-5-november-3592&option=com_docman&Itemid=134

What is an NS/AP?

NS/APs in the UNFCCC

As discussed in **_Module 2: Understanding REDD+ and the UNFCCC_**, the NS/AP is one of the four design elements which have been agreed internationally as prerequisites for REDD+ implementation and to access Results-Based Payments (RBP) (Decision 1/CP.16, paragraph 71(a)), in accordance with Decisions 12/CP.17 and 11/CP.19). Figure 4.1 presents these four elements.

REDD+ NS/APs describe how emissions will be reduced and/or how forest carbon stocks will be enhanced, conserved and/or sustainably managed in the implementation of REDD+ . NS/APs are integrative products of and processes of the readiness phase , drawing from all the analytical work, stakeholders' dialogue and strategic decisions made to prepare an effective and efficient implementation of REDD+ (phase 2).

FIGURE 4.1 DESIGN ELEMENTS OF READINESS FOR REDD+ IMPLEMENTATION
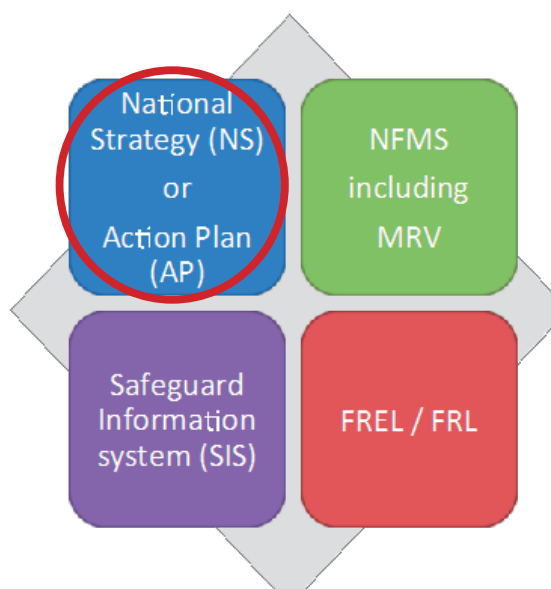
Source: UN-REDD Programme

- There are no detailed prescriptions in the UNFCC decision texts regarding the actual content of a NS/AP and there is no template to follow.

- Contrary to Forest Reference (Emission) Levels (FREL/FRLs), there is no requirement for a technical assessment or any kind of endorsement from the UNFCCC.

The Warsaw Framework only recalls the necessity of a NS/AP for REDD+ and requests countries to post a link to their NS/AP on the Information Hub of the UNFCCC REDD+ Web Platform in order to be able to receive RBPs (Decision 11/CP.19).

Nonetheless, paragraph 72 of Decision 1/CP.16 indicates that when developing (phase 1) and implementing (phase 2) their NS/AP, Parties are requested to address:

- Drivers of deforestation and forest degradation;
- Land tenure issues;
- Forest governance issues;

- Gender considerations;
- Cancun REDD+ Safeguards;
- Ensuring full and effective participation of relevant stakeholders, , ethnic groups, indigenous peoples and local communities.

Also, paragraph 1 of Appendix 1 of 1/CP.16 sets out general guidance that should be followed when implementing REDD+ activities, and should therefore be kept in mind while developing a NS/AP:

The 5 REDD+ activities should:

- Contribute to stabilizing GHG emissions;
- Be country-driven;
- Be consistent with the objective of environmental integrity and take into account the multiple functions of forests and other ecosystems;
- Be undertaken in accordance with national development priorities, objectives and circumstances and capabilities and should respect sovereignty;
- Be consistent with national sustainable development needs and goals;
- Be implemented in the context of sustainable development and reducing poverty, while responding to climate change;
- Be consistent with the adaptation needs of the country;
- Be supported by adequate and predictable financial and technology support, including support for capacity-building;

Be results-based;Promote sustainable management of forests.

Flexible approaches towards NS/AP

The UNFCCC decisions leave full flexibility to countries on both the NS/AP design process and the NS/AP actual document, provided the general principles given in the previous sections are addressed. This allows each country to search for the optimal strategic pathway towards REDD+ considering its specific national circumstances. The NS/AP document may take many forms: it may materialize for example as a specific "REDD+ strategy", be integrated into a wider climate and/or green economy framework (e.g. Ethiopia, Mexico), or be part of various sectoral and multi-sectoral development strategies.

Some have chosen to design it as a general framework with a long-term vision, then refined through an investment plan (e.g. DRC, Zambia) focusing on the first few years of implementation, while others include both in a single document. Accordingly the NS/AP design process may be organized in very different ways, within the wider readiness process as well as in relation to other relevant national sectoral and multi-sectoral planning processes.

REFLECTION POINT

What sort of national strategy or action plan is most suitable for the context of Mongolia?

The NS/AP design process: an opportunity

Although NS/APs may take many different forms, countries may find it useful to gather and present the relevant elements of their NS/APs in a coherent manner. The NS/AP document is an occasion for stakeholders to assess compliance with the general UNFCCC guidance points, as well as the general relevance, efficiency, effectiveness and robustness of the country vision for REDD+, and its approach, actions, tools and processes proposed towards results.

A quality NS/AP document developed through a quality design process is an opportunity to:

- Make REDD+ more tangible to all stakeholders;
- Build trust and buy-in from the international community, as well as national stakeholders (i.e. high-level political support and a wide support base);
- Give confidence in a country's capacity to deliver REDD+ results to receive results-based payments/results-based finance (RBPs/RBF);
- Increase chances to attract financial support from the international community (bilateral or multilateral sources) for its implementation; and
- Contribute to a well-coordinated and more efficient readiness process.

This is particularly important as the international finance mechanism for REDD+ is yet to be clarified and countries willing to implement REDD+ activities are currently competing for limited REDD+ finance to support the implementation of NS/APs.

Potential REDD+ finance may include results-based funding or more traditional Official Development Assistance (ODA)-type support, which may be necessary for many countries to be able to implement REDD+ Policies & Measures (PAMs) and generate results, as well as raise the profile of the REDD+ agenda in the country. More information on the subject can be found in **Module 9: REDD+ Finance**.

While there are no explicit criteria to assess the quality of a NS/AP (and no technical review mechanism to do so under the UNFCCC), below are a few elements that have been shown to be: (i) particularly helpful in some countries that have already engaged in this process; and (ii) important factors by some donors in supporting financially countries for REDD+ implementation:

- Being evidence-based;
- Addressing the main direct drivers of deforestation and degradation, as well as their underlying causes (indirect drivers), and possible barriers to the "+" activities of REDD+ (as well as their potential);
- Presenting a credible while ambitious strategic vision for REDD+, with transformative policies and measures;
- Demonstrating country commitment;
- Backed by (high-level) political support;
- Building or strengthening effective multi-sectoral coordination and cooperation mechanisms;

- Ensuring a transparent and participatory design process; and

- Articulating how the NS/AP differs from enhanced "business as usual" actions.

- This will obviously be very different according to each country specific context and is by no means a checklist.

Source: UNREDD Programme

Some important lessons learned

While the NS/AP development process depends largely on national circumstances, experiences from countries so far have highlighted the following general key lessons:

- **Developing a REDD+ NS/AP is about both process and product**. In particular, an emphasis on the process of inclusive and consultation and engagement with relevant stakeholders will ensure a more robust and wider support-base for the strategy and will facilitate its endorsement and subsequent implementation. **The NS/AP design process should be planned early during REDD+ readiness process**, rather than be considered a mere output produced at the end of the readiness phase. The sequencing of the various work streams (e.g. analytical work, consultations) can be challenging but is essential in ensuring efficiency in the NS/AP design process (and overall

readiness).

- **Strategic choices made on each of the four Cancun design elements of REDD+**

    - National Strategies/Action Plans (NS/AP);

    - Forest Reference (Emissions) Levels (FREL/FRL);

    - National Forest Monitoring Services (NFMS);

    - Safeguard Information System (SIS).

    May have strong implications for the others. Ensuring regular communication and feedback loops in the development and implementation of these essential design elements all along the readiness process. The NS/AP document is an opportunity to strengthen the links between these design elements of REDD+ and demonstrate the overall coherence in the country approach to REDD+ as well as its capacity to achieve results.

- **Designing NS/APs is an iterative step-wise process**, as NS/APs are documents that continue to be expanded and improved upon as countries progress towards more comprehensive REDD+ responses: initial strategies may for example only address the most significant REDD+ activities and/or drivers of deforestation and forest degradation, while planning for subsequent improvements following a pragmatic stepwise approach. Brazil decided to only start addressing deforestation in the Amazon region, while already preparing to include forest degradation as well as expanding to include the Cerrado biome.

- **NS/APs should not be regarded as stand-alone documents.** Countries may find it useful to ensure they are developed and implemented, are relevant (e.g. REDD+ potential, political commitment, etc.), within the context of a country's national development planning process, and in line with other national and international efforts that are related to REDD+ (e.g. Convention on Biological Diversity, Sustainable Development Goals). Country ownership of the process and therefore the product, and careful integration with other development plans are key elements for success.

- **Mongolia for example is integrating REDD+ into its Green Development Strategy, ensuring coherence with its broader development agenda.**

Developing an NS/AP

Although the process followed will be highly dependent on national circumstances, it may be broken down into wide non-prescriptive key processes (Figure 4.2). These processes are by no means fully sequential, and many should actually progress in parallel, with regular interactions and feedback loops ensured:

- Planning the NS/AP design process
- Building the analytical base
- Building a REDD+ Vision

- Analyzing options and prioritizing PAMs to implement
- Defining implementation arrangements (financial, legal and institutional)
- Drafting processes
- Political and stakeholder endorsement
- Formal integration of the NS/AP in the policy/regulatory framework

FIGURE 4.2 FIRST NS/AP: AN ITERATIVE STEP-WISE DESIGN PROCESS
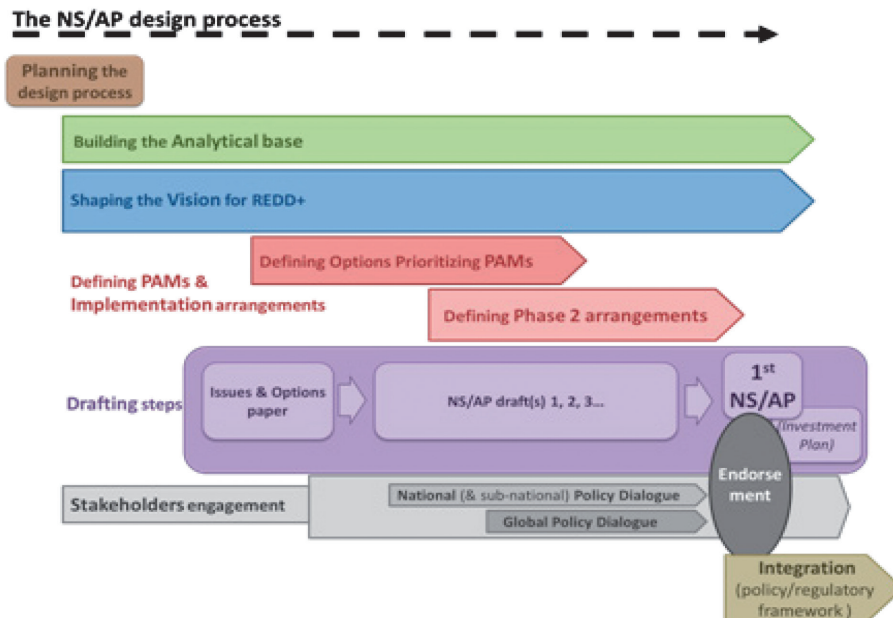
Source: UN-REDD Programme

Planning the NS/AP design process

Countries may find it useful to develop an explicit overall roadmap of the NS/AP design process that may be shared and discussed with relevant stakeholders.

This overall roadmap may be complemented, as relevant, by more specific documents such as:

- A roadmap of analytical work contributing to the various stages of the NS/AP design process;
- A stakeholder engagement strategy and roadmap, specifically including gender equality and women's empowerment aspects; and

- A capacity building plan.

Though this may be dynamic as new opportunities may open up along the way, countries may also find it useful to start thinking early on about the proposed legal status of the NS/AP and its 'anchoring' (e.g. within a wider climate change, green economy strategy, or overarching development plan). It may also be useful to clarify the subsequent proposed steps, such as whether the NS/AP will be refined and operationalized through a dedicated REDD+ investment plan, or more directly mainstreamed into sectoral and transversal legislations, policies and plans.

| Planning	**Analytical base**	Vision for REDD+	PAMs	Phase 2 arrangements	Drafting	Endorsement	Integration

Building the analytical base

This is often an iterative process throughout the NS/AP development process and its subsequent revisions, during which studies are produced and refined and technical capacity built. Evidence-based data, built with contributions from various sectors and stakeholders, will be required to enable informed decision-making and policy design and ensure the validity of NS/APs. Countries should start with existing information while improving the knowledge base along the way, rather than wait for the best data.

The main starting point for the strategy design process is an overall consensus among stakeholders on the main drivers of deforestation and forest degradation and barriers to + activities (usually known, but not necessarily acknowledged and/ or agreed upon). Whether this consensus is reached from the onset, or requiring more dialogue and consultations, countries may find it useful to think of their work on drivers as part of a wider analytical framework providing essential foundations to robust NS/AP design processes. More information on the analysis of DFDD can be found in *Module 3: Drivers of Forest Degradation and Deforestation*.

FIGURE 4.3 A STRONG ANALYTICAL FOUNDATION FOR THE NS/AP
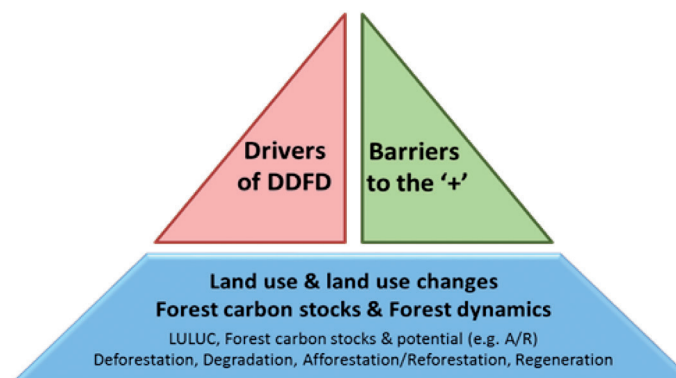
Source: UN-REDD Programme

Other analytical pieces will be required in parallel or at later stages. They might include:

- Forward-looking analysis (i.e. modeling) to support dialogue (inter-sectoral, multi-stakeholders) and strategic decision-making;

- Spatial planning (e.g. collecting and generating spatial information that can help identify appropriate areas for implementation of various REDD+ PAMs);

- Study of costs, benefits, risks of potential REDD+ action;

- Study of financing options, required incentives; and

- Assessment of institutional capacities and capacity building needs.

Planning	Analytical base	**Vision for REDD+**	PAMs	Phase 2 arrangements	Drafting	Endorsement	Integration

Building a Vision for REDD+ & related strategic considerations (scope, scale, priority drivers/barriers, financing)

Building on existing information, visions, strategies and plans as well as the results of the analytical work, countries may consider defining their long-term vision for REDD+ and the strategic pathway for achieving it, including in its initial stages (i.e. 1st NS/AP). This may include reflecting on the concrete goals the REDD+ mechanism may support achieving in the country, in terms of the five REDD+ activities as well as wider national objectives and priorities. Such REDD+ vision is likely to be shaped gradually along the readiness process (and beyond), depending on, for example, the opportunities and constraints identified, the "business case" made for REDD+, capacity of securing high-level political support and actively engaging the various relevant stakeholders (including relevant land-use sectors and the private sector).

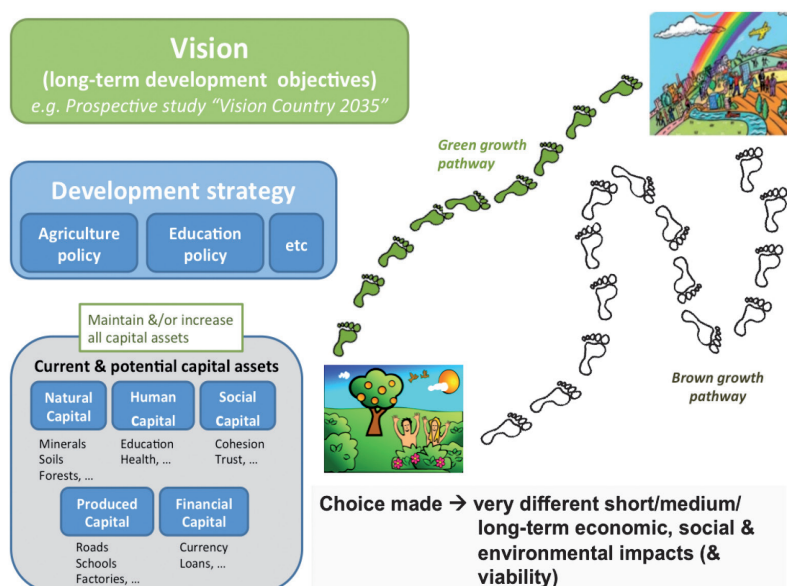**TOWARDS A GREEN GROWTH DEVELOPMENT PATHWAY**

In order to achieve their development objectives, countries rely on five types of capital assets: the financial, natural, produced, human, and social capital assets. Each country uses these assets differently according to their own specific national context, as well past policies and practices. Ideally, countries have defined a collective, explicit, long-term development vision they want to achieve (e.g. Papua New Guinea Vision 2050), often through a consultative prospective study (e.g. the ongoing Ivory Coast 2040 prospective study, or DRC prospective study Vision 2035); in other words: where they want to be in in the future. Building on the five capital assets, countries will have many different options to try to achieve that vision. This is articulated in medium-term strategies or plans (e.g. Ivory Coast future National Development Plan 2016-2020) on which sectoral plans are based (e.g. 5-year agriculture plan).

The strategic choices made both in terms of long-term objectives and development strategy represent different 'development pathways'. The pathway chosen will strongly condition the capacity to achieve the desired vision, in more or less

time, and with very different associated positive and negative economic, social & environmental impacts in the short, medium and long term.

As opposed to a conventional 'brown' economy, a 'green' economy (or green growth or development) is one that can result in improved human well-being and social and gender equity, while significantly reducing environmental risks and ecological scarcities (Figure 4.4). In other words, one where the financial, natural, produced, human, and social capital assets do not decline over time, and increase wherever possible. Initial partly unsustainable use of the natural capital (e.g. forests and minerals) should contribute to build the other types of capital, and lead to a change in the country economic base that allows following a development pathway less dependent on the natural capital and favoring its sustainable use.

FIG 4.4: POSSIBLE DEVELOPMENT PATHWAYS WITH VARYING ECONOMIC, SOCIAL AND ENVIRONMENTAL IMPACTS

Source: UN-REDD Programme

REDD+ AS AN OPPORTUNITY TO SHIFT TO A GREEN GROWTH DEVELOPMENT PATHWAY

In many countries, achieving REDD+ may represent an important opportunity and step in shifting the development pathway towards a low-carbon, resource-efficient and equitable green economy. In this regard, REDD+ should be seen as an opportunity to 'optimize' development rather than a mere conservation and/or forestry tool. Understanding how the national development framework relates to REDD+ and the way REDD+ may be designed to support national objectives will be key in this. This is particularly true for countries with high REDD+ potential (e.g. high forest cover

and high deforestation), but also in other countries where REDD+ may be a means to support the reform of a specific sector (e.g. forestry) or a wider transformational change supported by a strong political will, such as the one that happened in Costa Rica, before REDD+ actually existed. When prospective studies are carried out to develop or update a strategic long-term development vision, the opportunity should be seized to include a REDD+/green growth scenario. Successfully involving the private sector will be key in achieving this, shaping operating models that reduce deforestation and forest degradation, and promote the "+" activities in the supply chains.

All this requires considering how REDD+ relates to the country development framework, and how it may contribute or modify the development pathway. It requires: (i) shaping a long-term vision for REDD+ itself; (ii) considering the way it shall deploy over time leading to REDD+ phase 3 and the realization of a more sustainable long-term development vision (strategic pathway); and (iii) the first pragmatic steps over the first few years (1st NS/AP). Various strategic decisions will have to be made in this respect, including what the options for REDD+ implementation are in terms of 'scope' and 'scale' of REDD+ implementation (see next section for definitions), the priority drivers to tackle, the financing strategy or the approach to REDD+ (Figure 4.5).

VARIOUS STRATEGIC CONSIDERATIONS

The "scope" of REDD+ activities (Figure 4.6) relates primarily to which of (or combination of) the five REDD+ activities a country chooses to implement. The "scale" of REDD+ (Figure 4.9) refers primarily to the geographical area in which the country will take responsibility for implementing REDD+ towards RBPs (i.e. area covered by a FRL/FREL, with related monitoring & reporting). "Priority drivers" relates to the direct and indirect drivers a country decides to address in priority, which may be a subset of all the drivers identified. The "approach to REDD+ implementation" refers here to the way a country decides to implement REDD+, including: (i) whether REDD+ will be implemented mostly through setting an adapted policy and regulatory framework and/or through specific dedicated investments; (ii) the complementary roles of the various levels of government (national, subnational, local); and (iii) the types of actors involved in actual implementation (e.g. governmental agencies, private sector, NGOs).

SCOPE OF REDD+

The "scope" of REDD+ activities (Figure 4.6) relates primarily to which of (or combination of) the five REDD+ activities a country chooses to implement. It may also refer to the five carbon pools a country accounts for (aboveground biomass, belowground biomass, deadwood, litter, soil), and/or the priority drivers addressed. The scope of a submitted FREL/FRL may represent a sub-set of the activities and pools presented in the NS/AP, with the intention to expand to the full scope of activities and pools presented in the NS/AP over time, applying a stepwise approach.

The broad scope of the five REDD+ activities allows participation by many countries with diverse national circumstances and at various stages in the forest transition

curve (see box 4.7 below). A country's choice on the scope of REDD+ activities may depend on, inter alia: (i) the significance of the various REDD+ activities in terms of greenhouse gas emissions and/or removals; (ii) their relation with the various drivers and the capacity to implement the activities through efficient and cost-effective Policies and Measures (PAMs); (iii) technical considerations on the National Forest Monitoring System (NFMS) and Forest Reference (Emissions) Levels (FREL/FRL); (iv) political priorities.

Countries may find it useful to first focus on one or a few easier REDD+ activities (e.g. reducing deforestation, or reducing deforestation & enhancement of forest carbon stocks). Brazil, for example, has started with Reducing emissions from deforestation only, while already working on improving its capacity to monitor degradation for integration at a later stage.

Countries may decide to address in their NS/AP, through dedicated PAMs, REDD+ activities outside the scope of their initial FREL/FRL. This may be related to a focus on non-carbon benefits, political priorities, or to ensure the support from important stakeholders. All stakeholders should however be aware that these will not lead to RBPs under the UNFCCC, and countries may consider making a clear distinction on this in their NS/AP.

FIG 4.6: THE SCOPE OF REDD+
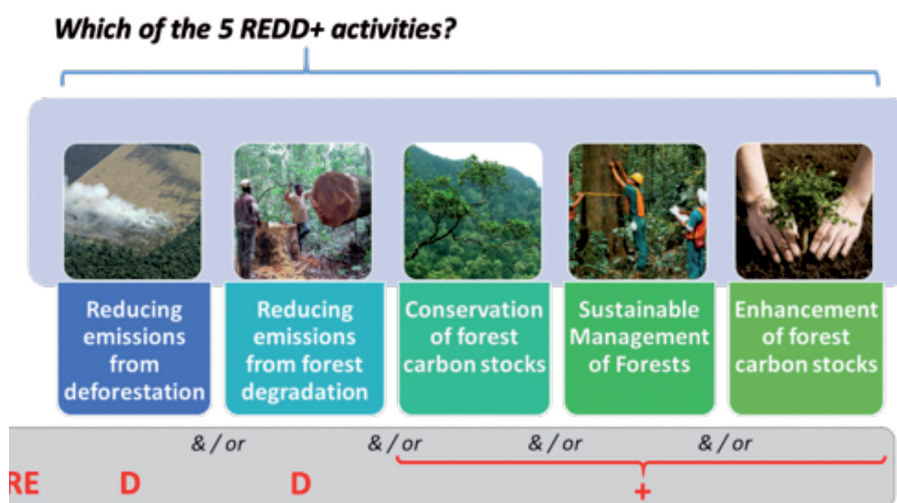
Source: UN-REDD Programme

Scale of REDD+

The UNFCCC allows flexibility for countries to start developing their FREL/FRL, and monitor and report at a subnational scale as an interim measure (Decision 1 CP/16, para 71b and c). In that sense, the scale of REDD+ refers primarily to the geographical area in which the country will implement REDD+ towards RBPs. Regardless, a NS/AP should be developed at the national scale, as does the SIS (Decision 1 CP/16, para

71a and d). A country may however opt for a subnational scale, or for a national scale while focusing part or all of its REDD-relevant efforts on specific key subnational area(s). A decision to go for a subnational scale may be related, inter alia, to:

- limitations in its financial and/or technical capacity (e.g. sheer size of the country) to address the drivers/barriers at the magnitude required to achieve measurable results over the whole country, or to monitor and report results at the national scale;

- a lack of control over its entire territory (i.e. armed groups);

- its geographical development priorities; and

testing various approaches and tools in a more specific context (e.g. the Amazon biome) or with easier control (i.e. less spread out, less actors involved), while building capacity towards a more effective national-scale implementation (i.e. communication and training material, tools and process).

FIG 4.9: THE SCALE OF REDD+
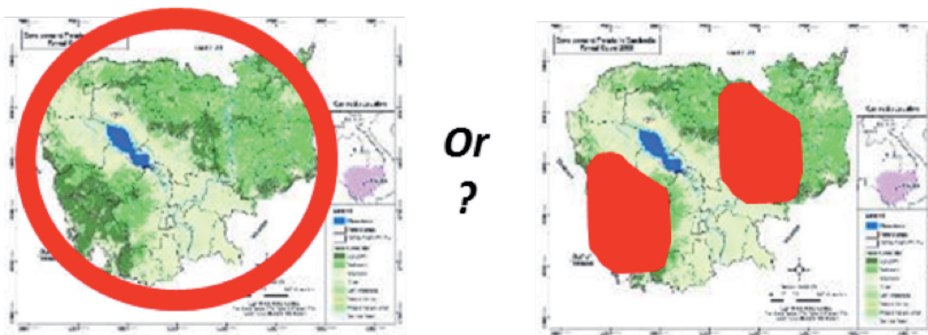
Source: UN-REDD Programme

It may be worth highlighting that even with a national scale FREL/FRL, and monitoring and reporting, REDD-relevant investments are likely to focus at least partly on one or several key areas. In addition to the points listed above, this could be related to the presence of hotspots of deforestation and forest degradation, or areas where the potential of the "+" activities can be best realized. It could be also due to the presence of particularly active actors (e.g. subnational authorities) in some areas, the presence of implementation partners, or to preferences from financial partners.

Several tools can assist in evaluating the options for selecting the optimal option(s) (see *Module 7: Policies and Measures* for more details). The Countries going for interim subnational implementation may consider striking a balance between targeting areas of potential 'low hanging fruits' to ensure results and addressing the more difficult issues and geographical areas. This will reflect on the credibility of the NS/AP and its capacity to be used to engage the international community and secure support for REDD+ investments (as opposed to RBPs).

Countries may consider presenting in their NS/AP:

- The rationale behind the choice of approach and location for subnational implementation;

- The consequences regarding the REDD+ implementation arrangements (REDD+ architecture);

- The way it is expected to contribute to addressing the overall national REDD+ context; and

- The tentative vision for a future smooth scaling-up towards national-scale implementation.

When starting the implementation of REDD+ in one or more subnational areas, the leadership from the national level will be essential in ensuring coherence and consistency in the REDD+ readiness work (which encompasses development of FREL/FRL, safeguards and SIS, among other things):

- Among subnational entities (horizontal coherence); and

- Between the subnational entities and at the national level (vertical coherence).

Coherence and consistency are going to be key factors in ensuring an easier aggregation of information for quality reporting to the UNFCCC for RBPs, as well as in managing the transition from subnational to national implementation over time. This issue will be even more acute when various instruments outside the UNFCCC are mixed, such as subnational or project-level approaches relating to the voluntary carbon markets (VCM), as methodologies and rules used by the various VCM standards may not necessarily be aligned on the UNFCCC. Integration with these other instruments, already deployed in many REDD+ countries, is necessary but can be particularly complex when coherence is not ensured from the onset. The many opportunities and constraints associated with pursuing this kind of alternative approach should be evaluated carefully.

PRIORITY DRIVERS

A country may also want to consider which strategic direct driver(s) and related indirect drivers it wishes to address as a priority. Such a prioritization exercise may consider, among other things:

- The significance of each direct driver in terms of emissions from deforestation/forest degradation, or potential for removals from the "+" activities;

- Scope and scale;

- Political priorities;

- The capacity to tackle the driver (technical capacity, political capital required, and actors needed, all this considering the related indirect drivers);

- Expected implementation costs and benefits (including non-carbon benefits); and
- Potential environmental and social risks and benefits associated with addressing a given driver.

More information on the prioritization of drivers can be found in *Module 3: Drivers of Deforestation and Forest Degradation*.

In sum, the most significant driver(s) in terms of potential emissions reductions and/or enhanced removals may not always be the most strategic to address. Such driver(s) may be addressed more effectively at a later stage when the environment (i.e. political, financial) is more conducive. However, as discarding significant drivers may undermine the overall credibility of the NS/AP, it may be important to present and argue these points adequately.

- In Mongolia, the REDD+ strategy will be expanded to also look at measures to build resilience to address climate change.

LOOKING AT SCOPE, SCALE AND PRIORITY DRIVERS IN PERSPECTIVE

Decisions on scope, scale, and/or priority drivers will have strong implications for each other and should be considered together and not separately (Figure 4.10). They may also have important implications for the design and implementation of the various elements of the national REDD+ architecture (especially the NS/AP and choice of PAMs, FREL/FRL, NFMS and safeguards/SIS), as the other way round.

FIG 4.10: STRONG INTER-RELATIONS BETWEEN CONSIDERATIONS ON SCOPE, SCALE AND PRIORITY DRIVERS
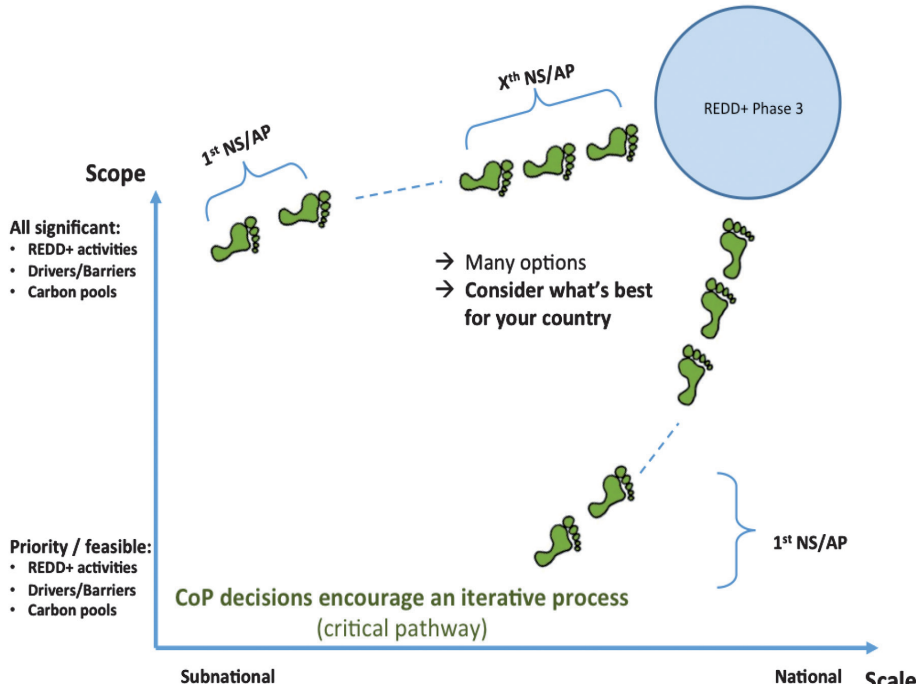

Source: UN-REDD Programme

For example, if a country focuses on reducing emissions from deforestation, the NFMS should be designed to monitor deforestation, a FREL should be set to account for historical deforestation (and adjusted for national circumstances, as necessary); safeguards (and SIS) must be operational anyhow. On the other hand, difficulties in including some of the REDD+ activities in the FREL/FEL, or technical or costs limitations in monitoring that activity through the NFMS, may contribute to the decision to not to address the drivers linked to that activity or affect the level financial efforts put into it, as it will not lead to RBPs (e.g. addressing selective logging or fuelwood collection leading to forest degradation). Again a country may still decide to include them for their non-carbon benefits or other reasons.

Decisions on scale, or priority areas for REDD+ implementation, may have important implications for, inter alia, the relevant activities and drivers to be addressed, the stakeholders to engage, the expected costs and benefits, the design and implementation of the various Cancun elements of REDD+ and wider REDD+ architecture.

Choices made regarding priority drivers (e.g. charcoal production) and PAMs to address them (e.g. formalization and organization of the charcoal value chain) may have strong implications in terms of safeguards (e.g. impact on the livelihoods of the many vulnerable households involved in the production, transport or marketing). Addressing and respecting the safeguards and ensuring viable success of implementation may require adjusting the way PAMs are implemented, and complementing them with others.

Though actual decision on strategic aspects such as scope, scale and priority drivers may be taken at different stages of the readiness process, considering these aspects early on may assist in focusing the analytical work, reflections and consultations on the key aspects. The optimal set to start implementation will depend entirely on country-specific circumstances and choices regarding the long-term vision for REDD+ (including reaching REDD+ Phase 3) and strategic pathway towards REDD+ phase 3, as illustrated in figure 4.11.

FIGURE 4.11: DEFINING A REDD+ VISION AND THE STRATEGIC PATHWAY TO ACHIEVE IT

Source: UN-REDD Programme

FINANCING STRATEGY

Cost analyses and financial planning are core elements of a strategy (and/or related investment plan), and can serve two major objectives:

• Reflect strategy implementation costs once the strategic options are selected. This can help to:

  1. Quantify the expenditures that the country will incur and when they will occur;

  2. Identify sources of finance that match the financial profile of the strategic options analysed;

  3. Redesign strategic options to create profitable land use activities (such as modify fiscal policies to make a REDD+ activity profitable); and

  4. Help design the national fund management arrangements to properly channel funds to implement the strategic options.

• Contribute to the prioritization of options during the strategy development process (i.e. financially unviable PAMs can be eliminated or their design modified).

For this reason, the financing strategy is likely to influence the country vision for REDD+ and the related choice of PAMs (Figure 4.12). This includes identifying and accessing funding sources for the implementation of PAMs (REDD+ investment) as well as securing financial commitment for RBPs. International finance for PAMs implementation may come from a number of private and/or public sources, such as:

- Bilateral agreements (potentially both investment and RBPs);

- Multilateral programmes (potentially both investment and RBPs), including the Congo Basin Forest Fund (investment) and the WB's Carbon Fund (RBPs);

- Green Climate Fund (investment as well as RBPs); and

- Private sources (though the mechanism for this is not yet well defined).

Depending on the country context, domestic sources of finance may also be important for PAMs implementation, which will strengthen national ownership and long-term sustainability of REDD+ implementation. Alignment with, and integration of, REDD+ objectives and PAMs into national priorities and existing programmes may facilitate this process (e.g. in Mexico, REDD+ is seen as an additional opportunity to achieve the national objective and programme of integrated rural development).

REDD+ finance, whether from domestic or international sources, is unlikely be able to compete with the level of finance supporting some drivers of deforestation (e.g. fiscal incentives for or direct investments in agriculture). In these cases, REDD+ funding could be deployed to help influence development pathways, sectoral objectives and/or related policies and programmes, rather than directly compete financially with the driver(s) itself. A more in depth discussion on financing REDD+ activities can be found in **Module 9: REDD+ Finance**.

FIGURE 4.12: NECESSITY TO POOL AND ALIGN REDD+ & NON-REDD+ FUNDING SOURCES FOR NS/AP IMPLEMENTATION
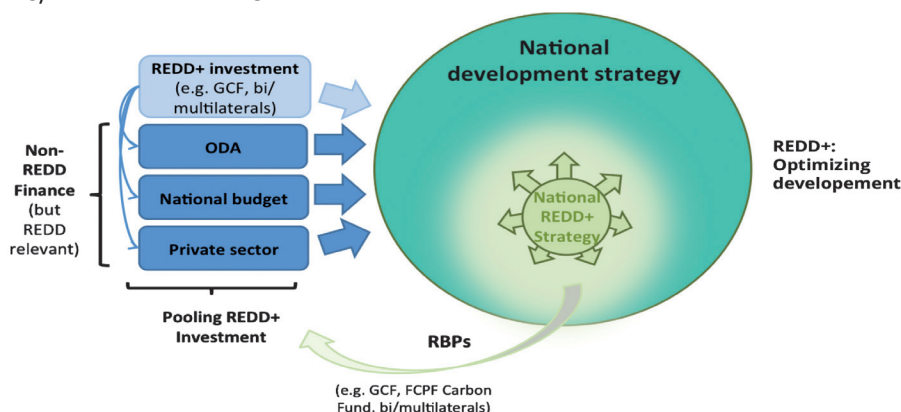
Source: UN-REDD Programme
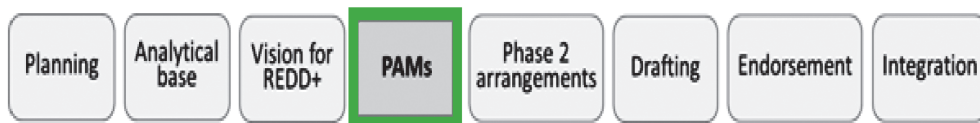
APPROACH TO REDD+ IMPLEMENTATIONS

Different countries may have different approaches to REDD+ implementation, depending on their context and priorities. Some countries may decide to work through rather hands-off approaches, using the legal, policy and fiscal framework to encourage good behaviors and discourage bad ones; others may focus on more hands-on approaches by developing concrete interventions in the field; and others yet again may use a combination of both. Some countries may decide to implement REDD+ mostly through governmental agencies, while others may rely more on national and international service providers, whether from civil society or the private sector. Countries may also decide to use varying levels of incentives and enforcement levers, as well as give different roles to the different levels of government (depending also on the governance structure, i.e. level of decentralization).

In the same way, REDD+ implementation is likely to require coordinated interventions at multiple levels of governance, from national to subnational and local levels. These various levels of governance encompass diverse stakeholders, including decision-makers, influential actors and agents of deforestation and forest degradation, each with different interests and implementation capacities. As relevant in their national context (i.e. governance structure), countries may find it useful to reflect on their PAMs through these various levels of governance, ensuring that PAMs at higher levels have a catalytic effect at the lower levels and address some issues that the lower levels cannot (see module 7 on PAMs for more details).

Ultimately, the optimal approach to REDD+ implementation should be decided pragmatically based on national circumstances, and may be a combination of these various options.

Countries might ask themselves some of the following questions:

- How may REDD+ influence and/or contribute to our national development framework?
- What are the significant REDD+ activities in our country? Are there technical limitations in implementing them (e.g. National Forest Monitoring Systems NFMS, FREL/FRL)?
- Will we develop a FREL/FRL at the national scale and/or focus on specific subnational areas, and why?
- How do the drivers identified relate to the various REDD+ activities? What are the most significant drivers in terms of REDD+, and which ones should be prioritized (e.g. REDD+ significance, feasibility, priorities)?
- What is our approach to REDD+ implementation? What roles for the various governance levels (national, subnational, local)? How do we ensure that the higher governance levels will efficiently and effectively catalyse, coordinate and support subnational efforts and public and private actors?

| Planning | Analytical base | Vision for REDD+ | PAMs | Phase 2 arrangements | Drafting | Endorsement | Integration |

ANALYSING OPTIONS AND PRIORITISING ACTIVITIES TO IMPLEMENT POLICIES & MEASURES (PAMs)

In the context of REDD+, PAMs can be understood as actions taken and/or mandated by government in order to implement the REDD+ activities, potentially in combination with other objectives (such as integrated rural development or sectoral transformation). As such, the presentation of PAMs represents a central section of the NS/AP document.

The adequate set of PAMs required in a country to achieve REDD+ results is informed both by the various technical inputs gathered for the process, including the analysis of the drivers and barriers, as well as the national REDD+ vision and various related strategic considerations presented earlier. However, depending on the country context and priorities, as well as existing PAMs and ongoing implementation of various plans and strategies, countries may decide to integrate PAMs that are not directly related to these strategic choices in their NS/AP. This is entirely up to the country, but it may then be useful to clearly indicate which set of PAMS are expected to lead to results-based payments and which are not at this stage.

The selection process of relevant PAMs should be done in consultation with the relevant stakeholders, ranging as relevant from national and local government officials to civil society organizations, private sector, and community and indigenous groups, among others (see *Module 11: Public Awareness and Stakeholder Engagement* for more information on the subject). It is likely to be based on a number of factors, including:

- The mitigation potential of the REDD+ activities in their national context;
- Potential social and environmental benefits and risks;
- The ability of the NFMS to measure the outcome of the overall package of PAMs;
- The ability to monitor the implementation and, as relevant, the outcome of individual PAMs (e.g. regeneration);
- The capacity (at national and subnational levels) to implement PAMs effectively and efficiently;
- The likely costs and benefits of the PAMs (incl. non-carbon benefits), as well as potential risks;
- Alignment with national (and/or subnational) development priorities and plans;

- Political acceptability and/or support for particular actions;

- The nature and scope of existing REDD-relevant PAMs, including existing forest-sector policies and plans; and

- Potential for (national/bilateral/multilateral) funding for PAMs implementation.

The relevance and adequacy of individual PAMs should not be assessed in isolation, but instead developed as coherent package of REDD+ interventions sequenced over time that complement one other to address both direct and underlying drivers, in an effective, equitable and efficient way. Potential or necessary synergies and catalytic effects between PAMs implemented at the national, subnational, and local levels should be considered (e.g. policy or regulatory reforms supporting the implementation of actions at the subnational level). The development of this package might be supported by the definition of a theory of change, which expresses how the various PAMs are – collectively – expected to achieve desired results (carbon and other types of benefits). The PAMs chosen should take into account past experience and build on existing ones, either by improving them or realigning them towards the vision defined. A more in depth discussion can be found in *Module 7: Policies and Measures*.

Countries might ask themselves some of the following questions:

- What are the PAMs that we envisage putting in place to implement identified REDD+ activities? How do the proposed actions adequately address the related direct as well as underlying drivers of deforestation and forest degradation, and/or barriers to the "+" activities?

- Why and how have the PAMs been defined and prioritized? What is their social, political and economic feasibility and viability, and how do they relate to existing policies and measures (correcting, supporting and/or adding on to them)? In which way(s) are they transformative?

| Planning | Analytical base | Vision for REDD+ | PAMs | **Phase 2 arrangements** | Drafting | Endorsement | Integration |

DEFINING IMPLEMENTATION ARRANGEMENTS (FINANCIAL, LEGAL AND INSTITUTIONAL)

Countries should define how they will ensure the efficient and effective implementation of REDD+ in phase 2. This includes the institutional, legal and financial arrangements to oversee, coordinate, implement, monitor and report on REDD+ implementation. Institutional arrangements for the readiness phase may indeed have to be reconsidered in the implementation phase to be more in line with the drivers addressed and PAMs selected.

Clear mandates, budgets and legal base should be established, that build on existing arrangements supplemented as needed. Box 4.13 proposes several resources relative to the legal aspects to support this step. The institutional arrangements for REDD+ should be country-driven, and could be further supported by guidance from the UN-REDD Programme, if and when appropriate. For more information on the monitoring of PAMs, see **Module 7: Polices and Measures**.

Countries might ask themselves some of the following questions:

- How will we instigate and ensure, for example (as relevant) effective inter-institutional and inter-sectoral dialogue and coordination?
- How will various tools, and their related processes and responsibilities, be put in place or improved to allow for, for example, adequate monitoring and evaluation of REDD+ implementation and performance?
- How will these arrangements build efficiently on existing structures, processes and legal frameworks, and complement them?

| Planning | Analytical base | Vision for REDD+ | PAMs | Phase 2 arrangements | Drafting | Endorsement | Integration |

THE DRAFTING PROCESS OF THE NS/AP

The drafting process of the NS/APs document should be an opportunity for further consultation, both with in-country as well as international stakeholders, building up to a full version of the NS/AP. The length of this process will highly depend on the way it is conducted and the extent of consensus desired on the various elements of the documents.

Some countries (e.g. Zambia) found it useful to start the drafting process by developing an "Issue & Option paper", which:

- Gathers and presents all relevant existing information (e.g. drivers and barriers, existing policies and PAMs as well as lessons learned) and highlights gaps; and

- Presents the various strategic considerations and potential options, as well as their likely implications.

FAO Development Law Service http://www.fao.org/legal/home/legal-office/en/

This is particularly useful to support the multi-stakeholder dialogue and inform the decision-making process, before engaging in the drafting of the actual NS/AP. The drafting of the NS/AP should allow for plenty of interactions and feedback loops to ensure ownership and support from all relevant stakeholders.

POLITICAL AND STAKEHOLDER ENDORSEMENT

Countries might consider undertaking an exercise of political endorsement or validation of their NS/APs. This refers to a formal 'stamp of approval' by the Government (including key ministries related to direct and underlying drivers of deforestation) as well as validation by relevant stakeholders. This will add weight and legitimacy to the document, especially if looking for financial support for REDD+ investment.

FORMAL INTEGRATION OF THE NS/AP

Once the NS/AP has been endorsed, depending on the approach followed, countries might consider integrating it formally into the national policy and/or regulatory framework through various instruments, such as a Presidential or Ministerial Decree, or incorporated into national laws (e.g. climate change regulatory framework), according to national circumstances. Also, to the extent possible, the content of the NS/AP should be integrated into relevant cross-sectoral and sectoral plans at the national and subnational levels. This may be a lengthy process but essential for the strategy to have a real transformational impact.

BOX 4.14 SOME REDD+ RELEVANT VISIONS, TARGETS, COMMITMENTS AND RESULTS AROUND THE WORLD

- **Indonesia** has embarked on comprehensive reforms to land-use policies, customary land rights, regulations and law enforcement to meet its pledge to reduce greenhouse gas emissions by 26% by 2020 (41% subject to international support).
- **Colombia** is making progress on its Amazon Vision – an ambitious plan towards meeting the zero net deforestation goal in its Amazon region by 2020.
- **Mexico** has adopted a law on climate change that incorporates the goal of reaching zero net deforestation.
- **Ethiopia's** Climate Resilient Green Economy (CRGE) Facility sets the goal of reaching middle income country status by 2025 with net-zero greenhouse gas emissions growth while building resilience to climate shocks.
- **Brazil** has committed to reduce its GHG emissions by 36.1% to 38.9% by 2020. It has demonstrated huge progress in reducing deforestation, which by 2013 had fallen by 71% compared to the 1996-2005 annual average, while at the same time increasing agricultural production and rural incomes.

CROSS-CUTTING ISSUES THROUGHOUT THE NS/AP DEVELOPMENT PROCESS

Several additional elements must be taken into consideration in order to ensure a quality design process and document.

NATIONAL INSTITUTIONAL CLARITY, LEADERSHIP AND COORDINATION

The NS/AP design process is likely to require the convergence of information and efforts from many stakeholders, sectors, thematic and geographical areas, at various levels of governance, which will prove quite challenging. Strong leadership from a unique governmental body over the whole readiness process, backed by an adequate legal framework and budget are key to facilitate the effective functioning of the readiness and strategy design processes. This is also true for the implementation phase, though multi-sectoral coordination mechanisms are likely to be even more important than in readiness phase, in achieving REDD+ results.

MULTI-SECTORAL & MULTI-STAKEHOLDER PROCESS

It is important to build understanding, consensus, support and collaboration from the various productive sectors and cross-sectoral institutions from the readiness phase, since most DFDD have their cause outside the forestry sector. Multi-sectoral engage-

ment and coordination (including Forestry, Environment, Agriculture, Planning, and Finance) are thus crucial, both in the readiness and implementation phases. The NS/AP design process is a good opportunity and medium for making REDD+ more tangible to other sectors. Figure 4.15 provides an example of sectoral ministries and their possible input in the NS/AP development process. Adequate cross-sectoral dialogue and coordination mechanism may need to be strengthened or created to facilitate subsequent alignment of government actions, policies and measures in the implementation phase to achieve REDD+ results. Higher-level political support is particularly critical in achieving this, which itself requires a robust business case for REDD+.

FIGURE 4.15 EXAMPLE OF SECTORAL MINISTRY ENGAGEMENT

Ministry of Forestry / Environment	Ministry of Planning	Ministry of Finance	Office of Statistics	Ministry of mining	Ministry of Agriculture
Lead in implementing REDD+ at national level	Multiple benefits/spatial planning	Finance sector regulation; deforestation from financial supply chains;	e.g. Scenarios for RBA leading to RBP; National/corporate natural capital accounting	Embed ecosystem compensation as part of mining development; smart planning	e.g. Strip deforestation from agricultural supply chains

Source: UN-REDD Programme

In order to build consensus, support and collaboration, it is also necessary for the process to be participatory, transparent and equitable, involving non-governmental actors, including grassroots organizations representing communities and indigenous people, and the private sector. Additional expertise should be used by involving research centers, academia, etc. A good multi-sectoral and multi-stakeholder process will facilitate final validation and appropriation of the NS/AP.

Mapping key actors, inside and outside the government, is useful for defining an effective stakeholder's engagement strategy. Potential supporters (institutions and individuals) and challengers may be identified, along with the kind of information, interventions and/or support that may raise their interest and support in REDD+. A formal or informal roadmap could then be prepared so as to engage them in an appropriate and timely manner. More information on stakeholder engagement can be found in *Module 11: Stakeholder Engagement*.

Gender considerations

Women's and men's specific roles, rights and responsibilities, as well as their particular use patterns and knowledge of forests, shape their experiences differently. As such,

gender-differentiated needs, uses and knowledge (including of the forest) are critical inputs to policy and programmatic interventions that will facilitate the long-term success of REDD+ on the ground. To ensure that NS/APs are inclusive and resilient, specific attention must be paid to the specific roles, priorities and contributions of women, youth and men at every stage of policy and programme development, from design through implementation and evaluation. Gender-responsive NS/APs and PAMs should therefore recognize the role of women as (oftentimes) primary users of forests with valuable knowledge and experience; clearly communicate the potential benefits to women; and include enforceable measures that ensure those benefits are both protected and delivered[2].

Ensuring coordination & coherence among Cancun elements

As mentioned in the introduction of this module, the NS/AP is only one of the four Cancun elements which a country should prepare in order to be ready to receive RBPs. Strategic choices made on each the four Cancun design elements of REDD+ may have strong implications for the others (see section "*Looking at scope, scale and priority drivers in perspective*", as well **Module 7: Policies** and **Module 8: Safeguards**). As such, it is important, when designing the NS/AP, to consider the wider picture and ensure regular communication and coordination in the development and implementation of the Cancun REDD+ elements.

As a matter of example, the analysis of the drivers/barriers and PAMs will assist in defining the goals and scope of the safeguards. Putting too much efforts on the safeguards work stream before the country actually considers its strategic options may lead to technically and economically inefficient analytical work (e.g. too general, or not focusing on the right issues or geographical areas) as well as abstract heated debate that may prove irrelevant later on (e.g. over the potential threats from REDD+ on the livelihoods of indigenous peoples, while REDD+ implementation may eventually focus on areas or drivers that do not pose a threat to livelihoods of indigenous peoples). Figure 4.16 illustrates a potential sequencing of and feedback loops between the NS/AP and safeguards/SIS development processes.

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[2] Cf. The business case for mainstreaming gender in REDD+

FIGURE 4.16: REDD+ IMPLEMENTATION: A CONTINUOUS IMPROVEMENT CYCLE
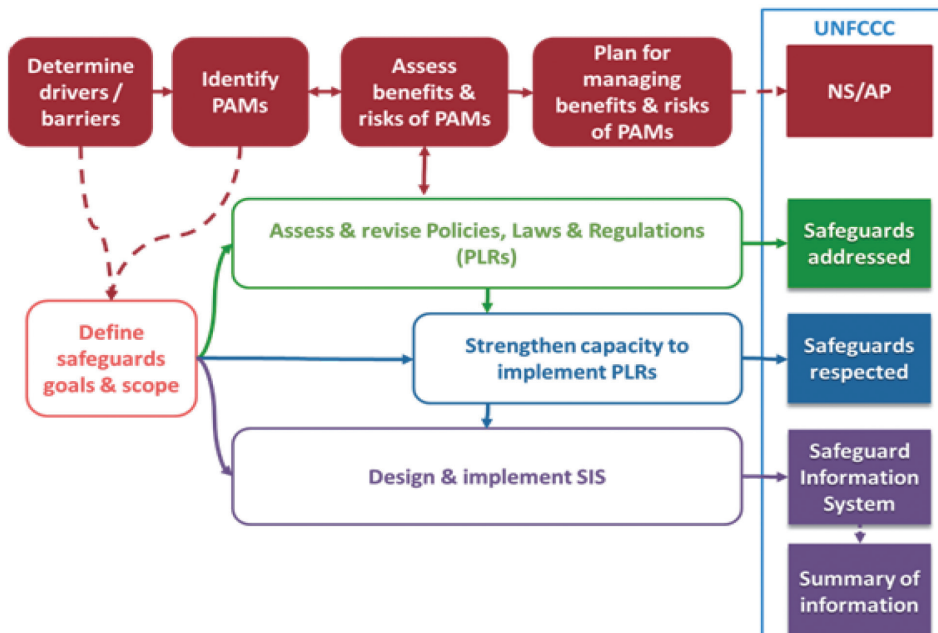
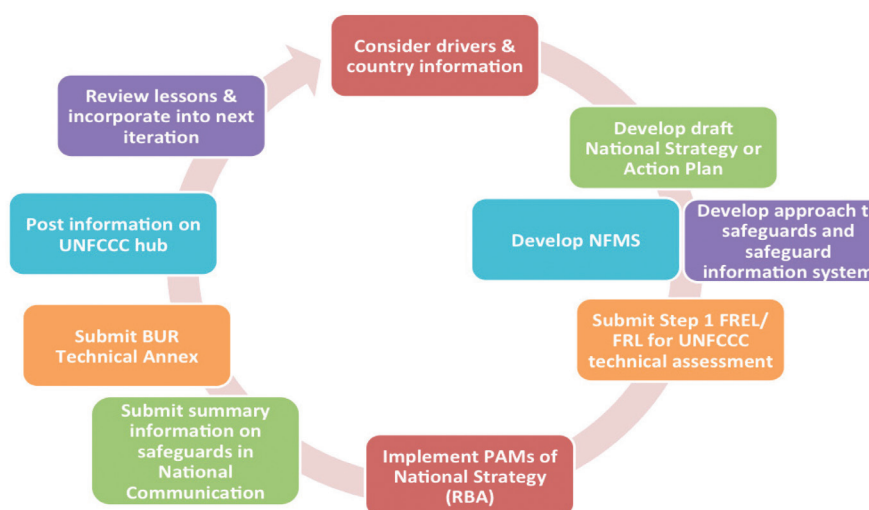Source: UN-REDD Programme

REFLECTION POINT

Do you remember the four Cancun elements for implementing REDD+?

AN ITERATIVE STEP-WISE PROCESS

As any strategic document, NS/APs are meant to be revised periodically according to changes in the context as well as lessons learned (Figure 4.17). Changes in the context may relate to mutating or emerging drivers of deforestation, changes in the political and economic context of the country, or improvement in the country technical capacity (e.g. NFMS), which allows widening the scope of REDD+. The implementation phase of REDD+ (phase 2) is meant for experimenting and further building capacity towards phase 3. It will be the occasion to test various PAMs and combination of PAMs, in various contexts, through different implementation arrangements. Lessons learned should be documented in a systematic manner through an adequate results framework and integrated into subsequent version of the NS/AP (see also *Module 7: Policies and Measures*).

FIGURE 4.17: REDD+ IMPLEMENTATION: A CONTINUOUS IMPROVEMENT CYCLE

Source: UN-REDD Programme

POTENTIAL SUPPORT FROM THE UN-REDD PROGRAMME

The UN-REDD Programme supports the different steps and elements of the NS/AP process. Figure 4.18 presents a summary of the areas of work for which the programme provides support.

FIGURE 4.18 COMMON THEMATIC AREAS FOR REDD+ NS/AP DESIGN AND TOOLS
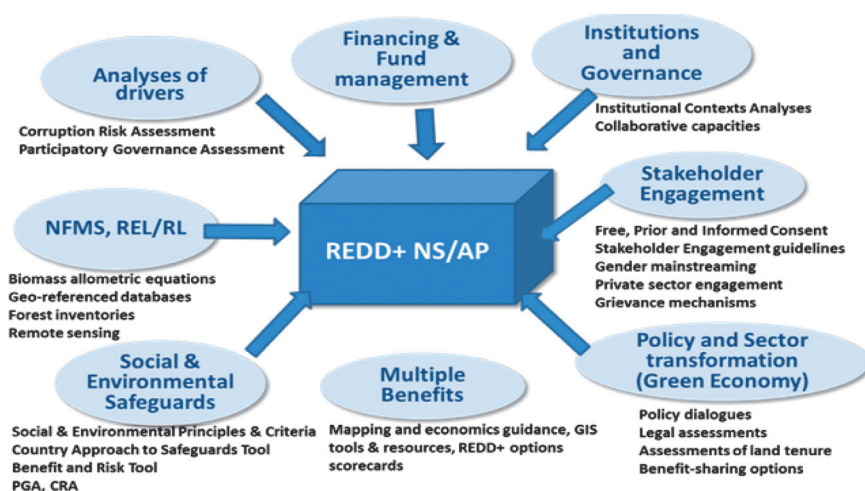
Source: UN-REDD Programme

Exercises

1. The NS/APs of most countries follow a logical flow, articulated around the "Why/What/How" guiding structure. Some of the following potential elements of a NS/AP relate to the 'Why', some other to the 'What' questions or to the 'How' questions. Can you guess which is which? Use the left hand column to try without referring to the text. Then us the right hand column to check your answers.

Your guess	Potential elements of the strategy	*Actual after referring to text.*
	Policies & Measures (PAMs) to address drivers & achieve results	
	Country vision for REDD+	
	Forest context of the country (DDFD processes & trends, drivers, barriers to "+")	
	Implementation arrangements	
	The way PAMs in the strategy build on / supplement / change existing PAMs	
	Development context & objectives of the country	
	Scope of REDD+, Scale of REDD+, Priority drivers	

2. What is missing?

One the way to an important meeting with a government partner to develop an NP/AP you suddenly forget what the 8 main steps are in the design process. These are the only ones you can remember. What's missing?

•   Planning the NS/AP design process

•   Analysing options and prioritising activities to implement (Policies & Measures)

•   Defining implementation arrangements (financial, legal and institutional)

•   Drafting processes

•   Formal integration of the NS/AP

Note

Note

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