



## **EXECUTIVE SUMMARY**

This report serves as the final report for the Joint Programme established to support the REDD+ Partnership through the provision of secretariat services. The agreement entered into force on March 29 2012 and ended on February 28 2015. *The **specific objective** of this Action is therefore to provide support through the provision of secretariat services to the REDD+ Partnership. **The overall objective** of the Action is to contribute to the advancement of the international consensus building on the eventual REDD+ mechanism under the UNFCCC through the scaling up of REDD+ actions and finance through the REDD+ Partnership.*

The REDD+ Partnership is a platform involving seventy five countries together with the European Commission. Stakeholders, NGOs and local communities accredited to the UNFCCC participate in the REDD+ Partnership. The website for the platform can be found at [www.reddpluspartnership.org](http://www.reddpluspartnership.org).

The Partnership has served as an interim and voluntary forum to increase understanding and collective global action toward international commitments in the forest sector relating to realising the potential for reducing greenhouse gas emissions from deforestation and forest degradation, sustainable management of forests and through enhancing and conserving forest carbon stocks (REDD+) in developing countries. Established at the Oslo Climate and Forest Conference in 2010, The Partnership aimed to take immediate action, including improving the effectiveness, efficiency, transparency and coordination of REDD+ initiatives and financial instruments, to facilitate among other things knowledge transfer, capacity enhancement, mitigation actions and technology development and transfer.

The Partnership's work was guided by a Programme of Work developed by Co-Chairs and Partners and based on the Partnership agreement adopted in Oslo, May 27 2010 with two subsequent iterations for the period 2011-2012 approved in Cancun, on 28 November, 2010 and approved in July 2013 to cover the period 2013 and 2014. This programme was implemented with some revisions and completed in December 2014. At the Partnership Meeting in Lima on the 27<sup>th</sup> and 28<sup>th</sup> of November, Partners agreed not to develop a new work programme and took the decision to discontinue the Partnership beyond December 2014 as the context for the Partnership was seen to be less relevant after the Warsaw Framework on REDD+ was adopted in 2013.

This final report covers the outputs that are to be reported by the Programme Team (PT) of the REDD+ Partnership Secretariat under the auspices of this Joint Programme Document as guided by the work programmes of the Partnership as a whole, for a voluntary REDD+ database, lessons learnt on REDD+ initiatives, website to share information, support to Partnership meetings Secretariat Services.

These specific objectives within this joint programme document have largely been achieved. This assertion is also supported by the assessment of the Partnership before its close. These have included the creation and maintenance of a Voluntary REDD+ Database (VRD) which provides data and information on REDD+ financing and actions. More than 1800 arrangement records have been self-reported by 59/75 countries (both REDD+ countries and donors) plus the European Commission, and 16 institutions. The Partners and stakeholders felt that this was a useful and important outcome which should be continued after the Partnership had ended this providing evidence for its credibility and relevance. The Partners agreed to set aside funding for the VRD to continue till the end of 2016 and chose an institution – FAO – to implement this. Best practices, experiences and lessons learnt to advance REDD+ readiness have been shared amongst the countries, stakeholders and other REDD+ actors attending the eighteen global and regional workshops and meetings organised by the Co-Chairs and Secretariat, and cooperation between them, promoted.

The Partnership succeeded in facilitating an open exchange between the Partners in a non-negotiation setting that allows for in-depth discussions, the sharing of experiences and practices in a workshop format.

Open for stakeholders and to countries working on REDD+, the REDD+ Partnership has constituted a positive environment that welcomes and allows for the active support of stakeholders who play important roles as countries shape REDD+ on the ground. These outcomes has been seen as the most important for the Partnership.

A Partnership website was developed and updated and acts as a repository for detailed content of meetings, documents and actions of the REDD+ Partnership. Eighteen successfully planned and organised meetings and workshops were held over the life of the Partnership and the Secretariat was able to provide services to the Partnership which included communications between the Partner and Co-Chairs, development of work plans as well as coordination between the participating agencies, and the UN-REDD Programme Secretariat as well as the Forest Carbon Partnership Facility which partnered with UN-REDD to provide the Secretariat Services to the REDD+ Partnership.

The Partnership has been a ‘modest’ success as noted by the Partnership Assessment as the overall goal to scale up actions and finance for REDD+, however has been only moderately achieved.

The results of the Partnership vis à vis its stated objectives and its value was described as follows;

- a. Providing an informal space for communication, to discuss a range of issues and explore solutions to identified challenges, including those being negotiated under the UNFCCC;
- b. Increasing transparency among Partners and with Observers;
- c. Building trust, understanding, social capital;
- d. Sharing knowledge and building capacity on REDD+ issues;
- e. Taking efforts to document REDD+ finance through the Voluntary REDD+ Database.

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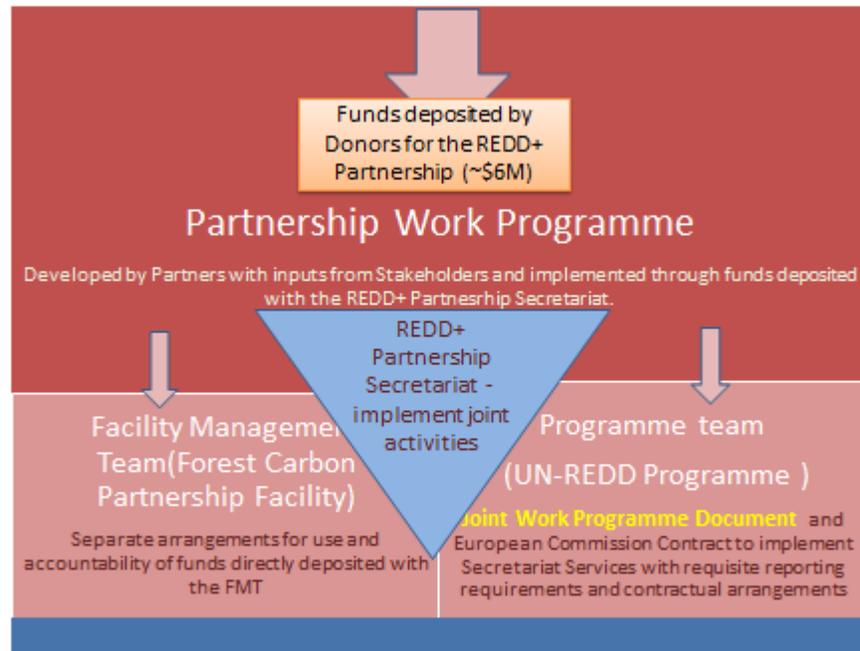
## I. Purpose

### i). Introduction

The main objective and outcomes of this programme are to provide support to the REDD+ Partnership through provision of secretariat services. The REDD+ Partnership is an initiative currently involving seventy five countries which serves as an interim platform for scaling up actions and finance for initiatives to reduce emissions from deforestation and forest degradation (REDD+) in developing countries (see [www.reddpluspartnership.org](http://www.reddpluspartnership.org)). The original **project document** stipulates the expected results and outcomes of the Programme (see [here](#)). This document is based on the vision of the Partners and stakeholders who met at the Oslo Climate and Forests Conference in 2010 and recognised the need for an interim, voluntary Platform that would help to advance REDD+ within the UNFCCC and amongst Partner countries wanting to undertake REDD+, given the slow pace of the negotiations and the interest and willingness of Countries to scale up finance and actions for REDD+. The activities below reflect the areas identified by the Partners. The joint programme contributes to the advancement of the international consensus building on the eventual REDD+ mechanism, under the UNFCCC, and in the interim, to scaling up REDD+ actions and finance, through provision of the secretariat services to the interim REDD+ Partnership.

The secretariat services are provided to the REDD+ Partnership by the Programme Team of the UN-REDD Programme (PT) which comprises three participating UN Organizations, namely the Food and Agriculture Organization of the United Nations (FAO), the United Nations Development Programme (UNDP) and the United Nations Environment Programme (UNEP). The secretariat services to the Partnership are provided in conjunction with the World Bank’s Forest Carbon Facility Programme’s (FCPF) Facility Management

Team (FMT). Funds for the JPD and its revisions made up about one quarter of the total funds provided for the Partnership activities, outputs and results.



The Multi-Partner Trust Fund Office (MPTF Office) of the United Nations Development Programme (UNDP) is the Administrative Agent (AA) of the REDD+ Partnership Fund (hereafter the “Fund”). As of 16 December 2010, it has concluded a Memorandum of Understanding (MOU) with the above noted three Participating Organizations and a Standard Administrative Arrangement (SAA) with six donors enabling the Participating Organizations to receive funding through the Fund.

## ii). Expected Results and Outcomes

The activities defined at the level of the Secretariat of the REDD Partnership were to deliver the following outcomes.

**Outcome 1:** A [Voluntary REDD+ Database](#) (VRD) is developed and maintained, and provides data and information on REDD+ financing and actions.

**Outcome 2:** Lessons are shared on REDD+ initiatives, best practices are shared and cooperation amongst Partners is promoted and facilitated.

**Outcome 3:** The Partnership website is developed and maintained by FAO (system management) and the Partnership Secretariat (content management). It provides a tool to exchange information and views and stores records of the Partnership work.

**Outcome 4:** REDD+ Partnership meetings are organized in a timely and professional manner through logistics and other services to the participants.

**Outcome 5:** The secretariat services are effectively coordinated among the participating UN agencies; FAO, UNDP and UNEP and with the World Bank.

## II. Assessment of Programme Results

### i) Narrative reporting on results:

#### a) Outcomes

The overall objective to contribute to the advancement of the international consensus building on the eventual REDD+ mechanism under the UNFCCC has also been moderately achieved, as evidenced by the findings of the external assessment conducted by Donna Lee and Tony La Vina for the REDD+ Partnership. The specific objective of providing secretariat services to the interim REDD+ Partnership has been achieved as per the outcomes of this Joint Programme Document as follows.

**Outcome 1:** A Voluntary REDD+ Database is developed and maintained and provides data and information on REDD+ financing and actions.

*Achieved – The VRD is seen as a valuable and relevant output of the partnership and will be continued, even though the Partnership has ceased. FAO will manage the database.*

**Outcome 2:** Lessons learnt from REDD+ initiatives and best practices shared through the promotion and facilitation of cooperation among Partners.

*Mostly achieved. See Table 1 under 'Outputs'.*

**Outcome 3:** The Partnership Website is developed and maintained and provides a tool to exchange information and views and store records of the Partnership's work.

*The Website has mainly been a repository of information but has not been used as much as a tool to exchange information. The Website has fulfilled minimum requirements for the Partnership where Partners could find out when and where meetings were held, access presentation and reports and be in touch with the activities of the Partnership.*

**Outcome 4:** REDD+ Partnership meetings are organized in a timely and professional manner through logistics and other services to the participants.

*Achieved – also See Table 1 below.*

**Outcome 5:** Effective coordination by the secretariat services of the participating UN agencies, FAO, UNDP and UNEP, and with the World Bank.

*Achieved. The proxy indicator for this is that activities and outputs identified by Partners and Co-Chairs were carried out by the Secretariat.*

#### b) Outputs

##### **The VRD**

The Voluntary REDD+ Database (VRD) has been developed and maintained and provides data and information on REDD+ Financing and Actions that has been reported to the Partnership. ([www.reddplusdatabase.org](http://www.reddplusdatabase.org)). The VRD has been managed by a team comprising FAO and UNEP-WCMC technical staff.

A key feature of the Partnership, the database provides a first-hand source of financing data from REDD+ and has contributed to the transparency of financial flows in this domain and to the greater understanding of financial flows associated with REDD+. The progress and evolution of the database has been discussed routinely at each Partnership meeting where a member of the VRD team attends the Partnership meeting and provides a progress report. Budgets for the VRD have been approved in each work programme with a final end date for December 2014.

have regularly provided inputs and feedback on the content, scope and budget, as well as the challenges and opportunities. These have resulted in actions that the VRD team has undertaken as follows:

- Increase responder coverage to the database and improved quality of data submitted to the database ([www.reddplusdatabase.org](http://www.reddplusdatabase.org));
- Maintenance and further development of the database and database interface;
- Communications development and interaction with other climate finance tracking initiatives as well as production of information materials found here; [VRD REDDX Brochure](#) and [VRD Brief](#) ;
- The analysis of submitted data and communication of results to the Partnership; [Analytic Report 2013](#) and [2012](#)
- Developing an improved reporting structure for information on REDD+ financing;
- An updated 2014 dataset; and
- Capacity Building activities in Africa with two workshops held in Chad and in Johannesburg to discuss REDD Finance and increase respondents from African Partner countries

More than 1800 arrangement records have been self-reported by 59 countries (both REDD+ countries and donors) plus the European Commission, and 16 institutions.

The establishment of a VRD working group comprising of Partners discussed the content and the future of the VRD. Their recommendation was for the VRD to continue. Institutions were approached to provide proposals. At the meeting in Lima on November 28, Partners chose FAO (from proposals presented by three potential service providers – FAO, Forest Trends and Global Canopy Programme) to work to solicit inputs from Countries and stakeholders working on REDD+ and to manage the database till such time that it could be transferred to another entity. Most Partners preferred that the VRD be eventually come under the UNFCCC. A decision by the Parties will be required to enable this transfer.

Additional outputs of the Partnership have been the REDD+ Partnership website and meetings and workshops held by the Partnership. Other outputs include reports commissioned by the Partners as follows. Papers commissioned during the contract period

1. Effectiveness of Multilateral REDD+ Financing (check this name

1. Lessons from the Fast Start Financing Period (Warsaw)
2. Public Private Partnerships and REDD+ (Bonn)
3. REDD+ Finance (Santa Marta) These contributed indirectly to the achievement of the outcomes.

All of the documents related to the meetings, including the agenda, presentations, documents circulated and co-Chairs summaries of the meetings can be found here at <http://reddpluspartnership.org/73943/en/>

Table 1 - Summary of meetings and outputs

Venue	Dates	Areas of focus
Bonn, Germany	June, 2012	The Meeting focused on the drivers of deforestation and the various actors involved in these drivers, such as the role of industry. Presentations featured different stakeholders providing their views on roles and actions to address drivers of deforestation.
Santa Marta, Colombia	July, 2012	The meeting provided a background on REDD+ and a booklet on ‘Advanced REDD+ Finance’ describing financial instruments that could be used to channel funds in the REDD+ context, the actors that are involved, and the ways in which these financial instruments could be applied. ( <a href="#">Advanced REDD+ Finance 1.01.pdf</a> ) Panelists on REDD+ Finance were drawn from a wide range of initiatives and discussions held. Presentations were held on Forests and the EU-ETS, Fundo Clima in Brazil, Payments for Ecosystem Services in Mexico, Securing Australia’s clean energy future, Sociobosque Ecuador, VCS, Amazon Fund, BioCarbon Fund, Bunge Environmental Markets, California Cap and Trade Programme, Australia Carbon Farming Initiative, Caatinga Fund, Mexico’s PES payments and the Global Conservation Standard. A quick assessment was provided on the achievements of the REDD+ Partnership to date. A parallel session on REDD+ was held for invitees from the country finance sector.
Bangkok,	September,	The meeting focused on assessing the Partnership’s work so far, and discussing whether it should

Thailand	2012	continue. A wide range of views were provided as well as a number of topics that could shape up towards a new work programme for the period 2013-2014.
Doha, Qatar	December, 2012	The meetings in Doha (two meetings, including a high level meeting) provided a continuing mandate for the REDD+ Partnership and produced the Doha document. ( <a href="#">REDD+ Partnership Doha Document.pdf</a> ).
Bonn, Germany	June, 2013	This meeting produced the work programme and budget for further work for the REDD+ Partnership. ( <a href="#">REDD+ Partnership Work Programme 2013-2014</a> )
Santo Domingo, Dominican Republic	August, 2013	This regional workshop provided the opportunity to discuss existing Country Needs Assessments (CNA) approaches and frameworks, and explore what process should be put in place to complete an assessment of needs and address the gaps in REDD+ preparation at country level. Participants also used this face to face meeting to discuss grant disbursement processes and also to visit a demonstration activity in Jarabacoa, DR for results based payment. The activity included key components - a benefit sharing mechanism at the sub-regional level, a participatory decision making mechanism for REDD+, environmental services program funded by users, forest management including timber harvesting and agrosystems with coffee plantations. Governance issues such as the political will required by three levels of government and the MRV system were also featured.
Palangka-Raya, Indonesia	October, 2013	This regional meeting was launched in great style and pomp by the Indonesian Provincial governor. The key note speech urged participants to reassess REDD+ in light of an integrated landscape approach through a complex systems analyses . Country needs assessment were discussed. The Field trips to the Sebangau National Park for a rewetting project run by WWF; A Fire Prevention, Livelihood and Rewetting Project in in Bukit Tunggul and Tanjung Taruna and a Fire prevention, agricultural Innovation, and Livelihood Projects in Pilang Jabiren were visited by participants. The Climate Communications Facilitation Centre in Buntoi was shown to participants. Here REDD+ issues are discussed and personnel trained. An information exchange Bazaar brought together many different stakeholders in Indonesia and Partners and international stakeholder to exchange information about actions and finance for REDD+. This was seen as a highlight of the REDD+ Partnership meetings. <a href="#">REDD Partnership Palangkaraya Workshop Press Release.pdf</a>
Warsaw, Poland	December, 2013	The meeting highlights were an interactive presentation and discussion on fast start financing and the lessons learnt from this and country needs assessment and issues that future regional meetings could focus on. The Co-Chairs summary has more details - <a href="#">Co-chairs summary - Warsaw Partnership meeting</a>
Johannesburg, South Africa	April, 2014	Enhancing capacity to report on REDD+ finance data from recipient countries in East and Southern Africa. 13 Countries sent focal points to be trained on how and what to report to the VRD.
Accra, Ghana	May, 2014	This regional meeting focused on least developing countries and REDD+. The presentations and discussions were around building sustainable African capacity in terrestrial carbon accounting, providing the example of how finance and forests issues are coordinated in Ghana and DRC, COMIFAC's regional approaches, the Ghana Cocoa Platform, Participatory Governance Assessment in Nigeria, REDD+ process and pilot projects in DRC, REDD+ prospects in LDCs, strategies for mitigating climate change in Agriculture. Safeguard information systems and capacity building for safeguards, the UNFCCC negotiations and discussions on the Warsaw Framework.
Bonn, Germany	June, 2014	The meeting focused on the partnership assessment and
Lima, Peru	November, 2014	The Lima meeting covered a wide range of topics including a discussion and presentation on the Green Climate Fund, the informal land sector dialogues, REDD+ information and education sources, update on the Standing committee on Finance, and linkages in REDD+ financing. Presentations were given on possible new papers for the REDD+ Partnership on Ways to incentivise Non carbon benefits and on the state of play of the Green Climate Fund and its relation to REDD+. A third presentation on interim REDD+ finance provided information to Partners. A summary of the meeting provides the highlights. <a href="#">Summary of decisions from the REDD+ Partnership Meeting in Lima.</a>

*c) Qualitative assessment:*

The Partnership succeeded in facilitating an open exchange between the Partners in a non-negotiation setting that allows for in-depth discussions, the sharing of experiences and practices in a workshop format. Partner countries' representatives were able to make their views known and speak more freely than when in negotiations or FCPF and UN-REDD meetings, and less forced to keep in mind tactical issues. Open for stakeholders and to countries working on REDD+, the REDD+ Partnership has constituted a positive environment that welcomes and allows for the active support of stakeholders who play important roles as countries shape REDD+ on the ground.

As the Partnership Secretariat was based on an inter-agency Programme, collaboration was fostered between the agencies, FAO, UNDP and UNEP to deliver the joint programme jointly through the Programme Team and primarily through the VRD work. Joint programming was required and the strengths and collaborative advantages of each of the agencies drawn upon.

The UN-REDD Programme Team has worked well with the Facility Management Team of the FCPF to deliver the Secretariat services in a coordinated way. Relationships with Co-Chairs were positive and constructive. In 2012, additional funding was provided by the European Commission; this was contingent on co-funding, which was demonstrated through the funds provided by the MPTF/JP.

## ii) Indicator Based Performance Assessment:

Outputs	Indicators / Targets	Indicator Baselines	Planned Indicator or Targets	Achieved Indicator Targets	Reasons for Variance with Planned Target (if any)	Source of Verification
Outcome 1	A voluntary REDD+ database is developed and maintained and provides data and information on REDD+ financing and actions					
1.1. System development	Questionnaire updated and new online version developed and launched for 2014	Core database concepts, functionality and testing in 2011		100%-		<a href="http://www.reddplusdatabase.org">www.reddplusdatabase.org</a> .
1.2. Content development	Number of countries with data on REDD+ financing inserted in the database. Response to queries, gaps and discrepancies in the data, for example between donors and recipient countries	75 units		VRD hosts more than 1800 arrangements from 18 Funder Countries, 40 Recipient Countries and 16 Institutions. 57/75 Partner countries		<a href="http://www.reddplusdatabase.org">www.reddplusdatabase.org</a> .
1.3. Interface development	Public website updated and glitches fixed	Public website launched in 2011	1 unit	100% - glitches fixed in the database.		<a href="http://www.reddplusdatabase.org">www.reddplusdatabase.org</a> .
1.4. Events and communications	VRD work presented at Partnership meetings.			100%		Co-Chairs summary <a href="http://reddpluspartnership.org/73493/en/">http://reddpluspartnership.org/73493/en/</a>
1.5 Capacity Development	2 regional workshops to improve data collection and monitoring		2 units	100%		
Outcome 2	Lessons are shared on REDD+ initiatives; best practices are shared and cooperation among Partners is promoted and facilitated					
	Number of participants in the workshop and feedback	3-4 meetings a year	Not defined	At least 60% of Partners attended workshops and feedback has been mainly positive		<a href="http://reddpluspartnership.org/73493/en/">http://reddpluspartnership.org/73493/en/</a>
Outcome 3	The Partnership website is developed and maintained and provides a tool to exchange information and views and stores records of the Partnership work					
3.1. System and content dev. and management	Website is fully functioning and regularly updated /	2011 website in place	100%	90%	Some material not translated into French and Spanish	<a href="http://reddpluspartnership.org/">http://reddpluspartnership.org/</a>
Outcome 4	REDD+ partnership meetings are organized in a timely and professional manner through logistics and other services to the participants					
4.1 Logistics arranged & material prepared for the Part. meetings	18 REDD+ Partnership meetings were held. Reports were produced – see		3-4	>100%		<a href="http://reddpluspartnership.org/73943/en/">http://reddpluspartnership.org/73943/en/</a>
Outcome 5	The secretariat services are effectively coordinated among the participating UN agencies, FAO, UNDP and UNEP and with the World Bank					
5.1. Coordination of the Support Team	Timeliness of inputs and feedback from co-Chairs and Partners			Mostly achieved; good feedback from Partners and Stakeholders in the external assessment		<a href="http://reddpluspartnership.org/73493/en/">http://reddpluspartnership.org/73493/en/</a>

### iii) Evaluation, Best Practices and Lessons Learned

#### a) Assessment of the REDD+ Partnership.

The Partners commissioned an external assessment on the results of the REDD+ Partnership In the last half of 2014 to

- provide an assessment of the Partnership's achievements and challenges to date, including the effectiveness of its activities;
- to provide lessons learnt from the execution of the work programme at various levels; and
- to inform a decision by Partners to continue the REDD+ Partnership and or recommendation on the need for further work by the interim platform beyond 2014.

The Assessment was conducted by Donna Lee and Tony La Vina for the REDD+ Partnership. A first version had been circulated in October in order to obtain any comments from Partners and stakeholders and these were incorporated into the final report released in November 2014 see [Assessment](#). It was also presented by the consultants at the Partnership meeting in Lima in December 2014.

The overall objective to contribute to the advancement of the international consensus building on the eventual REDD+ mechanism under the UNFCCC has also been moderately achieved, as evidenced by the findings of this external assessment.

The assessment helped Partners and stakeholders to make the decision to discontinue the Partnership and to dismantle this interim platform.

The Partnership has been a 'modest' success as noted by the Partnership Assessment. The results of the Partnership *vis à vis* its stated objectives and its value was described as follows;

- a. Providing an informal space for communication, to discuss a range of issues and explore solutions to identified challenges, including those being negotiated under the UNFCCC;
- b. Increasing transparency among Partners and with Observers;
- c. Building trust, understanding, social capital;
- d. Sharing knowledge and building capacity on REDD+ issues;
- e. Taking efforts to document REDD+ finance through the Voluntary REDD+ Database.

The key findings for the report are as follows

- The REDD+ partnership operates within the REDD+ community where there are many actors and players which require these same actors to attend and engage (for example, UN-REDD, FCPF, FIP).
- Active participation was not universal among all Partners, for example. Around half of the Partners attended at least half of the meetings.
- With regards to whether the Partnership had a direct impact on mitigating climate change is too early to judge and difficult to attribute, but the assessment noted that the Partnership has had an indirect effect on efforts to mitigate climate change through promoting political interest in REDD+ and providing momentum for this key mitigation option at a critical time in the history and evolution of discussion around international climate change cooperation, especially after COP 15.

- The Partnership has demonstrated that a community of countries both developed and developing and stakeholders are committed to working together to slow, halt and reverse emissions from forests and that REDD+ is an important pathway to this goal.
- Nearly all respondents to the surveys conducted by the assessors stated that the Partnership was an effective informal venue for dialogue and for UNFCCC related issues. Ideas on the complex technical issues could be considered in greater depth and detail and in a more analytical and objective atmosphere.
- The Voluntary REDD+ Database was ranked highly as a means of cooperation, transparency and communication among Partners and Stakeholders. Communication externally and beyond the community of practice of REDD+ was limited and not well accomplished.
- A key outcome of the Partnership was to build trust and relationships and understanding among the Partners and Stakeholders. In the assessment, feedback from Civil Society showed that they valued the opportunity to interact with negotiators and hear views through the informal exchanges at the Meetings and Workshops.
- They also helped countries to become more familiar with REDD+ concepts, however since it was the negotiators that were usually present at the meetings, and especially the global meetings, it was felt that the scope could have been broadened to include those trying to implement REDD+ at the national level.

#### ***b) Challenges in programme implementation***

*Decision making in an informal partnership setting;* In developing the 2013-2014 Partnership programme of work, it was not easy to agree on outcomes. At least two meetings were solely dedicated to process and two more, where part of the meeting was spent discussing process and the programme of work. Even when the programme of work was finalised there were a number of items which were unclear as well more activities than could be feasibly implemented and finalised during its time frame. Hence due to a mixture of reasons including little impetus or interest on the part of the Partners to follow through with them, these activities had not been implemented.

These activities drawn from the work programme included (Numbering of outputs are drawn from the Work Programme).

1.2. Leverage technology development and enhance knowledge transfer; Identify possible lines of access to technology support for REDD+ activities by Partners through the Technology Mechanism of the Convention and other institutions working on technology access and finance through a survey to Partners on priorities such as monitoring technology.

2.1 As part of the wider needs assessment; a focus on identifying the conditions which are necessary to attract investments in REDD+ for large scale demonstration activities.

3.3 Share experiences and lessons learned on the technical solutions for monitoring of emissions through engagement of stakeholders. Technical paper produced for discussion at a workshop, with outcomes of 3.1.

5.3. Increase the visibility of the Partnership and explore ad hoc outreach to national institutions and other stakeholders with a strong influence on REDD+, and improve communication to promote main findings and follow up data base information. Launch a dissemination strategy to publicize and promote the tools and

results of the Partnership (VRD, web page, reports,...) and multiply the interaction of the REDD+ Partnership with the public in general, REDD+ community in particular. Exploration of social media and networking tools to enhance the website.

*Production of quality reports that responded to all Partners needs;* New activities were proposed by Co-Chairs in 2014 including information briefs on the Green Climate Fund, Opportunities for REDD+ funding under the Convention, and Lessons learnt from integrating non-carbon benefits into national strategies and actions plans. Terms of reference were developed and consultants identified, however these topics and outputs were not supported by all Partners, and no consensus to undertake them. The fact that these were proposed in the last quarter of the REDD+ Partnership's proposed presence, contributed to the fact that Partners had now withdrawn from the Partnership and were ready to direct their energies elsewhere.

The budget for these activities was re-allocated to the continuation of the VRD work. Other funds remained unspent and were allocated for capacity building and for costs incurred by the Secretariat to close the Project. Partners asked that the remainder of the funds be used for an exchange of experience on national strategies and action plans.

### **c) Key lessons learnt for future programme design**

Clearer decision making procedures on how a participatory process can be optimal for all engaged.

Ensure processes in place that de-politicize discussions in order to increase effectiveness.

Communication could have been enhanced. Partners noted that regular updates through a newsletter could have been published especially targeting those outside the REDD+ community. Although this activity was budgeted for, it was not implemented as not all partners saw this as a priority.

The area least well achieved was 'scaling up of REDD+ actions and finance'. Activities were either articulated but not undertaken, or undertaken without the expected result being achieved. Partners could have possibly identified more explicitly barriers to finance for readiness, implementation and results based actions, but the Partnership was not structured nor able to achieve this based on the modus operandi of a large group. A more structured approach might have been determined.

The Warsaw REDD+ decisions include space for national entities or focal points (which are appointed by Parties) and other relevant entities financing REDD+ activities meet on a voluntary basis, in conjunction with SBSTA meetings, to discuss the needs and functions related to the coordination of support for REDD+ implementation. The REDD+ Partnership was set up in much the same way and had the same objectives for the international community discussing REDD+ and advancing the mechanisms through the UNFCCC. The objectives for this gathering of focal points are to strengthen, consolidate and enhance the sharing of relevant information, knowledge, experiences, and good practices at the international level; identify and consider possible needs and gaps in the coordination of support; exchange information between the relevant bodies established under the Convention and other multilateral and bilateral entities financing and funding REDD+ activities; provide information and recommendations to the COP for decisions that would improve the effectiveness of finance, include results based finance, technology and capacity building for developing country Parties implementing REDD+ activities. These topics were very much aligned to what Partners wanted to discuss and are therefore these objectives are closely aligned to that of the Partnership.

The lessons learnt will be clear ownership of an agenda by those participating in it, targeted and strategic activities that speak to the objectives and deliver outcomes rather than only a somewhat vague attribution of

capacity building and advancement of the REDD+ agenda. As the focal points will have divergent views, a clear role for the co-chairs will need to be designate performance indicators developed in an informal way. ‘What will focal points and entities want to achieve in concrete terms?’, ‘how and with whom will they want to achieve it?’ and ‘what will be required?’, should be questions that are asked early on to better address the lofty objectives set out for the focal points. The Partnership had similar ambitious goals and were unable to achieve the due to a divergence of opinions, changing leadership of co-chairs and very little clarity in terms of decision making.

#### iv) A Specific Story

##### Story I

##### **Decision making and priority setting in an informal and broad based membership in a group with national priorities taking precedence over the wishes of the group.**

A challenge for the Partnership as a whole has been efforts to determine what can be applicable and relevant to a set of broad based interests and stakeholders with different levels of access to knowledge, ambition and resources.

The work programme developed by the Partners and subject papers commissioned provided a good example of how the different interests, priorities and exigencies of national level objectives took precedence over what was discussed in a global context and resulted in outcomes that were not useful or acceptable to everyone.

The draft paper on the lessons learnt from the Fast Start Financing period and the public private partnership papers were not received well by Partner as the quality of the paper and the contents were in question. Although efforts were made to try and improve the content of the paper by soliciting inputs from partners and Stakeholders, (and very little feedback was received) these were rejected by a few Partners. The same issue was faced in the development of the 2013-2014 programme of work, where a series of negotiated outcomes resulted in a weak document, with an unclear results based framework. Similar decisions by a few Partners to outputs on the Green Climate Fund and on Incentivising Non Carbon Benefits were made by the few same Partners which were not always in the interest of the majority.

The ad hoc manner of decision making became the norm of the Partnership and restricted its effectiveness. More outspoken Partners have influenced the outcomes of the Partnership. Partners who have a lower capacity for REDD+ have often been placed at a disadvantage if they differed with Partners with strong and vocal opinions. The manner and length of time that was taken to arrive at a decision on an operational or substantive issue, were often a source of frustration for Partners and stakeholders. Generally feedback and interaction with Partners from developing countries was very low in the inter-sessional periods. Developing country partners mainly participated in the Partnership through the meetings and workshops and provided very little written feedback to request for inputs on documents, terms of reference and on Partnership business.

The assessment provides a good synopsis of some of the lessons learnt and some of the changes that could be made to the governance of these types of fora (often referred to as a ‘bridge’<sup>9</sup> organisation). These include a clearer and more realistic articulation of the results and how these would be achieved and a modus operandi

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<sup>9</sup> Gupta et al, 2015, in press. ‘Managing fragmentation in Global Environmental Governance: the REDD+ Partnership as a Bridge Institution?’

of a governance system that would allow effective decision making and longer terms for the co-Chairs to drive the agenda more coherently.

## Story 2

### **Exchange of stories from the ground and interacting with potential funders for REDD+**

The REDD+ community requires proof of action and experiences which enable Countries to engage in the three phases of REDD+; readiness, implementation and results based actions. These phases, as we have learnt, are not achieved through linear actions but more so in a cyclical, organic and iterative manner. Countries have valued the space and the opportunity to interact informally on a regular basis. Although attribution is difficult, the REDD+ Partnership may have been a factor in contributing to the advances in REDD+ discussions within the context of the UNFCCC and have resulted in a specific framework which countries can work with in order to achieve REDD+.

Sharing of information between countries about what has worked in a ‘world café’ format, on readiness, demonstration and results based actions was tried out at the Palangka Raya regional meeting, the Secretariat together with the UNORCID United Nations Coordinating Organization on REDD+ invited a number of local, regional and national organisations as well as donors who could potentially provide REDD+ finance.

Partners found this a very useful way to engage and collect information about support for capacity building and funding possibilities for REDD+. An interactive setting was planned to allow Partners to move around and pick and choose what interested them most.

The meetings in Colombia and London were also cited by partners and were remembered after they took place as they incorporated discussion on finance, engaging with the private sector and developing the business case for REDD+. Innovative methods outside the usual formal workshop setting are much more appreciated and effective for knowledge sharing. Although not documented some bilateral discussions may have resulted in follow up which resulted in scaling up of REDD+ finance or action.



Bazaar in Palangka Raya



Demonstration sites in Central Kalimantan



Partnership meeting in London