

Regional Policy Brief

REDD+ in Asia-Pacific:

Are capacity building services meeting countries' needs?

Key messages

- In the space of three years, capacity building and training efforts have transformed REDD+ from a little-known concept to one that is widely recognized, discussed, and on the agenda of national governments across Asia-Pacific. This high level of effort being dedicated to REDD+ awareness raising is shown by the fact that 146 organizations across Cambodia, Indonesia, the Philippines, and Viet Nam are engaged in awareness raising activities.
- Alongside awareness raising, substantial progress has been made in capacity building for policy development and environmental safeguards, but key gaps remain.
- Countries in the region need to address these gaps if they are to meet their national REDD+ planning objectives. Gaps include:
 - » Insufficient attention to leveraging the mainstream media to raise public awareness about REDD+.
 - » Weak awareness raising and technical support for the natural resource sector (e.g., agriculture, mining, and forestry) to assist companies to incorporate REDD+ into their planning processes and engage in the REDD+ dialogue. For instance, only two organizations in Indonesia were reported to provide capacity building services to the sector.
 - » Inadequate training for REDD+ fund management and benefit sharing. An exception to this is Viet Nam, with higher levels of service provision in fund management and benefit sharing.
 - » Few organizations are engaged in calculating the costs and benefits of REDD+, despite these factors being a vital component of national REDD+ planning. There are even fewer organizations with experience in going beyond a calculation of carbon revenue benefits to assessing the tradeoffs and examining the potential wider benefits of REDD+ for forest governance, institutional development, livelihoods, and ecosystem services.
 - » Not enough awareness raising services provided in national, local, and indigenous languages, especially in the context of REDD+ pilot projects and in countries with a high diversity of ethnicities.
 - » Low levels of experience in delivering participatory-based training programs.
- REDD+ readiness progress in the region (and globally) is often dictated by the competencies and networks of the organizations leading capacity building, and not by the most pressing needs of each country.
- Without further attention paid to addressing the gaps identified (see recommendations in Section 8) the objectives contained within national REDD+ plans will likely not be met within the intended timeframes.

RECOFTC is the only international not-for-profit organization that specializes in capacity building for community forestry and devolved forest management in Asia-Pacific. Beginning as a knowledge hub in 1987, RECOFTC has actively supported the development of community forestry institutions, policies and programs in the region.



The views expressed in this report do not necessarily reflect those of RECOFTC – The Center for People and Forests, the United Nations Reducing Emissions from Deforestation and Forest Degradation (UN-REDD) Programme and the United Nations Environment Program (UNEP). RECOFTC, UN-REDD and UNEP disclaim any errors or omissions in the translation of this document from the original version in English into other languages.

Published by:

RECOFTC – The Center for People and Forests
P.O. Box 1111
Kasetsart Post Office
Bangkok 10903, Thailand

with financial support from
UNEP through the UN-REDD Programme

Copyright: © 2012 RECOFTC – The Center for People and Forests and the United Nations Environment Program (UNEP) and United Nations Reducing Emissions from Deforestation and Forest Degradation Programme (UN-REDD) give permission to make digital or hard copies of portions or all of this work for educational or non-commercial purposes without fee or prior written consent provided the copies are not made or distributed for profit or commercial advantage and that the source is fully acknowledged.

Copies of this work, and translations of this work, should bear this full citation on the first page in print or the first screen in digital media. Copyrights for components of this work owned by others than RECOFTC must be honored.

Abstracting with credit is permitted. To copy otherwise, to republish, to post on servers, or to redistribute to lists, requires prior specific permission. Send written requests for republication to RECOFTC – The Center for People and Forests, P.O. Box 1111, Kasetsart Post Office, Bangkok 10903, Thailand. Please email your queries to info@recoftc.org.



This report is printed on recycled paper.

1. Why is this assessment needed?

Building capacity for implementing REDD+ is a key component of REDD+ readiness processes that have been underway for over three years. Backed by substantive funding from a large number of organizations, multilateral, bilateral donors, and government agencies, a multitude of organizations are conducting awareness raising and training activities in all REDD+ nations. The considerable increase in capacity building during a rather short period begs the question of whether the organizations providing such services have the competencies to provide REDD+ capacity building, and whether they are meeting country needs in getting ready for REDD+.

Surprisingly, little is known about the competencies of the organizations, which include government agencies, NGOs, community groups, academic institutions, think-tanks, consultancies, legal firms, and media companies. To fill this knowledge gap, RECOFTC – The Center for People and Forests, with financial and advisory support from the Global UN-REDD Programme through the United Nations Environment Programme, assessed the strengths and weaknesses and identified the gaps in the capacity building services being provided against Asia-Pacific countries' REDD+ readiness needs. This brief provides an overview of the findings and recommendations.

2. What are the objectives of this assessment?

The objectives of the assessment were to:

1. Identify and map a longlist of service providers involved in REDD+ capacity building in four countries: Cambodia, Indonesia, the Philippines, and Viet Nam.
2. Identify the main objectives, competencies, and type of services being offered by a shortlist of leading service providers, their target audiences and key achievements¹. These are divided among the following nine main themes:
 - » Awareness raising and REDD+ knowledge dissemination
 - » REDD+ policies
 - » Benefit sharing
 - » Monitoring reporting and verification (MRV)/ Information systems (IS)
 - » Social safeguards
 - » Environmental safeguards
 - » Calculating the potential costs and benefits of REDD+
 - » REDD+ fund management
 - » Developing the national REDD+ baseline
3. Identify the gaps in capacity building service provision between what is needed most in each focal country and what is actually being delivered.
4. On the basis of these gaps, provide recommendations for strengthening and coordinating the actions of:
 - » Capacity building service providers
 - » Donor agencies and the international community, including the UN-REDD Programme
 - » National governments

¹ The quality of actual training delivered was not assessed as part of this assessment.

3. Our approach

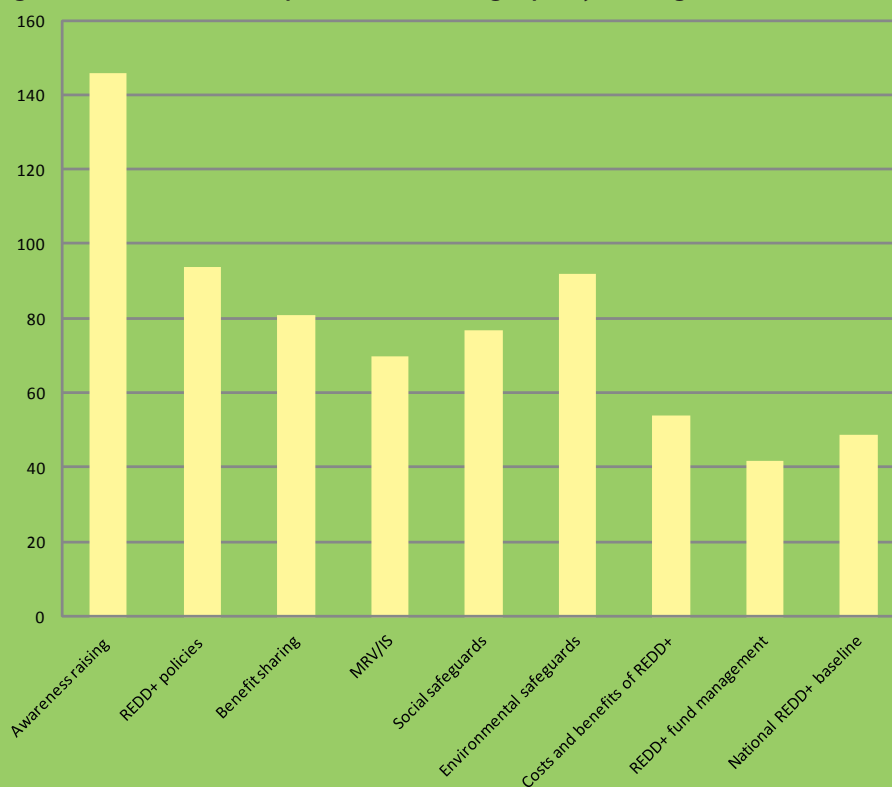
The methodology for this project followed four main steps:

1. RECOFTC, in consultation with UNEP and project partners, developed an assessment framework to assess the competencies of REDD+ capacity building service providers in each assessment country.
2. RECOFTC and project partners held country workshops to identify longlists of REDD+ capacity building service providers and capacity building themes in which they were active. These longlists included NGOs (45% of providers surveyed across the four countries), academic institutions (23%), government agencies (13%), multilateral organizations (5%), private sector project developers (4%), bilateral donor organizations (4%), consultancies (2%), media companies (2%), community groups (1%), and think-tanks (1%). UN-REDD agencies were included in longlists for Cambodia, the Philippines, and Viet Nam.
3. Workshop participants also identified and agreed on a shortlist of 'leading' capacity building service providers in each country. Follow-up interviews were carried out with each of the shortlisted 'leading' service providers, to gather in-depth information on their REDD+ capacity building activities and competencies.
4. Data from steps 2 and 3 were analyzed using the assessment framework from step 1. This analysis was synthesized and formed the basis of an interim policy brief (published in November 2011), a final policy brief (this publication) and four country reports.

4. An overview of capacity building service providers

Figure 1 provides an overview of service providers active under the main capacity building themes across Cambodia, Indonesia, the Philippines, and Viet Nam. Figure 2 provides a country-by-country breakdown of the percentage of service providers active under each theme. Sections 3 and 4 provide a narrative analysis of the major capacity building strengths and weaknesses.

Figure 1: Number of service providers addressing capacity building themes

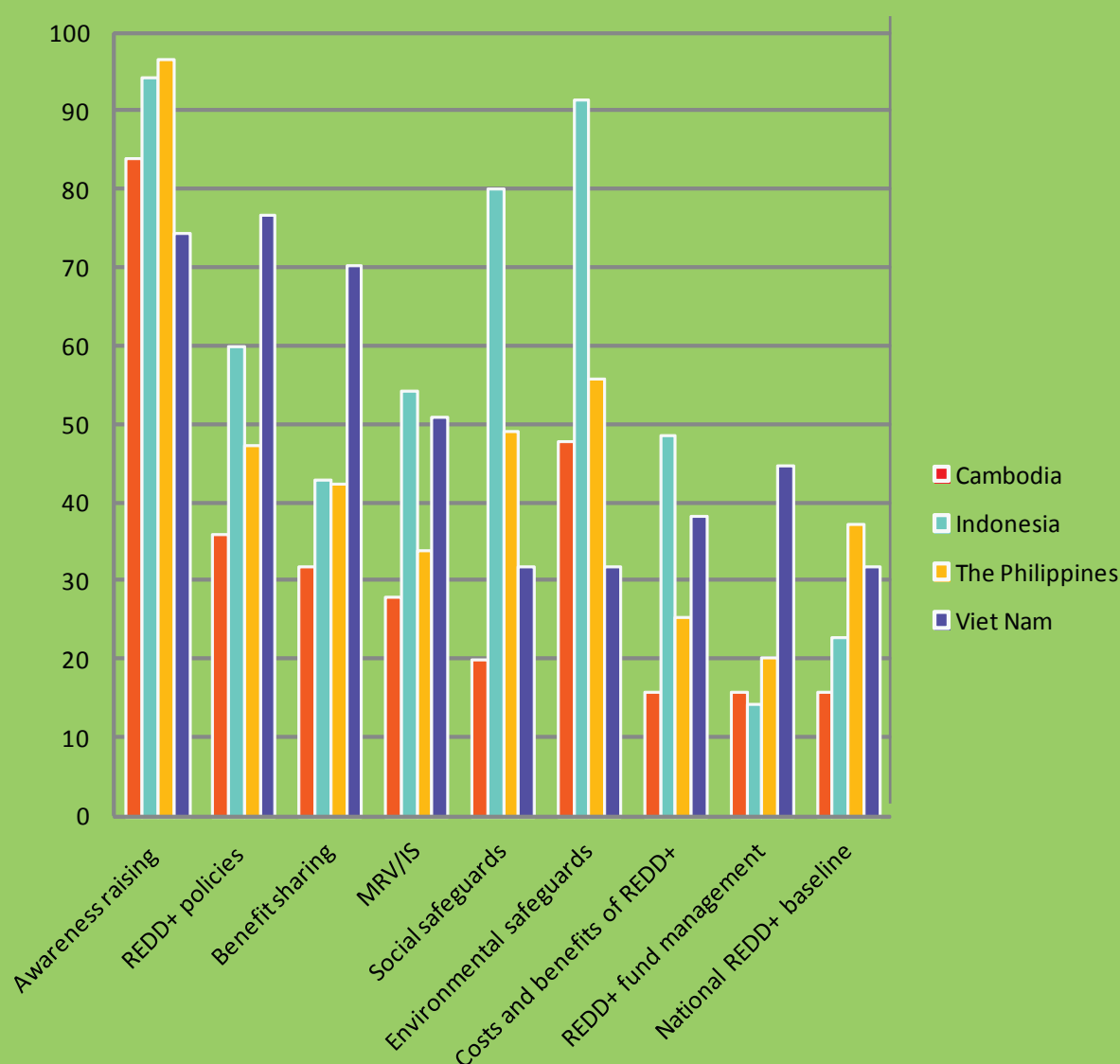


Awareness raising has clearly been the focus of many service providers in Asia-Pacific (146 of the total 166 longlisted service providers surveyed). The difference between awareness raising and the second most popular theme, REDD+ policies, is striking. We discuss this variance further in Section 3.

The position of REDD+ policies as receiving the second highest level of attention is in accordance with Phase 1 of the phased approach to REDD+ readiness², which focuses on the development of national strategies or action plans, and policies. Somewhat less expected is the presence of environmental safeguards within this same banding of 80 and 100 service providers. This may be due to a high level of involvement from international conservation NGOs, with a mandate for biodiversity and ecosystem services conservation, in the REDD+ readiness process.

Benefit sharing, MRV and social safeguards all fall within the next banding of between 60 and 80 service providers. This again reflects the fact that many countries are in Phase 1 of REDD+ readiness, with countries such as Indonesia and Viet Nam now designing a REDD+ benefit distribution system.

Figure 2: Percentage of service providers addressing capacity building themes by country



² Phase 1: Development of national strategies or action plans, policies, and capacity building; Phase 2: The implementation of national policies and national strategies or action plans that could involve further capacity-building, technology development and transfer and results-based demonstration activities; Phase 3: Results-based actions that should be fully measured, reported and verified (In accordance with Paragraph 73 of the Addendum Part Two: Action taken by the Conference of the Parties at its sixteenth session of the Report of the Conference of the Parties on its sixteenth session, held in Cancun from 29 November to 10 December 2010).

There is considerable variation among countries in the number of service providers and the main capacity building themes they are addressing. Throughout the countries there was considerable overlap observed in some themes (particularly awareness raising), at the expense of others receiving much less attention. One stakeholder from our Indonesia workshop felt that this overlap was caused by a lack of coordination and interaction between the service providers:

“There are many good people from universities, research institutes, and government agencies who know very well about issues related to REDD+. The problem is each party is running by its own, so we do not know exactly what capacity building services are being provided.”

Awareness raising has been the principle focus of capacity building efforts – particularly in the Philippines, where 97% of services providers are active in this area. The second most common theme, REDD+ policies, only receives noticeably higher attention than other themes in Viet Nam, and it receives mid-level attention in other countries. A similar pattern is reflected for benefit sharing, and only mid-level attention is paid to MRV across the four countries.

There are pronounced differences in the number of service providers focusing on social and environmental safeguards. In Indonesia and the Philippines, these areas reportedly receive much more attention than in Cambodia and Viet Nam. This may be associated with a greater emphasis on community ownership of forestland in the Philippines and a strong NGO presence in national REDD+ strategy development and planning. In Indonesia, this may be due to a large number of organizations being involved in REDD+ pilot project activities, which requires the development of environmental and social safeguards. This high level of project development has prompted a capacity building response from service providers focusing on natural resource rights to provide information and training on social safeguards in REDD+. Case study 1 below provides an account on one such organization in Indonesia.

Case study Service Provider 1: HuMa Indonesia

HuMa (The Association for Law and Society Reform) is a non-governmental organization established by a collective of activists, academics, and lawyers with experience in natural resource law. The association emphasizes the importance of the recognition of the rights of indigenous peoples and local communities over natural resources.

HuMa has delivered training for community legal representatives and facilitators on climate change and on forest communities' rights in REDD+. It has also conducted village-level discussions on REDD+ rights and has facilitated NGO discussions on climate change mitigation and REDD+.

To support this work, HuMa has produced a 20-minute animated video on the causes and impacts of climate change, an introduction to REDD+ and the risks and opportunities associated with it. HuMa has also been engaged in raising awareness of REDD+ through policy analysis and academic publications, including collaborating on the International Institute for Environment and Development (IIED)'s book 'Tenure in REDD: Start point or afterthought?'. HuMa has published a number of other documents, such as a book on 'Law, Climate Change and REDD+' (Bernadus Steni and Mumu Muhajir, eds., Jakarta: HuMa, 2010), 'Beyond Carbon: Rights-based Safeguard Principles in Law' (Bernadus Steni ed. 2010) and 'REDD in Indonesia: Where to go?' (Mumu Muhajir, ed., Jakarta: HuMa, 2010). These publications have become reference points for HuMa's advocacy and for other organizations, especially civil society, policy makers, government agencies, and communities.

In contrast, capacity building services for the calculation of the costs and benefits of REDD+ receive little attention across the board, and the only country where serious attention is being paid to REDD+ fund management is Viet Nam.

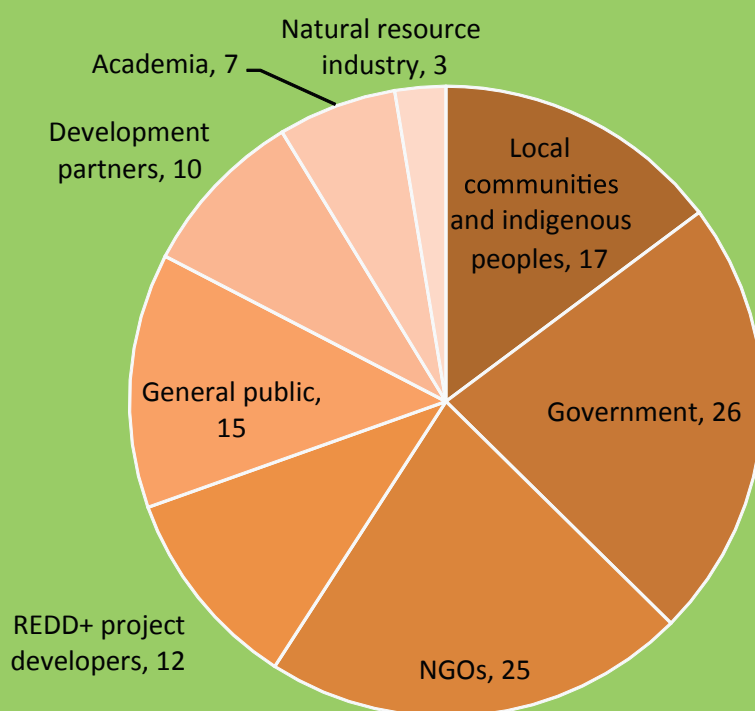
5. The leading service providers

Participants in each country workshop agreed upon a shortlist of organizations that were most active in providing REDD+ capacity building services (31 in total across the four countries). Individual consultations were carried out with these organizations to gather more information. These consultations covered, among other topics: activities, key audiences, and staff skills and experience.

Target audience for capacity building

Figure 3 shows the key target audiences of the leading REDD+ service providers across the four countries. All service providers target local communities, indigenous peoples and government agencies. Approximately equal attention is paid to capacity building for government agencies and NGOs, which together account for nearly half the audience in the four countries. Local communities, indigenous peoples, REDD+ pilot project developers and the general public make up a similar but lower proportion of the audience. Markedly fewer development partners and academic organizations receive capacity building services. Perhaps of greatest significance is the low level of capacity building for the natural resource sector, which will be explored further in Section 4.

Figure 3: Target audiences for the shortlisted service providers



Staff skills and experience

Table 1 summarizes the common strengths and weaknesses of the leading service providers' skills and experience against the nine REDD+ capacity building themes. Please note that this summary is based on the skills and experience of the service provider group as a whole, and there may be some providers who have particular 'strengths' in areas identified as 'weaknesses' in the summary.

Table 1: Adequacy of skills and experience against the main capacity building themes

Capacity building theme	Strengths and weaknesses of service provider skills and experience	
	Strengths	Weaknesses
Awareness raising and REDD+ knowledge dissemination	<ul style="list-style-type: none"> ▪ Excellent networking skills ▪ Experience in communicating complex subjects in a simple manner ▪ Experience in using traditional means of communicating messages at a community level e.g. drama and music ▪ Experience in providing policy-making capacity building to senior politicians and working groups 	<ul style="list-style-type: none"> ▪ Poor facilitation skills, particularly for participatory-based training (applicable to all capacity building themes) ▪ Limited ability to produce media-based information materials e.g. radio programmes ▪ Limited 'Training of Trainer' skills, which limits the size of the audience that can be reached
REDD+ policies	<ul style="list-style-type: none"> ▪ Understanding of international REDD+ negotiations ▪ Up-to-date understanding of national REDD+ policies and institutional structures ▪ Ability to communicate national and international policy developments effectively at the local level ▪ Experience in participatory and democratic policy-making processes ▪ Ability to analyze and provide training on complex legal issues related to land tenure and REDD+ 	<ul style="list-style-type: none"> ▪ Little experience of the link between REDD+ policies and private project development ▪ Insufficient familiarity with the political economy of forest management and the linkages of other industrial sectors with REDD+
Benefit sharing	<ul style="list-style-type: none"> ▪ Knowledge of local-level social structures and political dynamics ▪ Knowledge of existing provincial and district-level forest benefit sharing mechanisms ▪ Strong understanding of local-level economics ▪ Strong legal and human rights analytical skills 	<ul style="list-style-type: none"> ▪ Little knowledge of the process for forming REDD+ benefit sharing structures at a sub-national/national level ▪ Weak knowledge of participatory benefit sharing design processes

Capacity building theme	Strengths and weaknesses of service provider skills and experience	
	Strengths	Weaknesses
Measurement, Reporting and Verification (MRV)/ Information systems	<ul style="list-style-type: none"> ▪ Experience with national forest data analysis ▪ Strong background in community-based environmental and social monitoring processes 	<ul style="list-style-type: none"> ▪ Lack of technical forest management and inventory skills ▪ Low capacity for data analysis of carbon stocks and GIS/mapping
Social safeguards	<ul style="list-style-type: none"> ▪ Awareness of democratic governance ▪ Awareness of rights-based approaches to natural resource management ▪ Strong capacity in livelihoods analysis 	<ul style="list-style-type: none"> ▪ Insufficient understanding of the concept of Free, Prior and Informed Consent (FPIC) ▪ Lack of awareness of the relationship between gender and REDD+
Environmental safeguards	<ul style="list-style-type: none"> ▪ Technical understanding of biodiversity and ecosystem services conservation strategies 	<ul style="list-style-type: none"> ▪ Limited 'Training of Trainer' skills for environmental safeguards
Calculating the potential costs and benefits of REDD+	<ul style="list-style-type: none"> ▪ Experience in financial cost-benefit analysis at a province level and at project demonstration sites 	<ul style="list-style-type: none"> ▪ Weak capacity for natural resource/environmental economic analysis ▪ Limited familiarity with analysis of ecosystem services values from REDD+ ▪ Insufficient ability to analyze carbon markets and pricing
REDD+ fund management	<ul style="list-style-type: none"> ▪ Experience in analyzing government fund distribution and rural development programs ▪ Strong capacity in financial management for small organizations and donor funded projects 	<ul style="list-style-type: none"> ▪ Little experience in managing donor or private funds ▪ Poor capacity in fund management design

6. Key strengths

Consultation with leading service providers revealed the following capacity building themes where service provision is highest and speeding up progress in getting ready for REDD+.

- **Awareness raising** – Considerable resources are directed at raising general awareness of REDD+, with 88% of the organizations reviewed reporting activities in this area. This is understandable, given the early stages of REDD+ and the fact that services have focused on policymakers, NGOs, and academia. REDD+ awareness has slowly grown outside of government forestry and environment agencies to other industry-sector agencies, although their levels of awareness are basic.

Awareness raising has particularly targeted local communities and indigenous peoples in 'project' areas. Reach beyond such areas remains limited.

The most common mediums for awareness raising have been workshops and publications – again reflecting the government and NGO audience. Some leading service providers also use video (e.g., animated films), television, and radio to raise public awareness. In some countries such as Indonesia, the national media has played an important role in raising general awareness on REDD+, although there have been challenges associated with raising false expectations among the public. Case study 2 shows how RECOFTC's Grassroots REDD+ capacity building project also incorporates local media into the REDD+ awareness raising process.

Case study service provider 2: RECOFTC – Grassroots REDD+ capacity building project

This US\$1.2 million Norad-supported project started in 2009 and focuses on Indonesia, Lao PDR, Nepal, and Viet Nam. The project began with needs assessments being conducted within each country. Based on the knowledge gaps identified specialized materials, manuals, and training courses in national languages were created. RECOFTC – The Center for People and Forests also works with local radio, television, and newspapers to raise awareness of REDD+ and climate change. Before and after trainings, surveys are conducted to closely monitor and evaluate participants' progress and information retention, as well as the appropriateness of the materials in different contexts. To date, 11,000 community members have attended awareness raising sessions, with 350 national and sub-national government and NGO representatives receiving four to five day REDD+ training.

Source: RECOFTC (2011), Grassroots Capacity Building for REDD+; Pers. communication Chandra Silori

- **REDD+ policies** – Over the past three years, progress has been made in improving the capacity of local and national organizations to contribute to REDD+ policy making – but international consultancies and NGOs are still dominant in providing capacity building services for policy formulation.

The percentage of organizations providing capacity building services for policy making varies considerably. For example, in Viet Nam 77% of the service providers reviewed were engaged in capacity building for REDD+ policy making. In Cambodia, this number was much lower, at 36%. Capacity building efforts have allowed a greater range of organizations to take part and contribute to REDD+ consultations and planning, but this increase has been slower than it should be for indigenous peoples and local community groups.

One of the lessons being learned through the UN-REDD Programme is that countries need to consider the wider context of REDD+ in national planning and policy making process. Future capacity building in support of this is important.

- **Environmental safeguards** – Slightly more than half of the organizations reviewed are focusing on the development and implementation of environmental safeguards. This may be partly explained by the high level of activity from large conservation NGOs in REDD+. There may be an opportunity being missed here where the knowledge being built on environmental safeguards is not being transmitted to the wider community of local service providers and the private sector.

Case study Service Provider 3 – Pan Nature, Viet Nam

The Hanoi-based organization People and Nature Reconciliation (Pan Nature) was established in 2004 with a focus on the analysis and assessment of natural resource and development policies, policy advocacy, media investigation, and environmental education. It currently has 23 staff members with experience in environmental education, policy analysis and advocacy, communication, community development, and institutional development.

Pan Nature has produced a number of online articles related to REDD+, which can be viewed on the Vietnamese language website www.thiennhien.net. They have also produced a Vietnamese version of CIFOR's publication 'Moving Ahead with REDD: Issues, Options and Implications'. Pan Nature has engaged in the following REDD+ capacity building activities:

- Between 2007 and 2009, Pan Nature coordinated a series of awareness raising workshops for around 50 journalists, in which the journalists visited field sites in the Mekong Delta and wrote articles on forests and climate change. The outcome of this workshop was a publication on environmental refugees in the Mekong Delta.
- In November 2011, Pan Nature organized a REDD+ training workshop for civil society organizations in Hanoi, with over 20 participants.
- Since late 2011, Pan Nature has co-implemented the policy component of the 'Developing community carbon pools for Reduced Emissions from Deforestation and Degradation (REDD) in Kon Tum' project, together with Fauna & Flora International (FFI). Pan Nature is working with FFI in Kon Tum in capacity building to facilitate local participation in REDD+ planning, decision making, and project implementation.
- Pan Nature participates in Viet Nam's Sub-Technical Working Groups on Local Implementation, Benefit Distribution Systems and Private Sector Engagement.

7. Key capacity building service gaps

The assessment reveals numerous capacity building themes where service provision is low and potentially holding back REDD+ readiness progress.

- **Gaps in local level REDD+ awareness raising**

Most local-level awareness raising has been focused on communities living near existing or planned REDD+ pilot projects and pilot districts selected under the UN-REDD National Programmes (e.g. in Indonesia and Viet Nam). Reach beyond such areas remains limited.

One reason for this is the low number of qualified and informed trainers who clearly understand the audiences and tailor their efforts accordingly. Many local communities, indigenous peoples, NGO representatives, government officials, and natural resource industry representatives are unaware of REDD+, if there is no external project at their doorstep. Much more attention should be paid to local government officials, local NGOs, communities, and natural resource sectors in REDD+ awareness raising at the local level.

- **Insufficient attention to awareness raising in the media and in national, local and indigenous languages** – The impact of awareness raising efforts is being undermined by a lack of information in languages spoken by local communities and indigenous peoples who live in and around forest areas. For instance, out of 31 leading service providers consulted, only half delivered services in local or indigenous languages. Often, REDD+ terminology is not well defined in national, let alone local and indigenous languages, which contributes to confusion over what REDD+ means. In some cases, this is exacerbated by poor media understanding of the concept of REDD+ and the proliferation of inaccurate information, especially at sub-national levels. Sometimes, false expectations of future flows of funds to local communities and indigenous peoples have been raised or local people were informed that their rights to forest resources would be curtailed.

- **Lack of capacity building services to natural resource sectors** – Out of 31 short-listed service providers consulted, only six have any form of REDD+ readiness engagement or support for the natural resource sector. This is a cause for concern given their role as drivers of deforestation and forest degradation and the dominant influence they will have on the eventual success or failure of REDD+.

Out of 31 short-listed service providers consulted, only six have any form of REDD+ readiness engagement or support for land-use industries.

- **Inadequate support for REDD+ fund management** – Aside from Viet Nam, REDD+ fund management received little attention. This is in direct contrast to the fact that one of the most common concerns over REDD+ is the poor track record of the forest sector and government finance departments in managing large sums of donor money. This is of particular concern in Indonesia, which has received much larger inflows of donor and private REDD+ funds than the other countries, but where only five of the 35 organizations are engaged in capacity building efforts. Competencies in capacity building for REDD+ fund management are clearly weak. This is combined with a lack of financial management capacity building services for national or local NGOs that are beginning to receive and manage private REDD+ funds.

- **More attention to calculating the costs and benefits of REDD+** – Only a few organizations are providing capacity building for calculating the costs and benefits of REDD+, despite financial data providing a vital input for national REDD+ policy making and planning. There are even fewer organizations with experience in going beyond calculating just carbon revenues and examining the important wider potential benefits of REDD+ for forest governance, institutional development, livelihoods, and biodiversity and other ecosystem services.
- **A lack of adequate capacity building support for ‘training of trainers’ at local and provincial levels** – There are not yet sufficient ‘training of trainer’ services for local government agencies and national NGOs to offer capacity building for local NGOs and community groups in technical and analytical REDD+ skills. These skills include socio-economic research and analysis, forest biomass, biodiversity and ecosystem services inventories, MRV and GIS skills, and organizational management. Without addressing this gap, REDD+ initiatives will continue to be led from the top, which may limit the wider growth of REDD+.
- **Delivery style and format of REDD+ training for local communities and indigenous peoples** – Consultations highlighted the gap in local NGOs’ capacity to develop and design REDD+ capacity building programs that facilitate participation and interaction from participants. Apparently many training programs are delivered using a ‘lecture style’, which leaves little scope for participant interaction and the expression of ideas from the audience. Training groups are often too large and the training delivered in time periods that are too short to allow for effective participation by the audience. Without this issue being resolved it may be difficult to achieve the levels of participation needed from local communities and indigenous peoples to ensure their views and reactions are fully aired and taken into account in REDD+ planning and implementation.



8. Recommendations

The following actions for policy makers, development partners, and service providers are recommended to strengthen capacity building:

Capacity building gap	Recommended actions
Insufficient attention to awareness raising with the media and in national, local and indigenous languages	<p>For capacity building service providers</p> <ul style="list-style-type: none"> Engage actively with the media to capitalize on the effectiveness of transmitting information through radio and television programmes. <p>For donors</p> <ul style="list-style-type: none"> Increase support to translate REDD+ awareness raising materials and terms from English and national languages into local and indigenous languages. Support the creation of simplified 'press friendly' information materials, design training for key journalists and engage the local media in capacity building. <p>For governments</p> <ul style="list-style-type: none"> Make a concerted effort to ensure that public government awareness-raising materials are translated into key local languages.
Lack of capacity building services to natural resource sector	<p>For capacity building service providers</p> <ul style="list-style-type: none"> Engage natural resource sector companies with targeted REDD+ awareness campaigns through industry roundtables, groups and companies that already show leadership on REDD+. Provide technical assistance to industries to help them take REDD+ into account in land-use planning. This may be through demonstrating potential REDD+ opportunities or the financial, social and environmental risks companies may face if they continue operating in a business as usual fashion. <p>For donors</p> <ul style="list-style-type: none"> Support the engagement of natural resource sector companies by capacity building service providers. <p>For governments</p> <ul style="list-style-type: none"> Encourage and invite natural resource sector companies to participate at a greater scale in national REDD+ planning processes.
Inadequate support for REDD+ fund management	<p>For capacity building service providers</p> <ul style="list-style-type: none"> Provide support to departments of finance and REDD+ agencies/committees to review possible trust fund models for REDD+, including a review of similar arrangements used in other sectors, where state revenue is managed using a clear and transparent governance structure. These funds could follow existing donor trust fund models, or be in the form of revolving funds to allow for investment returns from carbon credit revenue³. Provide further financial management capacity support for national and local NGOs who may be required to receive and manage private REDD+ finance from the voluntary carbon market (and possibly in the future from compliance markets).

³ See the Conservation Finance Alliance and PwC's 2010 report 'National REDD+ funding frameworks and achieving REDD+ readiness' for more information on REDD+ trust fund models. Available online: <http://www.pwc.co.uk/sustainability-climate-change/publications/national-redd-funding-frameworks.jhtml>

Capacity building gap	Recommended actions
	<p>For donors</p> <ul style="list-style-type: none"> Provide funding support and guidance for capacity building services to support the government to review fund management structures. Provide funding for the provision of financial management capacity support to national and local NGOs. <p>For governments</p> <ul style="list-style-type: none"> Conduct a capacity building needs assessment within government agencies to identify where fund management capacity building is most needed.
<p>More attention to calculating the costs and benefits of REDD+</p>	<p>For capacity building service providers</p> <ul style="list-style-type: none"> Consider the 'wider benefits' of REDD+ in the design of training and capacity building services. This includes the potential institutional strengthening, reforms to the forest sector, and the livelihood and ecosystem services benefits that well-designed REDD+ programs can provide. <p>For donors</p> <ul style="list-style-type: none"> Support increasing the socio-economic, environmental economics, and forest policy knowledge of national NGOs, government and the private sector. This can be carried out in specific pilot projects and provinces or as part of a wider national program. <p>For governments</p> <ul style="list-style-type: none"> Invite service providers to provide capacity building support to the relevant REDD+ agency/committee staff, to design appropriate benefit-sharing mechanisms at a national and sub-national level. Build capacity of national REDD+ government bodies to assess REDD+ options in the wider context of development planning and in relation to planning by other natural resource management related sectors such as agriculture, mining, energy, and infrastructure.
<p>Delivery style and format of REDD+ training for communities</p>	<p>For capacity building service providers</p> <ul style="list-style-type: none"> Increase focus on participant interaction in REDD+ training, using smaller training groups and ensuring training sessions are delivered with adequate time left for audience opinions and debate. Consider the use of 'learning groups' whereby participants from local communities, NGOs and government officials take part in longer term regular training meetings. More focus should also be given to 'action learning' whereby participants learn new skills and knowledge through practical application, rather than in a workshop or classroom environment. <p>For donors & governments</p> <ul style="list-style-type: none"> Specify the need for capacity building service providers to provide REDD+ training in a participatory manner in the Terms of Reference for donor or government-funded REDD+ training.



RECOFTC - The Center for People and Forests

PO Box 1111

Kasetsart Post Office

Bangkok 10903 Thailand

Tel: 66(0)2 940 5700

Fax: 66(0)2 561 4880

info@recoftc.org

www.recoftc.org

The assessment was carried out by RECOFTC
- The Center for People and Forests with
financial support from the Global UN-REDD
Programme through the United Nations
Environment Programme (UNEP).



UN-REDD
PROGRAMME

