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**STAKEHOLDER
ENGAGEMENT
IN REDD+**

REDD+ ACADEMY

LEARNING JOURNAL

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The UN-REDD Programme is the United Nations collaborative initiative on Reducing Emissions from Deforestation and forest Degradation (REDD) in developing countries. The Programme was launched in 2008 and builds on the convening role and technical 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 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.

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.

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METTE L. WILKIE

DIRECTOR,
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The journals have been designed to accompany you in your learning journey and equip you with the necessary knowledge to understand the various components of REDD+, from the basics to the finer points of setting reference levels, monitoring, allocation of incentives and stakeholder engagement.

With deforestation and forest degradation being the third largest source of greenhouse gas emissions globally, action to reduce deforestation and to rebuild forests globally is vital. By realizing social and economic benefits, REDD+ is also fundamental to delivering on the Sustainable Development Agenda.

Following the adoption of the Paris Agreement, the focus of many developing countries is now firmly on REDD+ implementation. I encourage you to take the REDD+ Academy online course, and apply your knowledge to make REDD+ a national and a global success!

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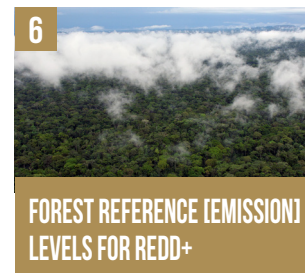
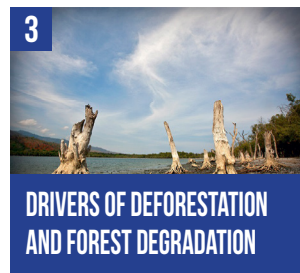
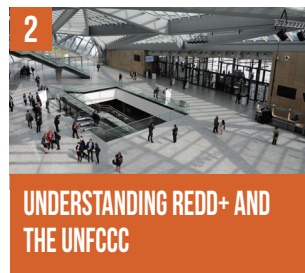


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11

Stakeholder engagement in REDD+

This module describes the importance of stakeholder engagement in REDD+ processes, as well as tools and entry points to promote stakeholder engagement.



The module contains sections about:

- What is meant by a stakeholder in the context of REDD+
- The rationale for stakeholder engagement
- How to engage stakeholders in REDD+ activities
- Free, Prior and Informed Consent
- Grievance Redress Mechanisms



What do you already know about this topic?

11. STAKEHOLDER ENGAGEMENT IN REDD+

WHO OR WHAT IS A STAKEHOLDER?

In the context of REDD+, stakeholders are individuals or groups with a stake, interest or right in the forest land that will be affected negatively or positively by REDD+ activities. While the list below is not exhaustive, and may vary from country to country, some examples of stakeholder groups include:

- Government agencies
 - Once committed to REDD+, the government becomes pivotal in making sure that the country is able to implement Policies and Measures (PAMs);
 - REDD+ contains both technical and policy-related issues, cutting across multiple sectors, and between national and sub-national levels. Thus REDD+ activities often require collaboration across and between ministries including finance, planning, rural development, agriculture, land, natural resources/forestry.
- Private sector entities
 - Private sector entities are relevant as land owners or managers, because of their role in the exploitation of natural resources, or as financiers of REDD+ action;
 - Actors in the following sectors can be relevant to REDD+: agriculture, energy, forestry and timber, mining, infrastructure, investment banking and forest carbon.
- Civil society organizations (CSOs)
 - The United Nations (UN) defines CSOs as non-state actors whose aims are neither to generate profits nor to seek governing power. CSOs unite people to advance shared goals and interests. REDD+ must ultimately come from within and be owned by a country and its citizens. CSOs therefore have vital roles to play as participants, legitimizers and endorsers of government policy and action, as watchdogs of the behaviour of other public and private REDD+ stakeholders, and as collaborators in REDD+ efforts;
- Indigenous peoples
 - In recognition of the diversity of indigenous peoples, the UN does not have an official definition, and instead lists criteria to describe indigenous peoples. The criterion of self-identification is fundamental;
 - Indigenous peoples have historical and intricate relationships with their lands, territories and resources. Many live in and around forests and have formal or customary rights to forested land. REDD+ efforts need to recognise that forests have multi-functional values and roles for indigenous peoples.
- Forest-dependent communities
 - The UN-REDD Programme's 'Guidelines on Free, Prior and Informed Consent' (FPIC) define forest-dependent communities as those that do not satisfy the criteria for indigenous peoples but have economic and non-economic relationship with forests, and rely on the ecosystem services they provide, such as clean water;
 - Forest-dependent communities are defined by the Food and Agriculture Organization (FAO) as those explicitly acknowledged by the state and which may be protected using legal means or de jure rights (formal users), and forest users that lack official recognition and protection (informal users);
- Smallholders
 - FAO defines smallholders as those who own, manage or use forest lands or have resource endowments considered small compared to others in their region.

These last four groups and individuals are those with potentially the most to gain or lose through REDD+.



REFLECTION POINT

Can you think of any other groups associated with forests in your own country that might be considered stakeholders?

WHAT IS THE BASIS FOR STAKEHOLDER ENGAGEMENT IN REDD+?

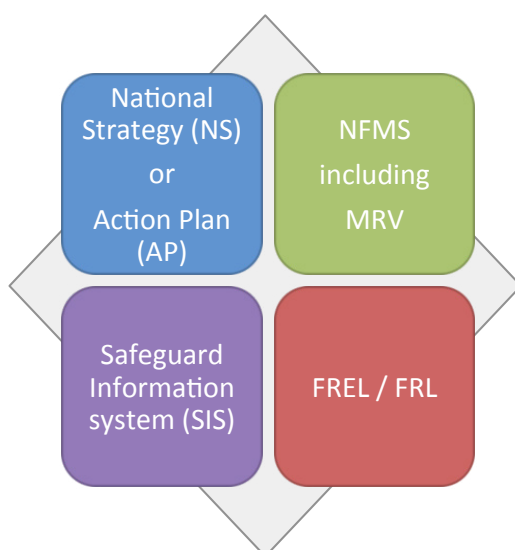
What does the UNFCCC say about stakeholder engagement?

Stakeholder engagement in REDD+ is framed by several decisions under the United Nations Framework Convention on Climate Change (UNFCCC): Decision 4/CP.15 (2009) in Copenhagen, Decision 1/CP.16 (2010) in Cancun, Decision 12/CP.17 (2011) in Durban, and Decision 15/CP.19 (2013) in Warsaw.¹

Decision 1/CP.16, also known as the Cancun Agreements, requests countries to have the following elements in place for REDD+ implementation:

- A national strategy (NS) or action plan (AP) (discussed in **Module 4**);
- A national forest reference emission level (FREL) and/or forest reference level (FRL) (discussed in **Module 6**);
- A robust and transparent national forest monitoring system (NFMS) for monitoring and reporting of the five REDD+ activities (discussed in **Module 5**);
- A safeguard information system (SIS) (discussed in **Module 8**).

Figure 11.1 Design elements of readiness for REDD+ implementation



Source: UN-REDD Programme

As shown below (emphasis added), several decisions make direct or indirect reference to the role of stakeholders in relation to these elements.

National Strategy or Action Plan

Paragraph 72 of Decision 1/CP.16 requests developing country parties:

“... when developing and implementing their national strategies or action plans, to address, inter alia, the drivers of deforestation and forest degradation, land tenure issues, forest governance issues, gender considerations and the safeguards identified in paragraph 2 of Appendix I to this decision, ensuring the full and effective participation of relevant stakeholders, inter alia indigenous peoples and local communities”.

Safeguards

In Decision 1/CP.16, Appendix I:

- Safeguard (b) recognizes the importance of “transparent and effective national forest governance structures, taking into account national legislation and sovereignty”;
- Safeguard (c) specifies “**respect for the knowledge and rights of indigenous peoples and members of local communities**, by taking into account relevant international obligations, national circumstances and laws, noting that the United Nations General Assembly has adopted the United Nations Declaration on the Rights of Indigenous Peoples”;
- Safeguard (d) focuses on “**the full and effective participation of relevant stakeholders, in particular indigenous peoples and local communities**, in actions referred to in paragraphs 70 and 72 of this decision”;
- Safeguard (e) specifies that “actions are consistent with the conservation of natural forests and biological diversity, ensuring that actions referred to in paragraph 70 of this decision are not used for the conversion of natural forests, but are instead used to incentivize the protection and conservation of natural forests and their ecosystem services, and to enhance other social and environmental benefits.”

¹ The UNFCCC has gathered all of the COP decisions relevant to REDD+ in the [Decision booklet REDD+](#) (UNFCCC, 2014).



REFLECTION POINT

Does your country have the four REDD+ elements in place? To what extent were these elements based on strong stakeholder engagement?

How does your country view stakeholder engagement for REDD+? Is it seen as an obligation to international commitments or an opportunity to advance national objectives or for other purposes? Please briefly explain your answers.

Safeguard Information System

Decision 12/CP.17 states that information on safeguards should take into account national circumstances **recognize national legislation and relevant international obligations and agreements**, respect gender considerations, and:

- a. Be consistent with the guidance identified in decision 1/CP.16, appendix I
- b. Provide transparent and consistent information that is **accessible by all relevant stakeholders** and updated on a regular basis;
- c. Be transparent and flexible to allow for improvements over time;
- d. Provide information on how all of the safeguards are being addressed and respected;
- e. Be country-driven and implemented at the national level;
- f. Build upon existing systems, as appropriate.

Monitoring and Reporting

The preamble of Decision 4/CP.15 states the importance of:

“Recognizing the need for full and effective engagement of indigenous peoples and local communities in, and the potential contribution of their knowledge to, monitoring and reporting of activities [in relation to policy approaches and positive incentives on issues related to REDD+]”.

Paragraph 3 operationalizes this commitment and:

“Encourages, as appropriate, the development of guidance for effective engagement of indigenous peoples and local communities in monitoring and reporting”.

Private sector engagement on drivers

Decision 15/CP.19:

“encourages all Parties, relevant organizations, and the private sector and other stakeholders, to continue their work to address drivers of deforestation and forest degradation and to share the results of their work on this matter, including via the web platform on the UNFCCC website.”

How does your country view stakeholder engagement for REDD+? Is it seen as an obligation to international commitments or an opportunity to advance national objectives or for other purposes? Please briefly explain your answers.

Box 11.2 Why is stakeholder engagement important in REDD+?

REDD+ is complex, multi-faceted, and cuts across many sectors beyond forestry. Implemented poorly, it could exacerbate social and environmental risks such as:

- The conversion of natural forests into plantations;
- Inequitable benefit sharing;
- Land speculation, land grabbing and land conflicts;
- Elite capture of international funds;
- Worsening inequalities (e.g. gender inequality).

For indigenous peoples and forest-dependent communities in particular it could mean:

- Exclusion from decision-making;
- Exclusion from their customary lands and the pursuit of traditional forest-based livelihoods and spiritual practices.

In order for REDD+ to contribute to national development objectives, it should include engagement with different stakeholders at different times for different purposes. This could bring the following benefits:

- Improved forest management, governance and enforcement;
- Space for authentic and equitable engagement and decision-making;

- Increased food security through strengthened traditional livelihoods and generation of additional resources for indigenous peoples and forest-dependent communities (including women, men and youth);
- Development of private sector operating models as well as public-private collaborations that contribute to REDD+ results;
- Incorporation of traditional knowledge, innovations and practices in natural resources management;
- Greater recognition of community and customary rights to forests and trees.

More broadly, full, effective and equitable stakeholder engagement in REDD+ can promote:

- Relevance, improving the validity of REDD+ readiness and implementation;
- Ownership, increasing the chance of acceptance for REDD+ strategy and implementation;
- Accountability, improving forest governance;
- Relationships, constructively avoiding and managing conflicts and building new relationships;
- Innovation, encouraging innovative ways to decouple economic growth from unsustainable resource use.

Stakeholder engagement and National Strategies or Action Plans

Under the UNFCCC, countries are required to develop a NS/AP to describe how emissions will be reduced and/or how forest carbon stocks will be enhanced, conserved and/or sustainably managed.

The NS/AP should include PAMs that tackle the main drivers of deforestation and forest degradation and/or the barriers to enhancement of forest carbon stocks. Well-designed PAMS are essential to catalyse and coordinate national and subnational efforts and public and private actors.

A NS/AP that is not developed through full, effective and equitable participation of stakeholders could:

- Put the sustainability of interventions for REDD+ activities at risk because of minimal national ownership;
- Fail to accurately identify all the drivers of deforestation and forest degradation;
- Increase the risks of grievances, and affect subsequent implementation;
- Negatively impact indigenous peoples' and forest-dependent communities' rights to trees, lands, territories, resources, and procedures;
- Fail to benefit from traditional knowledge, innovations and practices, including among women, men and youth;
- Fail to understand the underlying motivations of private sector behaviour and to identify the obstacles to change, leading to limited effectiveness.

Stakeholder engagement and PAMs implementation, monitoring and reporting

Module 12: Good Governance identifies why accountability mechanisms that contain monitoring and reporting are important during PAMs implementation. In these mechanisms, these two tasks can be carried out by various stakeholders including policymakers, government oversight bodies, and civil society. Key areas to monitor and report are:

- **Relevance:** whether the objectives of PAMs cover multiple dimensions of the drivers they were meant to address
- **Usefulness:** examine if the intervention has had not only the expected results, but also examine collateral effects, including negative ones
- **Internal coherence:** are different PAMs with the same objectives complementary or redundant?
- **External coherence:** are the PAMs aligned with and contributing to the country's national development strategy, or other sectoral PAMs, including governance and fiscal measures?
- **Strategic relevance or efficacy:** can the results be attributed to the PAM, or are they a 'happy coincidence'?
- **Cost-effectiveness:** are costs reasonable compared to other PAMs implemented concurrently? Are efforts (inputs, resources) needed for results to be delivered?
- **Sustainability over time:** are policies and measures embedded sufficiently that they will be able to survive changes in government? Can they be sustained without external funding?
- **Capacity building:** have the PAMs allowed enhancing the capacities of the institutions implementing them?

Stakeholder engagement and REDD+ safeguards

The REDD+ safeguards have been designed to minimise the risks and maximise the benefits from a country's implementation of REDD+ activities. As noted above, UNFCCC decisions have anchored stakeholder engagement firmly in the safeguards system. Moreover, stakeholder engagement helps create the participatory processes needed to underpin the development of accountable, transparent and effective safeguards.

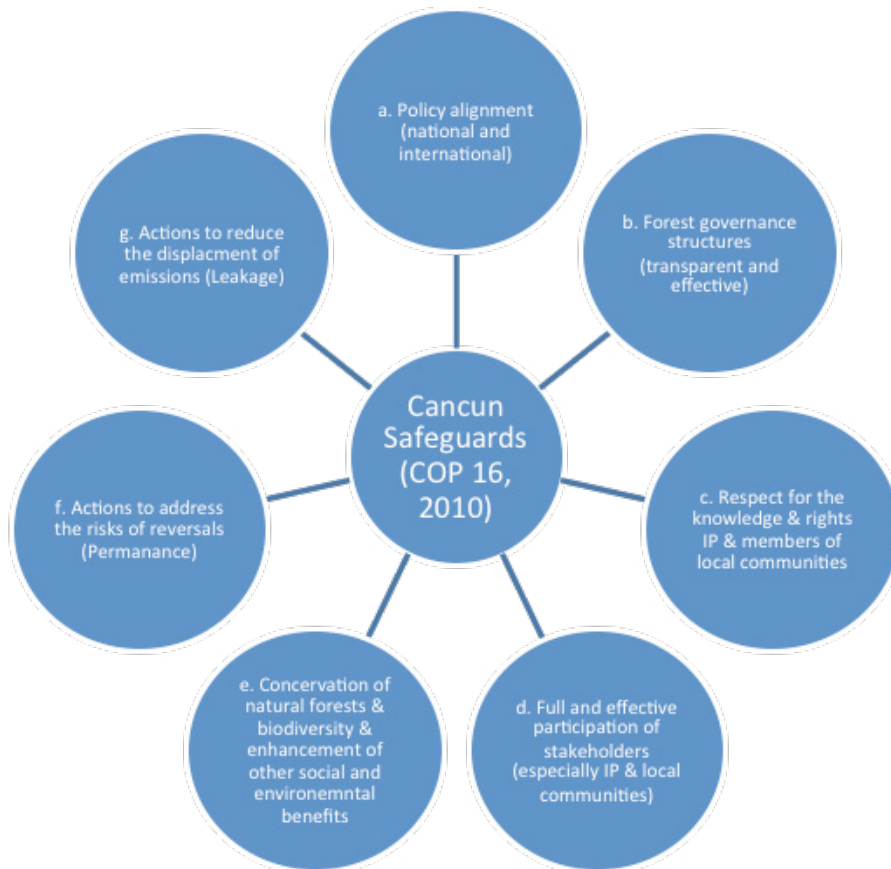


REFLECTION POINT

Can you think of an instance where the inclusion of indigenous peoples in the decision-making process has ensured a better decision was taken?

Why do you think it's so important for National Strategies or Action Plans to especially consider the needs and rights of indigenous people?

Figure 11.3 The Seven REDD+ Safeguards



Source: UNFCCC Decision 1/CP.16, Appendix I



REFLECTION POINT

What is the role of safeguards and safeguard information systems in avoiding the marginalization or exclusion of stakeholders?

What additional safeguards has your country identified?

An important step toward ensuring that the seven safeguards (see Figure 11.3) are addressed is to clarify them in the country context. Each safeguard can be broken down into core components or key issues. Examining these can help to determine if a country has addressed and/or respected the relevant safeguard.

The key issues highlighted below are specifically related to stakeholder engagement. The list is not exhaustive.

Safeguard (b) recognizes the importance of “transparent and effective national forest governance structures”. Here, stakeholder engagement issues include:

- Transparency and equitable access to information for all stakeholders, including women, men and youth;
- Rule of law, access to justice and effective remedies for women, men and youth;
- Systems for feedback, oversight and accountability.
- Safeguard (c) specifies “respect for the knowledge and rights of indigenous peoples

and members of local communities, by taking into account relevant international obligations”. Here, stakeholder engagement issues include:

- Defining Indigenous peoples and local communities;
- Respecting “knowledge” and cultural heritage;
- Rights to land, territories and resources, self-determination, compensation, benefit sharing, FPIC (covered in more detail below).

Safeguard (d) focuses on “the full and effective participation of relevant stakeholders, in particular indigenous peoples and local communities, in REDD+ actions.” In this case, stakeholder engagement issues include:

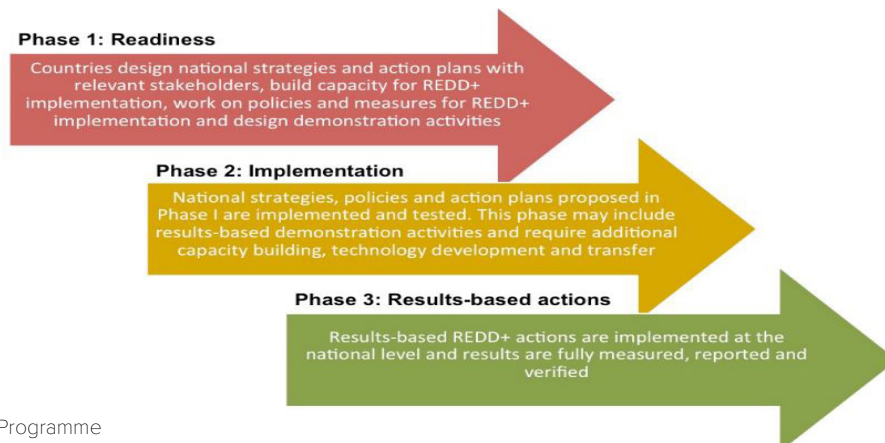
- Legitimacy and accountability of representative bodies;
- Participatory mechanisms for consultation, participation and consent;
- Access to justice and grievance mechanisms for women, men and youth.

Please refer to **Module 8: REDD+ Safeguards under the UNFCCC** for more information on the REDD+ safeguards and support on country approaches to them.

STAKEHOLDER ENGAGEMENT AND REDD+ IMPLEMENTATION PHASES

As was covered in **Module 2: Understanding REDD+ and the UNFCCC**, UNFCCC Decision 1/CP.16 recommended that “the activities undertaken by Parties ... should be implemented in phases”. These phases are illustrated in Figure 11.4.

Figure 11.4 Phases of REDD+ activities



Source: UN-REDD Programme

Stakeholder engagement is fundamental to the success of all three phases of REDD+. In the readiness phase it is important to create conditions that enable continuous stakeholder engagement in REDD+ implementation. In all three phases, stakeholder engagement includes dealing with issues such as:

- Access to and distribution of information;
- Legitimate representation bodies or platforms;
- Access to opportunities and capacity to participate;
- Systems for decision-making;
- Access to justice and grievance mechanisms.

With specific reference to indigenous peoples and local communities, their substantive rights to the following need to be established:

- Lands, territories and resources;
- Self-determination;
- Compensation;
- Benefit-sharing;
- Participation;
- FPIC.

Ways of establishing these enabling conditions include:

- Representation on a REDD+ steering committee;
- Strengthening existing or traditional platforms for engagement and representation among and between different stakeholder groups, i.e. multi-stakeholder platforms;
- Building capacity for self-selection processes for indigenous peoples, forest-dependent communities and CSOs;
- Building the capacity of indigenous peoples and local communities, including equitably women, men and youth, to implement and/or monitor demonstration activities;
- Setting aside funds for indigenous people and CSOs to design and manage their own activities;
- Carrying out Strategic Environmental and Social Assessments, and the stakeholder engagement it foresees, on the proposed REDD+ strategy;
- Joint land use planning and territory demarcation between different government agencies, as well as with indigenous and non-indigenous forest-dependent communities;
- Conducting a cost-benefit analysis for each PAM taking note of the ‘winners’ and ‘losers’;
- Ensuring REDD+ investment plans consider all sources of financing including the private sector.



REFLECTION POINT

Is there a national legal framework for stakeholder engagement in your country, to what extent is it working, and how can it inform the REDD+ process?

How can previous experience of engagement with stakeholders, such as government and civil society, or government and indigenous peoples, be considered in the design of a stakeholder engagement plan?

Box 11.5: What is the difference between consultation, participation and stakeholder engagement?

Stakeholder engagement refers to processes and methods employed to increase the level of participation, leading to improved decision-making, sense of ownership and implementation.

Consultation and participation are often used interchangeably. As Figure 11.7 below illustrates, consultation is one among many types of engagement, typically as a means to exchange information and views. While ranked higher on the participation scale than information sharing, it does not usually confer any role in decision-making. Full and effective participation therefore implies increasing opportunities as well as capacity to be involved in decision-making.

TOOLS FOR STAKEHOLDER ENGAGEMENT

There are a number of tools that are useful when carrying out a stakeholder engagement process. This section looks at a number of these.

Stakeholder Mapping and Analysis

Stakeholder mapping and analysis can be used to identify who should be engaged in relation to REDD+, and to what extent.

It usually considers two components: interest and influence. Depending on the desired outcomes, stakeholder mapping and analysis can be as broad or as narrow as needed; and can be used to identify stakeholders at all levels.

Mapping and analysis may be used to:

- Identify key government ministries that will need to be engaged as well as their views on stakeholder engagement and REDD+ ;

- Identify other key stakeholder groups and their representative institutions and their views on stakeholder engagement and REDD+;
- Develop plans to address the issue of legitimate representation bodies or platforms;
- Assess where the rights of indigenous peoples and local communities need to be strengthened;
- Develop a stakeholder engagement plan.

Gender Analysis

A gender analysis (conducted separately or as part of a larger socio-economic study or stakeholder analysis) is preferably carried out during programme design to identify the gender-defined differences in access to and control over resources, power dynamics between women and men, and different social, economic, and political inequalities and opportunities faced by women and men in areas potentially affected by any particular strategy or intervention. It would also analyse the roles, needs, priorities and opportunities of stakeholders (including women, men and youth) within their given socio-economic and political context and provide sex disaggregated baseline data for monitoring. Ideally, the findings and recommendations from such an analysis would then be considered in the design of PAMs.



REFLECTION POINT

What do you think are the differences between stakeholder engagement, consultation, and participation? How are these different terms understood in your country?

Box 11.6: Gender-responsive REDD+

It is crucial to ensure gender responsiveness around any stakeholder engagement processes. Women, men and youth’s specific roles, rights and responsibilities, and knowledge of forests, shape their experiences differently. Socio-economic, political and culture barriers can limit women, youth and other marginalised groups’ ability to participate equally in consultations or in decision-making (e.g. lower literacy rates, ability to speak openly in meetings, etc.)

Thus, there needs to be explicit and deliberate efforts in stakeholder engagement processes to ensure that it is wide reaching, and that it enables the active presence, participation, and equitable engagement of women, men and youth from various stakeholder groups in all phases of REDD+. This engagement requires both means and opportunity for active and sustained engagement that goes beyond attendance at meetings and consultations to also include capacity building, knowledge exchange and engagement in REDD+ national processes and projects.

As the UN-REDD Guidance Note on Gender Sensitive REDD+ highlights (p.12):

“Inclusive and equitable stakeholder participation, as well as ensuring that REDD+ processes are gender sensitive, are crucial elements in implementing effective and efficient REDD+ strategies, and more broadly, achieving sustainable development. In particular, meaningfully capturing the views, experiences and priorities of both men and women in REDD+ activities at all stages, including in REDD+ readiness, has been identified as a main contributor to success.”

Capacity Building Needs Assessment (CBNA)

CBNA can be used to identify the core individual and institutional competencies, including knowledge, skills and abilities, that key stakeholder groups need to acquire in order to engage effectively in REDD+. It should analyse and identify those gaps for each REDD+ phase.

It will establish the existing competencies of the groups in question, including traditional knowledge among indigenous peoples of how to manage natural resources. Effective stakeholder engagement will ensure that this knowledge informs the REDD+ process. It will also help identify effective ways to help the various stakeholders acquire the competencies they do not yet have.

CBNA should build on the findings from the stakeholder mapping and analysis and any gender assessment.

Results from CBNA could complement the communications strategy by identifying what information is needed and when, and how it should be best communicated, as part of a stakeholder engagement plan.

Communication planning

Communication is central to stakeholder engagement, and communication planning is vital for its success. Good communication requires an understanding of what type of information needs to be shared with whom, how and at what point in time. Information sharing and awareness raising are sometimes equated with consultation. However, as Figure 11.7 shows, consultation is better viewed as a higher level of stakeholder engagement than information sharing.



REFLECTION POINT

Does your organisation have the capacity to ensure stakeholder engagement, either as a facilitator or participant? Are there any skill gaps? What capacities should be developed?

Figure 11.7 Five types of engagement based on degree of participation

| Degree of Participation | Types of Engagement | Description |
|-------------------------|-----------------------|--|
| <p>HIGH</p> <p>LOW</p> | Empowerment | Transfers control over decision making, resources & activities |
| | Joint decision making | Joint collaboration with shared control over a decision |
| | Collaboration | Joint activities without decision making authority and control |
| | Consultation | Two-way flow of information & exchange of views |
| | Information sharing | One-way flow of information |

Source: Adapted from the [UN-REDD Guidelines on Free, Prior and Informed Consent](#) (2011)



REFLECTION POINT

Does your organisation have a communication plan? Who is the main target audience and are there audiences that might have been left out?

A good stakeholder engagement strategy should contain a clear communication plan, indicating what and how information and knowledge would be disseminated, as well as its expected outcomes and outputs. Box 11.8 lists some of the issues to be considered when drawing up such a plan.

Ultimately, the plan should:

- Identify desired outcomes;

- Identify different target audiences and dissemination channels;
- Identify key messages adapted to different target audiences;
- Employ a variety of tools e.g. printed and audio-visual materials, performing arts.

Box 11.8: Some considerations when developing communications materials

- What is the literacy level of different stakeholder groups, in particular indigenous peoples and forest-dependent communities? For example, would a poster with appropriate graphics be more effective than a technical document?
- Is the information to be disseminated adapted to the audience's existing level of knowledge and ability to understand?
- Is this information packaged in a culturally and contextually appropriate manner?
- Are there provisions for stakeholders to obtain further clarification of the information or materials presented?

Stakeholder engagement plans

A stakeholder engagement plan brings together results from stakeholder mapping and analysis, gender analysis and CBNA to:

- Identify the expected outcomes and objectives of engagement;
- Identify, assign and segregate types of engagement for different key stakeholder groups;
- Determine the tools and activities that will be used to engage;
- Demonstrate the links between engagement and communication plans; and
- Identify steps to strengthen the self-selection of legitimate representation bodies and the decision making process, where necessary.

It is underpinned by the principles laid out in Box 11.9 below.

Box 11.9: Principles of stakeholder engagement

Participation

Effective engagement ensures that all relevant groups are represented and free to express their ideas and opinions. Those engaged should include a broad range of stakeholders at the national, sub-national and local levels. The diversity of stakeholders needs to be recognized. In particular the voices of indigenous, forest-dependent and vulnerable groups (e.g. women, youth, the poor and ethnic minorities) must be heard. Consultations leading to giving or withholding consent in relation to REDD+ should be designed with reference to the UN-REDD Programme 'Guidelines on Free, Prior and Informed Consent' (see the section on FPIC below).

Mutual understanding

Mutual understanding implies that stakeholders are willing to listen to and discuss each others' interests, opinions and needs. They do not necessarily have to agree with these different perspectives, but will at least have listened to and understood them. More often than not, the power relations among stakeholders need to be addressed to ensure full participation.

Shared responsibility

Shared responsibility is key to developing and ensuring sustainable agreements. It is likely to be achieved only when there is full participation and mutual understanding, leading to a willingness to engage and implement identified solutions.

Inclusive solutions

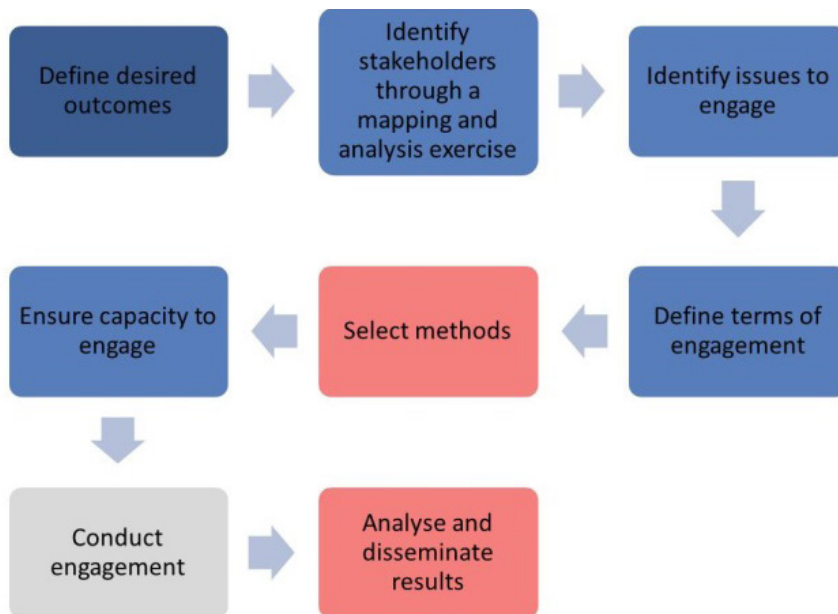
Inclusive solutions result from open and balanced negotiations among stakeholders that reflect their different interests, opinions and needs. Such solutions are built on what each stakeholder group is willing to trade off in return for an agreed set of actions with well-defined roles and responsibilities. Solutions that result from careful planning and gender equitable decision-making processes will be more sustainable in the long run.

Source: [FCPF/UN-REDD Programme \(2012\)](#)

Figure 11.10 shows steps for the consultation and participation process. The steps may be repeated and reordered, depending on the country context. (For details of each step see the [Guidelines on](#)

[Stakeholder Engagement in REDD+ Readiness](#) from the Forest Carbon Partnership Facility and the UN-REDD Programme.)

Figure 11.10 Steps for a consultation and participation process



Source: : [FCPF/UN-REDD Programme \(2012\)](#)

Define the desired outcomes of engagement

A good stakeholder engagement process is one that is carefully planned, has a clear mandate, and articulates the objectives and desired outcomes from the process. This should be placed in the context of overall REDD+ readiness, clarifying why the engagement was considered necessary, how it fits within the broader scope of planned activities, and how the outcomes will be used towards expected REDD+ readiness activities.

Identify stakeholders

The engagement planners need to identify the groups that have a stake/interest in the forest and those that will be affected by REDD+ activities. Stakeholder mapping and gender analysis are useful tools for this purpose as are cost-benefit analysis and environmental and social impact assessments. It is important to ensure that the process of selecting stakeholders is transparent so that all interested parties may participate and that all stakeholders are provided with equal opportunity to engage and contribute to outcomes. Where

appropriate, particular attention needs to be given to the inclusion of indigenous peoples and other forest-dependent communities, women and other marginalized groups. Should decisions need to be made, then legitimate representatives of stakeholder groups should be identified and their mandate ascertained.

Define the issues to engage on

The key issues should broadly correspond to the PAMs identified in the REDD+ planning process. Appropriate communication materials such as information notes, background notes or posters should be prepared and ready for dissemination.

Define the terms of engagement

Ideally, any engagement should be guided by a clear elaboration of the process and elements of participation. All stakeholders should know how the engagement process will be conducted and how the outcomes will be used, including the rights and responsibilities of the different stakeholders. These terms should be understood and agreed upon by all stakeholders.

Select the engagement and outreach methods

The most effective engagement is custom-designed to place and purpose and provides adequate budgets and human resources, including expert facilitation. A variety of methods can be used to allow bottom-up participation and ensure that information is rigorously gathered and fairly presented. These methods include workshops, surveys, and focus groups. When consulting with indigenous peoples, the methods selected and time allowed should respect customary practices (see Box 11.11 for considerations on designing an effective engagement process).

Ensure that stakeholders have sufficient capacity to engage fully and effectively

Certain stakeholders may require capacity building or training in advance of engagement to ensure that their understanding of the issues and ability to contribute are sufficient; this need should be identified from the stakeholder mapping and analysis exercise. Results from a CBNA can also inform the types and contents

of capacity building exercises required. These findings are also useful when defining the terms of engagement.

Conduct the engagement process

The different types of engagement identified should be carried out in accordance with the established terms of the engagement and any deviations from this should be discussed and agreed with stakeholders. Engagement planners should be aware of power and gender dynamics among stakeholders, and be prepared to address emerging issues during the process.

Analyze and disseminate results

The findings from the process should be analysed, reported and discussed with stakeholders. It is important that the data analysis feeds back into the decision-making process. In other words, on completing the process: develop a report or findings; acknowledge key issues raised during the process and respond as appropriate; and describe how the outcomes of the process will be incorporated into REDD+ strategy and programs.



REFLECTION POINT

If you were to build a checklist for an engagement process what would you include?

Box 11.11: Considerations in designing an effective stakeholder engagement process

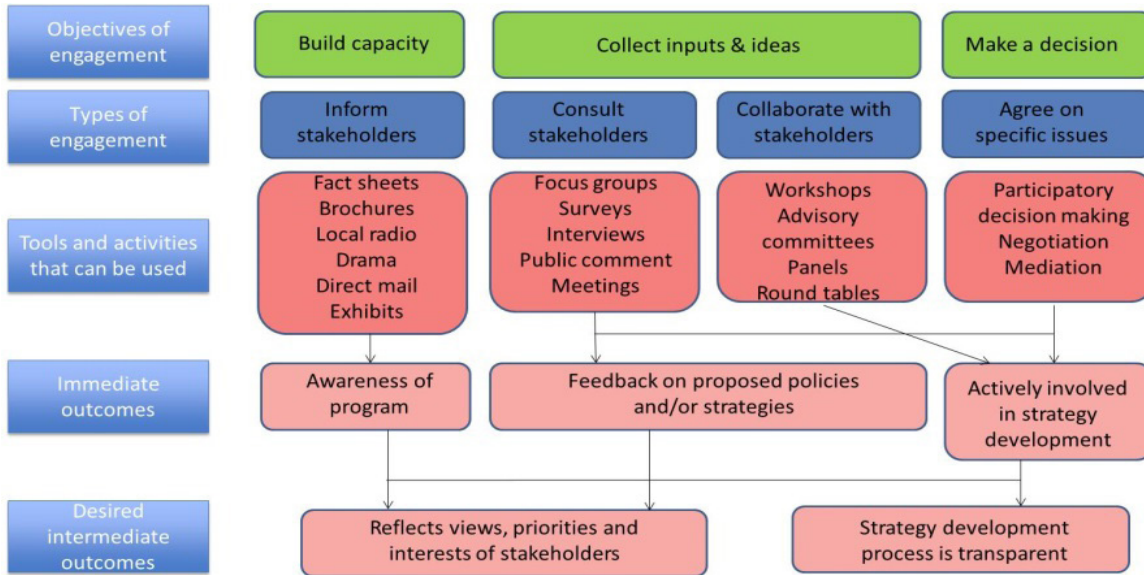
The stakeholder engagement process should occur voluntarily. Timely information dissemination at all levels and in a culturally appropriate manner is a pre-requisite to meaningful engagement. Information should be easily accessible and available to all stakeholders (including women, youth, and other marginalised groups). Stakeholders should have prior access to information on the proposed engagement activities before the design phase of activities that may impact them. Sufficient time is needed to fully understand and incorporate concerns and recommendations of local communities in the design of engagement processes.

Some guiding questions to consider:

- Are meetings held at a time and in a format where women, youth and men can attend and actively participate (with consideration given to whether men only or women's only meetings are necessary)?
- Are there provisions to address grievances, disputes or complaints?
- Are engagements with indigenous peoples being carried out through their own existing processes, organizations and institutions, e.g., councils of elders, headmen and tribal leaders?
- Have participants been properly briefed or provided with the background information and knowledge required for effective engagement?

Figure 11.12 summarizes how the engagement process can be implemented.

Figure 11.12 Implementation of an engagement process



Source: Adapted from a presentation on ‘Consultation, Participation and Communication for REDD+ Readiness’ given during the FCPF Workshop on Capacity Building for Social Inclusion in REDD+ Readiness, 30 April to 3 May 2013, Bangkok, Thailand.

The objectives drive the immediate and intermediate outcomes of engagement. The types of engagement will be informed by the results of stakeholder mapping and analysis. Correspondingly, suitable communications tools such as printed materials and media and other activities are determined.

- **Free** from coercion, intimidation or manipulation;
- **Prior**, before any authorization or commencement of activities, with time for consideration;
- **Informed**, people having all relevant information needed to make a decision.

FREE, PRIOR AND INFORMED CONSENT

Where required, FPIC is a key component of effective stakeholder engagement. FPIC is a norm or standard that supplements and is a means of effectuating substantive rights of indigenous peoples such as the rights to: property, participation, non-discrimination, self-determination, culture, food, health, and freedom against forced relocation. As stated by the UN Committee on Economic, Social and Cultural Rights, states are required to respect “free, prior and informed consent of indigenous peoples in all matters covered by their specific rights.”² This includes REDD+ activities and/or policies that may have an impact on their lands, territories and/or livelihoods. Consent is a collective ‘yes’ delivered through a decision-making process that is:

When is FPIC required?

In the context of REDD+, robust stakeholder engagement is a necessity throughout all three phases of REDD+, and forms the bedrock for FPIC. Furthermore, the consideration for FPIC, if and when required, should be informed by policies and measures to address drivers of deforestation, forest degradation as well as barriers to enhancements of carbon stock, and the degree to which these policies and measures may impact underlying rights.

The UN Declaration on the Rights of Indigenous Peoples recognizes several situations in which a state is obliged to not just seek, but secure the consent of the indigenous peoples concerned³. Particularly relevant to the UN-REDD Programme, states must consult and cooperate in good faith with the indigenous peoples concerned through their own representative institutions in order to obtain their free and informed consent prior to:

² Committee on Economic, Social and Cultural Rights, General comment No. 21, *Right of everyone to take part in cultural life* (art. 15, para. 1 (a), of the International Covenant on Economic, Social and Cultural Rights), adopted at the Committee’s forty-third session, 2–20 November 2009. UN Doc. E/C.12/GC/21 (21 December 2009), at para. 36-37.

³ UNDRIP, *supra* note 16, at Arts. 10, 11(2), 19, 28(1), 32(2)

- Relocating an indigenous population from their lands;
- Taking “cultural, intellectual, religious and spiritual property”;
- Causing “damages, takings, occupation, confiscation and uses of their lands, territories and resources”;
- “Adopting and implementing legislative or administrative measures”;
- Approving “any project affecting their lands or territories and other resources, particularly in connection with the development, utilization or exploitation of mineral, water or other resources”.

The UN committees for the International Covenant on Civil and Political Rights (ICCPR)⁴, the International Covenant on Economic, Social and Cultural Rights (ICESCR) and the Convention on the Elimination of all Forms of Racial Discrimination (CERD) have also interpreted these conventions and treaties as affirming that states must secure consent from indigenous peoples with respect to any decisions “directly relating to their rights and interests” and in connection to: mining and oil and gas operations (extraction of subsurface resources); logging; the establishment of protected areas; construction of dams; development of agro-industrial plantations; resettlement; compulsory takings; and any other decisions affecting the status of their land rights.

For more on international human rights instruments and relevant international jurisprudence and state practice, please refer to the [Legal Companion to the UN-REDD Programme Guidelines on FPIC](#).

The UN-REDD Programme has developed a non-exhaustive checklist, shown in Table 11.13 below, to help countries think through whether or not a REDD+ activity will require FPIC.

4 Promotion and Protection of all Human Rights, Civil, Political, Economic, Social and Cultural, including the Right to Development, Report of the Special Rapporteur on the Situation of Human Rights and Fundamental Freedoms of Indigenous Peoples, James P. Anaya, A/HRC/9/9 (11 Aug. 2008), Chapter III, paras. 34 - 43 (noting that while “clearly not binding in the same way that a treaty is, the Declaration relates to already existing human rights obligations...and hence can be seen as embodying to some extent general principles of international law...insofar as they connect with a pattern of consistent international and state practice, some aspects of the provisions of the Declaration can also be considered as a reflection of norms of customary international law.”).

Table 11.13 Checklist for appraising whether an activity will require FPIC

| | Yes/ No |
|---|------------|
| Will the activity involve the relocation/resettlement/removal of an indigenous population from their lands? | |
| Will the activity involve the taking, confiscation, removal or damage of cultural, intellectual, religious and/or spiritual property from indigenous peoples/forest-dependent community? | |
| Will the activity adopt or implement any legislative or administrative measures that will affect the rights, lands, territories and/or resources of indigenous peoples/forest-dependent community (e.g., in connection with the development, utilization or exploitation of mineral, water or other resources)? | |
| Will the activity involve mining and oil and/or gas operations (extraction of subsurface resources) on the lands/territories of indigenous peoples/forest-dependent community? | |
| Will the activity involve logging on the lands/territories of indigenous peoples/forest-dependent community? | |
| Will the activity involve the development of agro-industrial plantations on the lands/territories of indigenous peoples/forest-dependent community? | |
| Will the activity involve any decisions that will affect the status of indigenous peoples'/ forest-dependent community's rights to their lands/territories or resources? | |
| Will the activity involve the accessing of traditional knowledge, innovations and practices of indigenous and local communities? | |
| Will the activity involve making commercial use of natural and/or cultural resources on lands subject to traditional ownership and/or under customary use by indigenous peoples/ forest-dependent community? | |
| Will the activity involve decisions regarding benefit-sharing arrangements, when benefits are derived from the lands/territories/ resources of indigenous peoples/forest-dependent community? | |
| Will the activity have an impact on the continuance of the relationship of the indigenous peoples/forest-dependent community with their land or their cultures? | |

Source: [FCPF/UN-REDD Programme \(2012\)](#)

Key considerations for FPIC:

- Who makes the decision? Did this person or institution receive a mandate from their constituency?
- How is the decision made? Does it respect the customary decision-making processes of the affected communities? Are men, women and youth engaged in the process? Is there agreement on an adequate timeline?
- What information is shared with the affected communities?
- Do affected communities fully understand the information shared and the implications of the activity proposed?
- Who can the communities approach for clarification if the information presented is not understood?
- Are there provisions for communities to seek independent technical and/or legal advice?
- How will decisions, whether consent is given or withheld, be documented and disseminated?
- Is there agreement as to how and by whom the terms of consent will be monitored?
- Are there provisions or mechanisms to address potential grievances?

FPIC and Forest-Dependent Communities

The UN-REDD Programme's [Guidelines on Free, Prior and Informed Consent](#) acknowledge the right of forest-dependent communities to participate in governance. At a minimum, the guidelines require states to consult forest-dependent communities in good faith regarding matters that affect them with a view to agreement.

Appreciating that international law, jurisprudence and state practice is still in its infancy with respect to any obligation to secure FPIC from forest-dependent communities, the guidelines do not require a blanket application of FPIC where REDD+ activities affect forest-dependent communities.

That said, the guidelines recognize that, in many circumstances, REDD+ activities may impact forest-dependent communities in a similar way to indigenous peoples, and that, in some circumstances, it should be a requirement for states to secure FPIC.

The guidelines require states to evaluate the circumstances and nature of forest-dependent communities on a case-by-case basis for instance through a rights analysis, and secure FPIC from communities that share characteristics with indigenous peoples and whose underlying substantive rights are significantly impacted.

DEALING WITH GRIEVANCES

The implementation of REDD+ PAMs in participating countries can have significant impact on the dynamics of rights to forest resources as well as land, oil, gas, minerals and other valuable resources in forested areas. REDD+

implementation will almost certainly create winners such as those who receive results-based payments, and losers such as those who face reduced subsidies or limited access.

Applying robust social and environmental safeguards and following effective and gender-responsive stakeholder engagement processes should reduce the risks of complaints or conflicts related to REDD+. The Strategic Environmental and Social Assessment process has been designed to proactively assess risks and help with the design of management plans when adverse impacts are unavoidable and trade-offs are necessary.

However, even with good planning, unanticipated impacts and conflict may still arise, so mechanisms need to be in place to manage and respond to grievances from affected people. Such mechanisms need to be available as part of a country's REDD+ institutional arrangements. It should be available and accessible to stakeholders from the earliest stages of implementation, including to geographically, culturally or economically isolated or excluded groups (e.g. indigenous people, women, youth, the poor, disabled, etc.).

Once established or strengthened, an effective GRM can help a country accomplish several objectives in both the readiness and implementation phases:

- **Identify and resolve implementation problems in a timely and cost-effective manner.** As early warning systems, well-functioning GRMs help identify and address potential problems before they escalate, avoiding more expensive and time consuming disputes;
- **Identify systemic issues.** Information from GRM cases may highlight recurring or escalating



REFLECTION POINT

Does your country make provision for FPIC when it engages with indigenous peoples?

How does it work? What documents, such as a stakeholder engagement plan, FPIC roadmap, or others, has your country produced to guide the FPIC process?

grievances, helping to identify underlying issues related to implementation capacity and processes that need to be addressed;

- **Improve REDD+ outcomes.** Through timely resolution of issues and problems, GRMs can contribute to the achievement of REDD+ objectives;
- **Promote accountability in REDD+ countries:** Effective GRMs promote greater accountability to stakeholders, positively affecting both specific activities and overall REDD+ governance.

What is a Grievance Redress Mechanism⁵ and what is its purpose?

GRMs can be defined as organizational systems and resources established by national government agencies (or, as appropriate, by regional or municipal agencies) to receive and address concerns about the impact of their policies, programs and operations on external stakeholders. The stakeholder input handled through these systems and procedures may be called 'grievances,' 'complaints,' 'feedback,' or another functionally equivalent term.

GRMs are intended to be accessible by, collaborative, expeditious, and effective in resolving concerns through dialogue, joint fact-finding, negotiation, and problem solving. They are generally designed to be the 'first line' of response to stakeholder concerns that have not been prevented by proactive stakeholder engagement. GRMs are intended to complement, not replace, formal legal channels for managing grievances (e.g. the court system, organizational audit mechanisms, etc.). Stakeholders always have the option to use other, more formal alternatives, including

legal remedies. It is important to emphasize that national GRMs are not intended to replace the judiciary or other forms of legal recourse. The existence of a GRM should not prevent citizens or communities from pursuing their rights and interests in any other national or local forum, and citizens should not be required to use GRMs before seeking redress through the courts, administrative law procedures, or other formal dispute resolution mechanisms.

GRMs act as recourse for situations in which, despite proactive stakeholder engagement, some stakeholders have a concern about a project or program's potential impacts on them. Not all complaints should be handled through a GRM. For example, grievances that allege corruption, coercion, or major and systematic violations of rights and/or policies, are normally referred to organizational accountability mechanisms or administrative or judicial bodies for formal investigation, rather than to GRMs for collaborative problem solving.

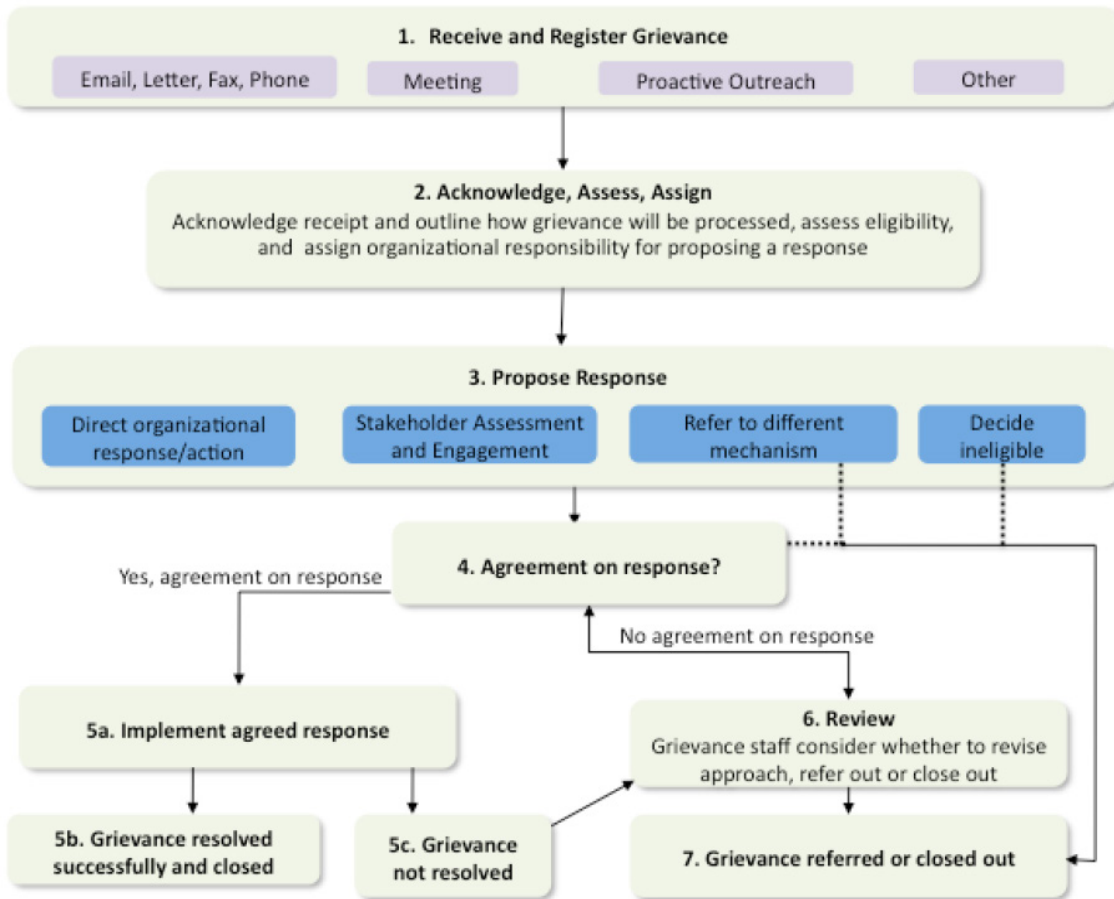
REDD+ countries are expected to establish or strengthen GRMs based on an assessment of potential risks to forest-dependent communities and other stakeholders from REDD+ programs and activities. Since the purpose is to provide an accessible, rapid, and effective recourse for these stakeholders, it is essential to design and implement the GRM in close consultation with them.

International partners that are directly involved in REDD+ implementation should also be closely involved in GRM design and implementation. It may be appropriate, and in some cases necessary, for those international partners to participate directly in resolving grievances arising from activities they support, within the framework of the GRM itself and/ or directly through their own mechanisms.

Figure 11.14 shows the steps involved in a GRM.

⁵ See [Joint FCPF/UN-REDD Programme Guidance Note for REDD+ Countries: Establishing and Strengthening Grievance Redress Mechanisms](#)

Figure 11.14 The steps involved in a Grievance Resolution Mechanism



Source: [FCPF/UN-REDD \(2015\)](#)



REFLECTION POINT

Does your country have GRMs? Do they work? If not, why not?

ENGAGING WITH THE PRIVATE SECTOR

Engagement with the private sector can occur in different ways, ranging from the adoption of PAMs that help transform private sector operating models to the identification of public-private collaborations that contribute to REDD+ results. It is also important to recognize that the private sector is often a large land holder and manager and, as such, is a key stakeholder in the implementation of REDD+ actions. There are some practical issues which need to be taken into consideration when working with the private sector.

A ‘perception gap’ can exist in the understanding of the same issues by public and private sector actors. This gap can be addressed through public-private dialogues that can inform the development of REDD+ programmes and strategies. Many private sector actors in key economic sectors still have a limited understanding of REDD+ and about its potential implications for their operating models.

Furthermore, implementing REDD+ may require the reform of fiscal incentive frameworks with potentially significant impacts on some sectors.

Engaging with private sector actors can help reveal what drives ‘business-as-usual’ private sector behaviour and identify how REDD+ interventions can help shape business models to make them more sustainable.

It is also possible to work with private sector ‘champions’ to advance REDD+ objectives by, for example:

- Improving commodity purchasing policies to align with REDD+ objectives;
- Adopting land management practices that avoid deforestation and forest degradation;
- Reducing financing to activities contributing to deforestation or forest degradation;
- Offering innovative financing mechanisms such as green bonds and preferential loans for REDD+ activities.

CASE STUDY 1:

LISTENING TO THE FOREST IN PANAMA: ACTIVE LISTENING PROCESS — WOMEN'S CHANNEL

In Panama, as part of a Public Participation Plan under the Joint National Programme between the UN-REDD Programme and the Ministry of Environment (2011-2015), an [‘active listening’ process](#) was established to help ensure that the voice and views of indigenous peoples would be heard directly, and their self-management, in accordance with their traditional authorities, would be taken into account in the participatory process for the construction of the National REDD+ Strategy. Although the participation plan was designed with the goal of including women and men as equally as possible throughout its implementation, the specific important role of women in the conservation, management and sustainable use of land and natural resources was stressed during its implementation.

The feedback gathered led to the formulation of a new ‘active listening’ channel specifically focused on meaningfully engaging women from indigenous, Afro-descendant and rural communities. Ultimately, the ‘active listening’ process included five channels, covering Afro-descendant communities, campesino families, indigenous peoples, organizations and institutions, and women.

Approaches taken to effectively plan and implement the “Women’s Channel” included:

- [Identifying and addressing gender gaps in REDD+ participation processes](#). The results of the earlier ‘active listening’ process highlighted the sensitivity, interest and quality contributions of women; demonstrated the unbalanced and unfair participation in decision-making and distribution of tasks between women and men; and revealed women’s greater respect for the forest and collective concern for sustainability.
- [Generating a gender baseline](#). In May 2015, two workshops were held with a total of 42 women to collect participatory baseline data on women’s perceptions of the situation of women in communities, particularly those dependent on forests, and seek their perspectives on what solutions and measures would be effective to reduce deforestation and promote sustainable land use.
- [Gender-responsive and inclusive workshops](#): Key good practices to encourage women’s participation and provide a safe space for them to share their views included:
 - Two workshops held at opposite ends of the country to ensure that the women who participated, representing indigenous, Afro-descendant and rural communities, were able to highlight different issues and challenges in relation to forest management.
 - Preparatory meetings with indigenous, Afro-descendant and rural community organizations held in order to agree on the consultation methodologies and assess scenarios and logistics. Based on these findings, workshops and associated activities were designed to be convenient, sensitive and build trust with the participants.
 - The workshops’ main methodology centered on listening, wherein the participants took active roles as the owners of the workshop, and the organizers, in contrast, took a more passive role and helped to guide discussions.

Key positive outcomes from this work include:

- [Common vision established among women on their role in preserving the forest and nature](#): The two workshops began with an apparent distance between women from the indigenous, afro-descendants and campesino groups. However, as the workshops progressed and with the sharing of similar experiences and stories, the differences and divides between the groups became blurred. By the end of the two workshops, women stated that one of the greatest achievements was the realization that there was only one ‘us’.
- [Women given a voice in the REDD+ Strategy process](#): As participation in public spaces is often limited for many of the women, they highly valued the opportunity to have a space to interact, share their views on what measures are a priority for them, and contribute to the national ‘active listening’ process on REDD+. They felt that the Ministry of Environment and the UN-REDD Programme valued their perspectives, gave them a voice, and recognized the importance of their knowledge and the role they play in forest conservation and the sustainable use of land and natural resources. The feedback and results obtained from the women will help inform Panama’s National REDD+ Strategy, including on how it plans to promote gender equality and empowerment of women.

In conclusion, gender equality is not just a ‘women’s issue’. Similar workshops focusing on gender equality and the empowerment of women should be held also with the men from these communities. The women who did participate noted that progress in these areas will only be possible with both women and men engaging on it together.

CASE STUDY 2:

ENGAGING STAKEHOLDERS EARLY IN COTE D'IVOIRE

Indigenous peoples' and civil society representatives to the UN-REDD Programme have been clear in their message that important stakeholders should be engaged from the beginning in national REDD+ processes. In response, during 2013-2014, the UN-REDD Programme provided technical guidance and funding to develop civil society capacity to engage in advance of the approval of broader Readiness funding.

This contributed to two major outcomes:

- A National Plan for Stakeholder Engagement, with a focus on civil society and local community inclusion in national REDD+ efforts, was developed in Cote d'Ivoire in 2014 by civil society actors themselves. This work built on support for early stakeholder engagement extended in the country in 2013, which focused on capacity building and outreach.
- A civil society platform composed of representatives from key CSOs and local communities received capacity-building assistance and official recognition, empowering it to contribute to national REDD+ activities as well a national Forest Law Enforcement, Governance and Trade (FLEGT) initiative.

The national plan was based on a participatory analysis of REDD+ in which civil society and community representatives helped to identify: threats and opportunities; relevant stakeholders; relevance for civil society; and identification of avenues for engagement. It includes a vision, a strategy with priorities and a methodology for involvement. It was finalised and validated by stakeholders just before the country entered into a UN-REDD National Programme in October 2014, and therefore provided the basis for a more concrete strategy with annual work plans and budgets.

During the same period, the CSO platform for REDD+ and FLEGT was strengthened through development of management procedures, criteria for membership, description of roles and mandate of members, and systems for monitoring and control as well as internal and external communication.

This sequencing of early engagement and capacity development as well as, importantly, the institutional development of the platform, meant that civil society was already prepared and engaged when the country embarked properly on its REDD+ process. In addition to having received information and capacity building on REDD+ that allowed them to understand what they were engaging in, civil society had also self-organized using the platform and collectively developed a shared vision with some basic elements for a strategy after carefully assessing the relevance of REDD+ to them.

This type of early stakeholder engagement, where civil society is a key actor in the process and is able to influence the process from the beginning, ensures ownership and support from the onset. It also shapes the future collaboration between civil society and government during the development and implementation of REDD+. The multi-stakeholder platform also has a formal mandate and is seen as a legitimate representative for civil society in a constructive relationship with government built on mutual trust.

CASE STUDY 3:

DEVELOPING NATIONAL GUIDELINES ON FPIC FOR REDD+ IMPLEMENTATION IN PAPUA NEW GUINEA

Given that Papua New Guinea (PNG) has one of the world's most significant areas of tropical forest, and that these forests face acute and imminent threats, REDD+ is seen by the country to be an effective mechanism to reduce emissions, preserve forests and promote economic and sustainable development, particularly for local populations who rely on forests for their livelihoods. One focus of PNG's REDD+ action has been supporting stakeholder engagement, including through the development of guidelines for FPIC. In PNG, FPIC is seen as a consultative process and a collective right of people to give or withhold consent. It applies to all activities, projects, legislative or administrative measures, and policies, including REDD+, that take place in or impact the lands and resources or otherwise may affect the livelihoods of customary landowners and local communities. In PNG, 97 per cent of the land is classified as customary.

Customary law and cultural barriers mean women often have very limited rights to land (although there is no legal restriction on their ability to hold it). They also face other legal barriers, have limited control of income and other resources, and face exclusion from decision-making and violence directed against them. In response, deliberate efforts and explicit steps were taken to incorporate a gender perspective into PNG's FPIC guidelines, with the goal of accounting for women's constraints, roles and perspectives in REDD+ action and to promote its sustainability. Through extensive support from the UN-REDD Programme, including more than a dozen consultations and three full revisions, PNG's working final version of the National Guidelines on FPIC was released and made available for public comment and expert review in April 2014. The document incorporates gender considerations into its operational framework, including within the key steps for implementing FPIC at national, provincial, district, and project levels. It recognizes both women and men as landowners and/or primary users of land and resources.

It is intended that integrating gender considerations into the guidelines will: help expand the role of women as primary users of the forest; and encourage stronger recognition of women needs, rights and interests, including in the design and implementation of REDD+ in PNG. Findings from field-testing sections of the guidelines have shown that challenges with the aforementioned gender specific constraints remain. However, the government continues to support increased women's participation in REDD+ processes and the implementation of the gender guidance in the guidelines. To this end, with support from the Forest Carbon Partnership Facility and UNDP, PNG has incorporated gender specific activities and associated budget lines within its consultation and participation work.

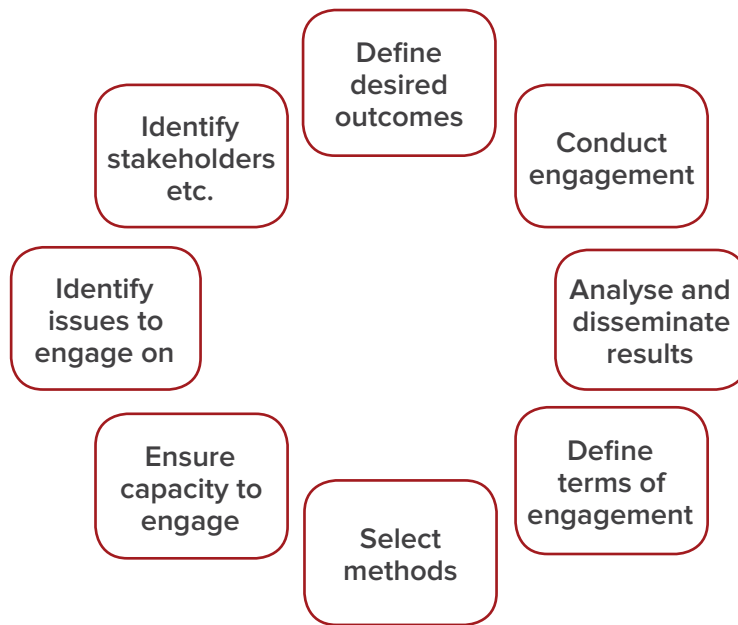
As highlighted by the guidelines, the meaningful and equitable involvement of both women and men can increase the likelihood of sustained change in the way forest resources are used, thereby contributing to the sustainability of REDD+ activities in the country.



EXERCISE 22

It is important to note that awareness raising and sharing information is not consultation, but is part of communication. However, communication is critical to an effective REDD+ consultative process. The 'Joint FCPF and UN-REDD Programme Guidelines on Stakeholder Engagement in REDD+ Readiness' suggest following these steps in the consultation and participation process.

Draw a new 'wheel' with the steps in the correct order.





EXERCISE 23

Fill in the blanks

F_____ from coercion, intimidation or manipulation

P_____ Before any authorization or commencement of activities, with time for consideration

I_____ Stakeholders having all relevant information needed to make a decision.

C_____



KEY MESSAGES:

- In the context of REDD+, stakeholders are individuals or groups which have a stake, interest or right in the forest that will be affected either negatively or positively by REDD+ activities;
- The importance of stakeholder engagement is supported by numerous UNFCCC decisions;
- Stakeholder engagement is embedded specifically as a REDD+ safeguard, but also plays a critical role in creating enabling conditions for a participatory process, which is needed to underpin a country's approach to developing an accountable, transparent and effective national REDD+ strategy or action plan;
- Engagement of stakeholders has to start very early in the REDD+ process as it takes time to build the relationships, processes and institutions required for successful and authentic engagement;
- Relationships between stakeholders need to be actively nurtured through facilitated dialogues and a spirit of trust and openness;
- There are a number of tools that are useful when carrying out a stakeholder engagement process, such as stakeholder mapping and analysis, gender analysis, CBNA, consultation and participation plans, and communications plans. These are valuable in supporting a comprehensive and collaborative approach to engagement;
- FPIC, if and when required, should build on existing proactive steps to engage affected stakeholders in the REDD+ process, such as identifying legitimate representatives, building capacity to participate and make decisions, providing access to information and independent advice, and a functional feedback mechanism;
- A national feedback and grievance redress mechanism needs to be available, and if necessary strengthened, as part of the country's REDD+ institutional arrangements.



WHAT FURTHER QUESTIONS DO YOU HAVE ABOUT THIS TOPIC?

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NOTES

A series of horizontal dotted lines extending across the width of the page, providing a guide for writing notes.

Reference and resources

- FCPF/UN-REDD Programme (2011). A Draft Framework for Sharing Approaches for Better Multi-Stakeholder Participation Practices . Available at: http://www.unredd.net/index.php?option=com_docman&task=doc_download&gid=5576&Itemid=53
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Web resources:

- REDD+ Web Platform, at <http://redd.unfccc.int/>. The UNFCCC’s hub for sharing information and lessons learned about REDD+ activities.
- UNFCCC website, at <https://unfccc.int/2860.php> (not unfccc.int). A source of background information on the convention and REDD+.
- UN-REDD Programme, at: <http://www.un-redd.org/>, and its Collaborative Online Workspace, at <http://www.unredd.net/>. Provides resources and a discussion forum to support countries engaged in REDD+ and promote stakeholder engagement.

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