

Final Report

**Stakeholder Engagement Strategy for REDD+ Readiness in
Suriname**

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Table of Contents

Executive Summary.....	4
Abbreviations.....	6
Chapter 1.....	8
Introduction.....	8
1. 1 Purpose and Methodology of the Assignment.....	8
1.2 Contents of the Plan	9
Chapter 2.....	11
Stakeholder Assessment.....	11
2.1 Stakeholder Identification.....	11
2.1.1 Inclusion of Stakeholders	13
2.2 Situational Analysis	16
2.2.1 General observations	16
2.2.2 Topics.....	17
2.2.3 Conflicts	20
2.2.4 Stakeholder Roles	21
2.2.4 Vulnerable Stakeholders.....	22
Chapter 3.....	23
International and National Guidelines, Standards and Practices for REDD+ Stakeholder Engagement	23
3.1 International Legislation related to REDD+	23
3.1.1 UN Declaration on the Rights of Indigenous Peoples (2007).....	23
3.2 International Engagement Standards and Guidelines	25
3.2.1 UNREDD and FCPF Common Guiding Principles.....	25
3.2.1 Cancun Safeguards	26
3.2.2 REDD+ Social and Environmental Standards.....	28
3.2.3 Gender Equality	29
3.3 National Engagement Guidelines and Practice in REDD+	29
3.3.1 REDD+ Readiness Proposal (R-PP)	29
3.3.2 Post R-PP Engagement	31
3.3.3 Guidelines for Tribal Engagement.....	31
Chapter 4.....	34

Design of Stakeholder Engagement	34
4.1 Objective of Stakeholder Engagement.....	34
4.1.1 Overall and Specific Objectives	34
4.2 Design of Stakeholder Engagement: Principles and Approach	37
Chapter 5.....	42
Stakeholder Engagement Activities	42
5.1 Starting Point: Information sharing	42
5.1.1 Baseline and Target Levels	42
5.1.2 Information Sharing Activities	43
5.2 Consultation	48
5.2.1 REDD+ Funding Dialogue and Strategy	48
5.3 Joint-Decision Making	49
5.3.1 Strategic Environmental and Social Assessment (SESA)	49
5.3.2 Feedback and Grievance Redress Mechanism (FGRM).....	51
5.3.3 Free and Prior Informed Consent Protocol Development (FPIC).....	52
5.3.4 Forest reference emission level/forest reference level (FREL/FRL).....	53
5.3.5 REDD+ Strategy and Vision	54
5.3.6 Land Tenure and Rights.....	56
5.3.7 National Forest Monitoring System (NFMS)	58
5.3.8 Safeguards.....	62
Chapter 6.....	64
REDD+ Readiness Facilitation Model.....	64
6.1 Facilitation Model.....	64
6.1.1 Common Facilitation	65
6.1.2 Tribal Facilitation	68
6.1.3 Outcome reporting.....	69
6.2 Facilitators	70
6.2.1 REDD+ Assistants Collective	71
6.3 Quality assurance	71
6.3.1 Grievance and Feedback Redress	71
Chapter 7.....	73
Institutional Operationalization.....	73
7.1 Institutional mainstreaming.....	73

7.1.1 Implementation Structure.....	73
7.1.2 Implementation Mechanism	76
7.1.3 Conflicts of Interest.....	77
7.2 Human and Technical Capacity	79
7.3 Monitoring, Reporting and Evaluation	81
7.3.1 Monitoring and Reporting.....	81
7.3.2 Evaluation	84
Chapter 8.....	85
Integrated Action Plan.....	85
8.1 Action plan	85
8.2 Indicative Budget	88
Annexes	91

Executive Summary

The REDD+ readiness process offers an opportunity for the Government of Suriname (GOS) to leverage efforts and results towards sustainable green development. Stakeholders engagement is a key factor to this process, as it requires transparent and consensus-building dialogues between different groups of stakeholders in which each stakeholder's culture, knowledge and rights are respected. REDD+ stakeholders engagement started effectively in 2012 with the preparation of the REDD+ readiness proposal. After this proposal was approved in 2013, there was a gap in planned stakeholders engagement until this plan was compiled in 2016.

The objective of this plan is to ensure acceptable and effective inclusion of groups that have a stake, interest or right in the forest and those that will be affected positively or negatively by the REDD+ project, in order to contribute to the elaboration of the national REDD+ strategy or action plan, its implementation framework for the green development of Suriname. Special attention is given to the most vulnerable groups, the forest-dependent indigenous peoples and maroons, who have the lowest levels of power, knowledge levels, political influence and lack the formal rights to land and land use.

There are three levels of engagement outlined in the plan: information sharing, consultation and joint decision making. The first level of information sharing enables stakeholders to get acquainted with and stay informed about the different components of the REDD+ readiness through awareness meetings, media campaigns (TV, radio, pamphlets), local theatre, social media, a walk-in school at the NIMOS office, a round table for discussion among high-level policymakers, and presentations at stakeholder locations. Specifically, for forest dependent communities, there is space to have preparatory meetings before important decisions are to be taken in REDD+. The indicative cost of information sharing activities is U\$ 22,000.

The second level of consultation implies that the REDD+ Project Management Unit (PMU) offers one or more options and listens to the feedback given by the stakeholders, and this is planned for developing a REDD+ funding strategy. The third level, joint-decision making, encourages stakeholders to provide additional ideas and options on the work discussed and they may join in deciding the best way forward. This level of participation will be reached when developing the Strategic Environmental and Social Assessment (SESA), process on Land Rights and Tenure, Feedback and Grievance Redress Mechanism (FGRM), Free and Prior Informed Consent protocol (FPIC), REDD+ Strategy, Safeguards, establish Forest Reference Levels (FRL/FREL) and a National Forest Monitoring System (NFMS).

To reach high levels of stakeholder participation, the GOS will establish a coordinating structure in the PMU spearheaded by the Community Liaison Officer (CLO). The CLO guides engagement, solves general problems, resolves conflicts and conducts monitoring through 26 indicators on a 3-month schedule. The CLO also coordinates with the i) project board that leads the 6-month evaluation and they identify gaps, constraints and suggest ways to improve engagement, and ii) the Major Groups Collective, a representation of all major groups in society, provides a soundboard for engagement issues handled by the feedback and grievance redress mechanism.

Apart from this national coordination effort, stakeholders in the coastal districts will be heard by District Commissioner and its constituents through regular hearing that take place every month. For engagement of forest-dependent communities, the REDD+ Assistants Collective (RAC) has been identified to work with the tribes to raise awareness about REDD+, organize and facilitate meetings and gather information necessary for studies. The RAC promotes cultural sensitivity and a rights-based approach in tribal engagement.

Currently, however, the capacity in all of these coordinating bodies is too low to execute high-quality engagement. Through a set of trainings, the human capacity in the PMU, Ministry of Regional Development, Major Groups Collective, Project Board and RAC will be built over four months in 2017 with a budget of U\$ 54,200. Apart from the trainings, the coordinating bodies should plan for adequate preparation for engagement efforts, such as good facilitators, workshop design to reach set outcomes and clear and concise message delivery. Moreover, frequent validation of engagement outcomes and articulating them is equally important for having success and high quality outputs.

Yet there are other barriers to creating a healthy engagement effort in REDD+. First, several project board members are also RAC members and this creates a situation of conflict of interest. Second, there are existing conflicts between indigenous peoples/maroons/RAC and the PMU/SBB. Third, there is insufficient opportunity to discuss benefit sharing with in the current project which leads this topic to reoccur in many engagement activities. Fourth, grievances are discussed in regular engagement activities because of the absence of grievance redress mechanism. Removing these barriers are dependent on decision-making at the project management level. The plan proposes several measures to remove the barriers.

Abbreviations

ACT	Amazon Conservation Team
ADEK	Anton de Kom University of Suriname
AKMOS	Association of Small and Middle-sized Businesses in Suriname
ASFA	Association of Manufacturers in Suriname
BO	Local Government Officer
CI	Conservation International
CLO	Association of Labor Organizations related to Government
CMO	Center for Environmental Research
DC	District Commissioner
DDFDB+	
DoD	Drivers of Deforestation
ESAV	Indigenous Platform
EITI	Extractive Industry Transparency Initiative
FCPF	Forest Carbon Partnership Facility
FPIC	Free and Prior Informed Consent
FIN	Finances
FRL	Forest Reference Level
FREL	Forest Reference Emission Level
FGRM	Feedback and Grievance Redress Mechanism
GOS	Government of Suriname
GLIS	Geographical Land Information Systems
GMD	Geological and Mining Department
HFLD	High Forest Low Deforestation
HI	Trade and Industry
IMWO	Institute for Social Science Research
JUSPOL	Justice and Police
KKF	Chamber of Commerce and Manufacturing
LISP	Low Income Shelter Program
LVV	Agriculture, Animal Husbandry and Fisheries
MAFOSUR	Mangrove Forum Suriname
MAS	Maritime Authority of Suriname
MFP	Mercury Free Partnership
MGC	Major Groups Collective
NARENA/CELOS	Center for Agricultural Research in Suriname
NFMS	National Forest Monitoring System
NGO	Non Governmental Organization
NH	Natural Resources
NIMOS	National Institute for Environment and Development in Suriname
OIS	Organization of Indigenous Peoples in Suriname
OW	Public Works
PAMs	Policies and Measures
PMU	Project Management Unit
RAC	REDD+ Assistants Collective
RAVAKSUR	Association of Labour Organizations in Suriname
RO	Regional Development
ROGB	Physical Planning, Land and Forest Management
R-PP	REDD+ Readiness Preparation Proposal
RR	Resort officer
SBB	Foundation for Forest Management and Control
SER	Social and Economic Council

SESA	Strategic Social and Environmental Assessment
SEMIF	Fund for Environment and Mining
SCF	Suriname Conservation Foundation
SPS	Bureau for Planning in Suriname
SSCC	South Suriname Conservation Corridor
TBD	To be determined
TBI	Tropenbos International
TCT	Transport, Communication and Tourism
UNDP	United Nations Development Program
VIDS	Association of Indigenous Leaders in Suriname
VESTOR	Association of Tourism Operators in Suriname
VSB	Association of Businesses in Suriname
VSG	Association of Saamake Leaders
VBGSS	Association for Biodiversity of the Guiana Shield in Suriname
WWF	World Wildlife Fund
UNFCCC	United Nations Framework Convention on Climate Change

Chapter 1

Introduction

In 2012 Suriname re-engaged into a national REDD+ readiness process, after a first initiative in 2009/2010. It aims at getting ready to possibly enter a future international REDD+ mechanism that would compensate financially for national efforts to reduce emissions from deforestation and forest degradation. Suriname has formulated a five years plan to prepare the country for REDD+ (R-PP). In March 2013, Suriname presented its R-PP to the FCPF Participants Committee meeting (PC14), and received approval for a US\$ 3.8M grant to support some of the preparatory activities towards REDD+. These funds from the FCPF will be implemented by UNDP, as delivery partner in Suriname, as core funding to the present project document.

The REDD+ readiness process offers an opportunity for the Government of Suriname (GOS) to leverage efforts and results towards sustainable development. Key factors for REDD+ readiness success are fully consistent with and supportive to the efforts of the GoS and the United Nations strategy to promote more inclusive, fair, well-informed and robust, climate compatible and sustainable development. There is obvious win-win potential to be tapped in Suriname between REDD+ and the overall development process. Thus, REDD+ can be seen as a tool to support and foster national dialogue with Indigenous and Tribal Peoples', to strengthen its practice of democracy, to improve public effectiveness and accountability, governance, legislation and the business environment, to accelerate decentralization and to enhance regional and international stance, and diplomatic positioning. Learning from past experience, REDD+ already fostered openness, participation and transparency, improved data collection and analysis, national and multi-sectoral dialogue and cooperation. Effective stakeholder engagement is a key factor to this process, and therefore the GOS contracted an engagement specialist to review engagement efforts and design a stakeholders engagement plan. This report presents a stakeholders engagement plan for the REDD+ readiness program.

1. 1 Purpose and Methodology of the Assignment

The main reason for this engagement plan is to assist the Project Management Unit (PMU) of the REDD+ program in building a long term and effective REDD+ program that can be useful to eradicate poverty and promote sustainable livelihoods for Suriname individuals, families, and tribal communities. In this context, the present study is a first step towards the planning of a stakeholder engagement process, specifically aimed at reducing the vulnerability of tribal communities and strengthening their participation in and accountability of the program.

This engagement plan aims to build on the existing social, economic, legal and political structures in Suriname in developing an integrated, acceptable and functional design for engagement of stakeholders in the REDD+ readiness phase. This 6-month assignment requires an inclusive and adaptive process for the development of effective stakeholder engagement. The consultant responsible for completing this assignment is Gwendolyn Smith PhD. who is an international conflict

analysis and resolution specialist who designed and facilitated stakeholder engagement in the R-PP preparation phase (October 2012-March 2013). For the largest part of the assignment, the consultant has built on previous interactions with REDD+ stakeholders from various parts of the country, each with a different culture and level of development, livelihood goal, forest dependency and management. This diversity provided the point of departure for development of this plan. The consultant used an integrative and systematic approach, consisting of three distinct phases.

Phase 1: Inquiry and Analysis

The inquiry and analysis phase is characterized by exploratory desk and field research. The desk study covered a review of the existing documents on stakeholder identification, mapping and analysis. During this review, there was a need for a comprehensive stakeholder identification for which an outside consultant was hired. The stakeholder analysis wasn't completed until the end of this assignment. For information gathering, the consultant worked closely with the main REDD+ implementers, PMU, UNDP and SBB, to get an overview of gaps and deficiencies, and requirements and guidelines necessary to adhere to during stakeholder engagement. Information was gathered through face-to-face interviews, as well with short questionnaires, matrices and quizzes.

Phase 2: Development of Engagement Plan

In the second phase of the assignment, the consultant worked closely with the PMU, SBB and UNDP to design the engagement process, which included strategic choices based on purpose and functionality of stakeholder engagement in each track in the REDD+ readiness project. Consensus on the engagement design and approach was reached in a four-hour mini-workshop held with the PMU, SBB and UNDP. The outcome is this plan, that outlines the action, timelines and budget as well as the human and technical capacity necessary for making it an integrated part of the NIMOS/REDD+ structure. Because the REDD+ readiness activities were already in the implementation phase, the consultant was frequently asked to provide engagement design input in ongoing processes.

Phase 3: Reporting

The consultant first submitted a stakeholder assessment review report, which demonstrated a gap in the existing assessment. In response, the PMU decided to hold focus groups with primary and secondary stakeholders to gather additional information for stakeholder mapping and analysis. Yet, the stakeholder analysis wasn't completed at the time the engagement plan was released. Therefore, the final report included stakeholder identification and analysis conducted by both the author and the outside consultant based on gathered data.

1.2 Contents of the Plan

The engagement plan consists of eight chapters. It starts with a brief introduction to the assignment, after which stakeholder assessment is presented in Chapter two. This Chapter presents an overview of the identified stakeholder groups in REDD+.

In Chapter three, the international and national guidelines and practices for engagement is presented and discussed. Specific international and national conditions by which the engagement should adhere are outlined and discussed. The essence of this Chapter is to elucidate the nature of REDD+ stakeholder engagement including setting out the national and international requirements.

Chapter four outlines the principles and approach to stakeholder engagement. In this Chapter strategic choices are discussed on which the design is made, related to the goals and design principles linked to international and national socio-economic conditions and guidelines.

In Chapter five, the stakeholder engagement activities are summarized. Practical activities are presented for each stakeholder group. The chapter also highlights the engagement requirements for short term studies as well as longer term development of policies and measures.

In Chapter six, the model for facilitation is discussed. Here, we first discuss the facilitation model for common meetings and then we will explain tribal facilitation in more detail. The Chapter ends with a discussion about quality assurance and need for grievance and feedback redress.

Chapter seven continues with measures for successful operationalization and recommendations for institutional mainstreaming of stakeholder engagement. The Chapter makes an inventory of the human and technical capacity needed at the institutions, and ends with a monitoring, reporting and evaluation framework.

In Chapter eight, an action plan for implementing stakeholder engagement is presented, including an indicative budget.

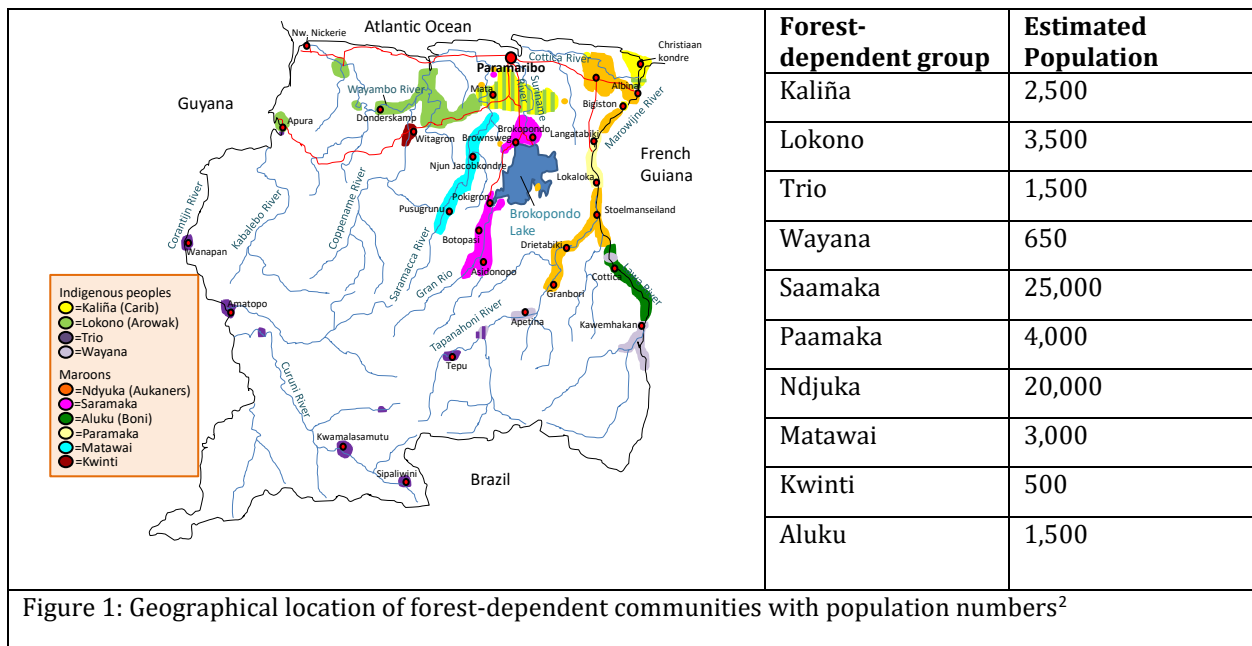
Chapter 2 Stakeholder Assessment

This Chapter describes the main stakeholder groups who can influence or are being influenced by the proposed REDD+ readiness, and the facilitators and multipliers needed for supporting engagement efforts. The Chapter further presents a situational analysis of stakeholder’s participation in REDD+, including general observations, main topical issues and conflicts.

2.1 Stakeholder Identification

The stakeholder identification will give an overview of the stakeholders and their current and future role in the REDD+ process. Several groups of stakeholders are identified to play a role in the REDD+ readiness process, and these are described below.

Forest-dependent communities¹: Suriname houses ten tribal communities, of which six are maroons (Kwinti, Paamaka, Saamaka, Aluku, Ndjuka, Matawai) and four are indigenous peoples (Lokono, Kaliña, Trio, Wayana). The majority of these groups live in small settlement along rivers spread over Suriname’s land area (Figure 1). Today approximately 8,000 Indigenous peoples and 54,000 Maroons live in Suriname, and they are among the most marginalized groups in Suriname.



¹ The term “forest-dependent communities” is used here because only a portion of the indigenous peoples and maroons are forest-dependent and therefore can act as primary stakeholders

² Sources: IDB 2004; ACT 2007a; ACT 2007b; CLIM 2006

The tribal groups are represented through traditional authorities that are linked with central government. According to the State Decree on the Job Descriptions of Departments (Staatsbesluit Taakomschrijving Departementen, S.B 1991 no. 58 as amended S.B 2005 no. 94), the Ministry of Regional Development, among other things, is assigned the task of maintaining the relationship between the central Government and dignitaries and inhabitants of the interior. The government sees the *Granman or other assigned leader* as the person who has supreme authority over all members of the tribe over the territory in which they live (from a historical standpoint). The office of the Granman has both an administrative as well and a socio-economic role to play, addressing day to day issues within the territory as well as a representational role to the outside.

Self-selection is a fundamental right stakeholders have in REDD+. To prevent problems with self-selection in REDD+, the tribal members and others (if deemed necessary) should self-select their representation. This is important because there are many mixed villages in Suriname, meaning villages consisting more than one tribe. Every tribe should choose their representation and these can be a i) tribal leader, ii) non-tribal leader, iii) group (NGO or representation).

High-level policymakers: Policymakers are public servants with power to make decisions directly influencing REDD+, and these include officials from the highest level of environmental governance (Cabinet of the President). The Ministry of Internal Affairs plays a key role in preparing changes in policy measures for environment, because it is the executive branch of the Cabinet of the president. It is important to engage Ministries (and their departments) with authority to decide over natural resources (NH and GMD), infrastructure (OW), environment (NIMOS), agriculture (LVV), forest-dependent users (RO), trade (HI), planning (SPS) and finances (FIN). For amendments in the law, the State Council and the Parliament are the key stakeholders to lobby with and engage in the process.

Mid-level Government officials/technical experts/academia: Mid-level decision-makers in Government are the second tier public servants, hierarchically functioning under the authority of high-level policymakers. These stakeholders have a technical background and are usually working in the profession for long periods of time, thereby withstanding the influences from changing politics. Academia also belong to this group and these are usually active at the Anton de Kom University of Suriname or related institutes (CELOS, IMWO, CMO) in teaching and research related to forestry, extraction industry, agriculture, energy, biology, social science, natural resource management, hydrology and climate change. Academia tend to focus in much more detail on a specific subject and this input continuity in research is necessary to support monitoring of forest levels.

Private sector and parastatal companies: Private sector and parastatal companies working in the extractive industry and potentially contributing to deforestation are important stakeholder in REDD+. These include companies in timber logging, bauxite mining, gold mining, oil exploitation, agriculture as they can significantly affect water and forest resources. Other private sector companies of interest in REDD+ are tourism operators working in forest areas (eco-tourism). Private sector companies can be best reached through their representative organizations which will act as multipliers and facilitators.

NGOs and advocacy groups: Not-for-profit organizations working in conservation and sustainable development are usually aware of the existing challenges and opportunities because they work in conservation or related areas at the grass root level as well as the policy level. Most conservation

NGOs are operating out of an international network with expertise and funds available (CI, WWF, ACT, Tropenbos). Other smaller NGOs are operating nationally in the area of conservation and development, women rights, climate change, and indigenous rights.

Funders and potential funders: There are potential funds that can help supporting REDD+ in the future and these stakeholders should also be included since the beginning, thus in the readiness process. National funds in conservation (SCF) and mining (SEMIF) have potential for funding REDD+. Also potential international funders (Climate Fund) and funders who already invested in REDD+ such as the UNDP, Worldbank should be included.

Small scale goldminers: This group plays an important role in driving deforestation by uncontrolled and sometimes illegal mining in the forested areas of the interior. Although very difficult to reach, individual miners are important stakeholders to include in REDD+ because they are causing significant damage to waterways and forests with their pump-based extraction techniques. Currently there are few organizations representing small-scale goldminers and these should be included in the REDD+ readiness discussion.

General public: The general public needs to be informed about REDD+ and what it can mean for the country in general. Functional groups in society can be informed are through the Major Groups Collective (MGC)³, who acts as a representation of society's most important groups within the UN system, and can act as a multiplier in reaching of the general public. The groups not already identified as stakeholder that should be engaged through the MGC are: 1) farmers, 2) children and youth, 3) women, 4) scientific and technological community (other than REDD+ experts), 5) workers and trade unions and 6) local authorities.

2.1.1 Inclusion of Stakeholders

Inclusion of stakeholders is dependent on the way they can influence or are influenced by REDD+. The primary stakeholders are organizations/groups directly influenced by or those that have influence over REDD+ (financially, legally, socially). Secondary stakeholders are organizations/groups who have a role in the decision-making process without being directly affected by the outcome of proposed REDD+ project. Tertiary stakeholders are organizations/groups who are external to the process but can play an advisory role to other stakeholders. An overview of the primary, secondary and tertiary stakeholders in REDD+ is given in Figure 2.

³ The Major Group Collective consists of nine groups: Farmers, NGOs, indigenous peoples, children and youth, women, scientific and technological community, workers and trade unions, business and industry, local authorities

Figure 2: List of Primary, Secondary and Tertiary Stakeholders

	High-level policymakers	Forest-dependent communities	Mid-level technical experts	NGOs and advocacy groups	Funders and potential funders	Private sector and parastatals companies	Small-scale goldminers	General public
Primary stakeholders	<p>REDD+ project: Cabinet of the President, Project Board, SBB, PMU REDD+, MGC, NIMOS,</p> <p>Lawmaking: National Assembly-climate commission, State Council</p> <p>Sectoral: District Comssioners of Ministries of ROGB, NH, OW, LVV, RO, Ministry JUSPOL, Stichting Planbureau Suriname, FOB</p>	<p>REDD+ project: RAC</p> <p>Organizations: VIDS, OIS/COICA, VSG, ESAV, Kuluwayak</p> <p>Tribes: Kaliña, Lokono, Trio, Wayana, Saamaka, Paamaka, Aucaner, Aluku, Matawai, Kwinti</p>			UNDP, UN-REDD, Worldbank FCPF	<p>General: KKF, AKMOS, ASFA, VSB</p> <p>Sectoral: VESTOR, STS, Grassalco, State Oil, Surgold, Suralco, Nana resources, Sarafina, Rosebel Goldmines, Sarakreek resources, Greenheart, Wood platform, wood companies AHSU, Vereniging van padieboeren</p>	SPBO, Fundacao de Brasileiros, Macanboa	
Secondary stakeholders	Sectoral: Ministry TCT, Ministry HI, GMD, CELOS/NARENA, MAS, LISP, Wegenautoriteit, EBS		TBD ⁴	WWF, CI, SCF, TBI, ACT	SEMIF, Private banks, Diplomatic corps			

⁴ PMU is currently busy compiling a roster of experts for REDD+

	High-level policymakers	Forest-dependent communities	Mid-level technical experts	NGOs and advocacy groups	Funders and potential funders	Private sector and parastatals companies	Small-scale goldminers	General public
Tertiary stakeholders	Ministry of Finance, Ministry of ATM, ADEK, GLIS, ICDS, Bauxite Institute		TBD	General: RAVAKSUR, CLO Sectoral: Henaturant, Probios, Globars shapers, NVB, Sabi Joe Gardin, Youth ambassadors, Women in Business, Stg. Projecta, Sanomaro esa		General: Suriname business development center, Competitiveness unit Suriname		Everyone else not mentioned in this table

2.2 Situational Analysis

The stakeholder mapping and analysis was completed one week before the end of this assignment. During the development of this engagement plan, a situational analysis is presented to give an overview of the current situation which serves as the starting point for this plan. This situational analysis is based on document analysis, as well as short assessments, interviews and discussions with the PMU, SBB and UNDP staff, and tribal communities.

2.2.1 General observations

National level: PMU and SBB. At the beginning of this planning process we conducted a document review and interview process to get a better understanding of the status of engagement. The key findings were that the PMU and SBB were leading the process without any concrete plan/process which led to the following results:

- *Amount of participants:* Very small groups of stakeholders are participating in the REDD+ process. Stakeholders predominantly participate in technical sessions or in the Major Groups Collective or as REDD+ assistants.
- *Understanding of REDD+ project:* Stakeholders' participation is dominated by inquiries on the project's architecture. The stakeholders have limited understanding about the functioning of different project structures. Also, many stakeholders are discussing issues directed at the implementation phase, and it seems that activities from readiness phase are less emphasized. Such limited understanding about the project makes it difficult for stakeholders to define their role in the project. Thus, the REDD+ process is still stuck in the information-sharing phase rather than moving to a more functional participation level (collaboration or joint-decision-making) which is needed for the readiness phase.
- *Message framing:* The presentations held by the PMU and SBB are extremely technical and there lacks a general project overview and simple translation of the message targeted to the different stakeholder groups. Also language barriers are present that should have special attention.

Better understanding of the theory and practice of participatory processes, especially with tribal communities, is important for the PMU to adequately address sensitive issues and prevent conflict from occurring (see section 7.2 for recommendations on capacity building).

Regional level: District Commissioners. Several districts have been receiving training for the last two years about citizen participation, including organizing meetings and facilitation but these efforts yet aren't effective in practice. District commissioners are heard and consulted but there isn't a structural mechanism to work with the Ministry of RO to implement REDD+ on the regional level.

Local level: RAC. To get an idea about the knowledge level of RAC, we conducted a rapid assessment with a quiz. In Box 1 is a summary of this assessment. The results shouldn't be interpreted as scientific results, rather as exploratory research to get an idea about the knowledge level of the RAC about REDD+ and the readiness project. The assessment shows that RAC has limited understanding about the project and the role of the project's constituents (PMU, UNDP). Moreover, not every tribe has a liaison present in the current RAC team.

2.2.2 Topics

Although REDD+ is officially part of the climate change topic, during the readiness phase, stakeholder engagement will mainly focus on setting up the enabling conditions to implement REDD+. Stakeholder will be engaged to primarily discuss three topics in the readiness phase: i) REDD+ program, ii) Forest (including peoples) and iii) Land issues. Each of these topics has several subtopics that will require stakeholder consultation and input in the decision-making process. These are listed in Figure 3.

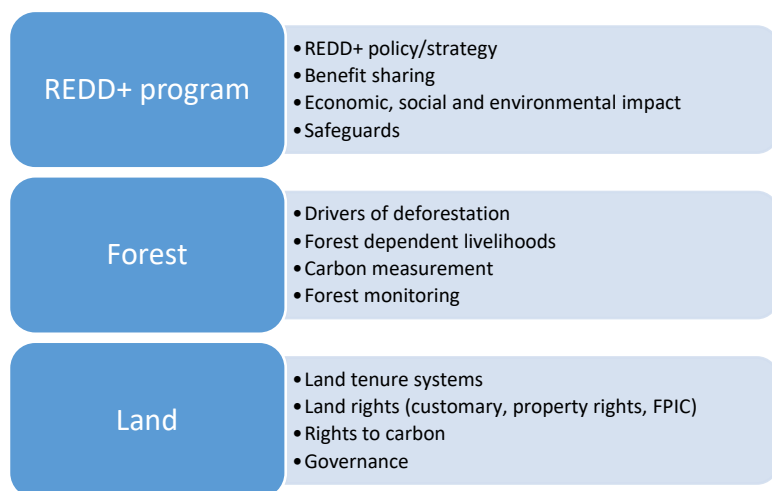


Figure 3: Topics that will require input from stakeholders

Issues of concern: Stakeholders have expressed several issues of concern, and these were frequently raised in meetings. Many of these issues are recurring and often are a way of expressing discontent with how the project proceeds. From Figure 4a, it is obvious that lack of trust and (perceived) lack of voice will continue to emerge given the historic divide between the coastal region and the interior (economic, social and political). Other issues which are important to address:

- Understanding of readiness as part of the whole REDD+ journey and understanding of all components of the readiness phase and why they are needed.
- No clear definitions for concepts that are linked to the project such as sustainable development, forest balance, benefit sharing, and participation.
- Potential roles and responsibilities of stakeholders.

Strategic Vision of REDD+

Scope: Almost two-third (61%) of the RAC view REDD+ as a means to preserve the forest and at the same time for development of the whole country. One third (33%) seems to only focus on the interior and see village development and forest conservation as a priority. Considering this indicative baseline assessment, RAC capacity building should upgrade all assistants to have a national scope. For future capacity building efforts, specific attention should be given to the group that has a narrow focus by articulating national focus in all REDD+ messages to the RAC/tribal groups.

Rationale: When we tested RAC on the rationale why Suriname participates in REDD+, the answers were divided. 44% of RAC selected three reasons for Suriname's participation in REDD+: i) forest and human development planning, ii) global contribution to mitigating climate change and iii) earn money. Another 44% took out the "earn money" reason, while the rest couldn't provide a clear answer. The reasons articulated in the R-PP - forest and human development planning and contribution to climate change mitigation - apparently have been received. However, there is no consensus among RAC if "earning money" is a national strategy or not.

REDD+ Readiness Project

Project phase: We tested REDD+ assistant on their knowledge about the current project phase. With the question - in which phase of the REDD+ activities exist Suriname - we wanted the RAC to highlight one of four phases: i) project proposal phase, ii) readiness/preparation phase, iii) implementing readiness/preparation activities, iv) execution phase. Approximately two thirds (72%) thinks the REDD+ project exists in the implementation phase, either phase iii or iv. Only 16% of RAC seems to be aware of Suriname's current participation in phase ii. Further capacity building is necessary to better translate and make the project understandable for the RAC.

Project execution: When asked RAC who executes the current readiness project, 78% thinks tribal communities (and their organizations), government (and their ministries and departments) and the Cabinet of the president are responsible for REDD+ execution. One participant (6%) thinks that communities are excluded from REDD+ participation. Another participant (6%) believes that government is excluded from REDD+ execution.

Location: Our survey findings suggest that, in practice, most RAC (72%) feels the REDD+ project is being implemented in both the capital city and interior. However, 22% of RAC believes REDD+ is only being implemented from offices in Paramaribo. This groups probably sees REDD+ as a top-down initiative where most decision are made in Paramaribo, which can be related to the historic power/development divide between coast and interior.

Activities: We asked the RAC what are the most important activities of the REDD+ project. 44% believes capacity building and stakeholder engagement are extremely important, while 28% thinks that having meetings with stakeholders and explaining about REDD+ is still needed. This information gives an idea that some REDD+ assistants see awareness as important, while others moved to a next level of working together. It should be noted that only 11% of the RAC see research and studies as important activities, and given the project's stage, this should be better articulated.

Participation: The RAC is well aware of who participates or should participate in REDD+. 89% of RAC believe the following stakeholders are active in REDD+: NGOs in forest management, NGOs in women issues, academia and civil society organizations. It should be noted that 11% of the RAC is unaware of the UNDP participating in REDD+. The role of the UNDP should be better explained.

Topics: The majority of RAC (83%) feels that topics related to land rights and concessions are excluded from the REDD+ discussion. The remaining 17% believes that there is limited opportunity for grievance redress. Both these delicate issues need attention in the further engagement of stakeholders.

Role of PMU: We asked the RAC about the tasks of the PMU in the current REDD+ project. 44% of RAC see three tasks formulated for the PMU: i) coordinate with stakeholders/UNDP, ii) financial requests and reporting, iii) prepare activities for execution. One third (33%) thinks the PMU is only assigned task i, while 11% thinks the PMU is only assigned task ii and 6% thinks the PMU is assigned task iii. A clear overview what the PMU is doing seems unclear to the RAC.

Decision-making: Our findings suggest that 56% of Redd+ assistants think decisions are made by the Project Board. The remaining 44% thinks decisions are made either by the Director of Nimos or the REDD+ project coordinator. Further action is required to inform RAC about the role and levels of decision-making.

Topic	Issue	Action	Responsibility
Scope			
Level of progress	What work needs to be done and what progress has been made so far	Improve transparency/understanding	PMU communication
Forest balance	Balance between forest conservation and income generation	Define balance and/or explain potential articulation/synergies	PMU
Roles and responsibilities			
Overlapping responsibilities	REDD+ assistants (executive level) participating in Project Board (governance level)	Design conflict of Interest policy and implement	PMU
Clear roles	Roles and responsibilities of each stakeholder should be clear	Stakeholder analysis. Define role in each invitation	PMU
Selection REDD+ Assistants	Selection criteria unclear	Design/identify criteria and validate	PMU
Collaboration			
Participation level tribal peoples	Groups should participate in decision-making	Define required participation level in REDD+	PMU
Respect and recognition	Respect of government for tribal peoples: decision-making process (time), language	Cross-cultural communication	PMU communication
Trust	Lack of trust of SBB because of allocation of concession in tribal lands	Engagement design (plan)	PMU Engagement
	Lack of trust in benefit sharing	Explain possibilities for benefit sharing systems	PMU
Voice	Sufficient voice of tribal peoples in the project	Engagement design (plan)	PMU Engagement
Stakeholder participation	Important stakeholders excluded	Engagement design (plan)	PMU Engagement
REDD+ Project			
Support	Tribal peoples need support in developing local plans	Provide training support	PMU
Visibility	Practical impact of project in the field	Provide training support	PMU
Communication	Unchanged REDD+ message for communities since R-PP	Create new message	PMU communication

Figure 4a: Issues of concern frequently raised in REDD+ project during 2015-2016

Unclear issues: For questions raised about REDD+ implementation, the PMU avoids giving answers because many aspects have not been sorted out. This creates lack of trust in the process and sometimes stakeholders make assumptions that it is done on purpose to hold on to power. Issues that need immediate answers are listed in Figure 4b. Most of these issues are related to power.

Topic	Issue	Action	Responsibility
Scope			
Project	REDD+ is categorized as a development project or financial mechanism?	Clarify	PMU
Approach	Sectoral approach or not?	Clarify	PMU
REDD+ assistants	Also in urban areas or not?	Decide	PMU
Roles and responsibilities			
Power	How much power does each stakeholder have?	Engagement plan - power analysis	PMU Engagement
	How much power does the grievance redress mechanism has?	Redesign grievance redress/participatory process	PMU
Representation	What is self-selection?	Define	PMU
	How are people representing their groups?	Create form for representation	PMU Engagement
Project			
Grievance	How much trust can we have in the grievance redress mechanisms?	Redesign grievance redress/participatory process	PMU

Figure 4b: Important issues for immediate clarification in REDD+ project

2.2.3 Conflicts

Currently two main conflicts exist in REDD+.

SBB conflict. The underlying cause to this conflict is the lack of recognition of land rights for tribal peoples, despite their living in and caretaking of the forest for centuries (maroons for approximately 150 years and indigenous peoples for a documented 5000 years). The Government of Suriname, through SBB, grants licenses for forestry concessions within lands where tribal communities are living. Another issue that increases the problem is the fact that SBB lacks the cultural sensitivity to deal with communities for engagement (information sharing and consultation processes). Possible strategies to manage the current conflict are:

- SBB acknowledges the problem and openly discuss it so the communities are allowed to vent and be heard. In this way, parties can listen to each other's views and create a narrative of the problem that currently exists.
- SBB should develop a process to rebuild trust by socializing, engaging in community activities other than business-oriented. In that way the community gets aware how SBB works and SBB can become aware how the community works.
- SBB should develop and implement policies for increasing the participation of communities when granting licenses.
- SBB should build capacity to apply conflict management strategies focusing on the long term.

RAC conflict. The underlying cause to this conflict is the weak management of the REDD+ project. The project management has promised paid work to the RAC since the R-PP. The expectations of RAC members is to be part of a full time, monthly paid workforce, while currently they are being paid as consultants based on deliverables. Another issue that increases the problem is the PMU's lack of understanding of the traditional worldview which

instigates conflict, afterwards damage control measures are taken to restore trust. This results in decreasing trust levels between the PMU and the RAC (and communities). Possible strategies to resolve the current conflict are:

- PMU should identify risk areas in the current procedures and actively monitor the process to prevent conflict.
- PMU should design role plays that explain the procedures to the RAC members. These role plays should be played regularly and adjusted as procedures change.
- PMU should lay out the expectation from both sides and find a middle way (reframe expectations). The RAC work plan should be adjusted accordingly.
- PMU should build capacity to apply conflict resolution strategies focusing on the long term.

2.2.4 Stakeholder Roles

From the draft stakeholders mapping conducted by the PMU, the stakeholders have specific roles for engagement in the REDD+ process (Figure 5). This Figure **should be considered when selecting stakeholders for participation in different activities and for developing communication messages**. Every (non-technical) activity should have a good balance in representation of each role for example, it will be ineffective to develop a SESA only with advocates rather than also including researchers e.o.

Role	Stakeholder	Main interests	Constraints
Researcher	Road Authority	Assessing traffic emissions	
Legal and policy measures	Ministry of NH	Including environmental measures (deforestation) into mining law and concession policies	
	Ministry of Education, Science and Culture	Strengthening the role of education in achieving the REDD+ goals	
Land-use planning	Wood processing companies (Soehoe and zonen, Greenheart, Dennenbos)	Better planning for sustainable forest management	
	Ministry ROGB	Land rights of tribal communities, legislation for forest protection	
	Ministry of LVV	Better agricultural and environmental planning	
Stakeholder engagement	Ministry of RO	Representation and engagement of tribes	
Advocate for land rights and benefit sharing	ESAV	Benefit sharing for tribal communities	
	VSG	Land rights for tribal communities, benefit sharing	
	Federation of Para Plantations	Land rights for descendants, benefit sharing	

Role	Stakeholder	Main interests	Constraints
Advocate for business status quo	KKF	Business interests	Internal collaboration weak
	VSB	Business interests: wise logging to preserve green	
	State Oil	Continuity of business and sustainable development and wellbeing for communities	
	LISP	Unclear	
Observer	SFOB	Support economic development in the interior	
	EBS	Support environment while improving production processes	
	Suriname Business Development Center	Support environmentally safe business development	
	ABS	Support sustainable development and forest protection	
New local business development	STS	Small businesses for sustainable nature tourism	
	WWF	REDD+ as new way for local communities to generate income	
Local level implementation	ACT	Community training, logistical services, community mobilization	
Knowledge transfer	Tropenbos	Training/ sharing of technical forest knowledge	
	GISSAT	Training GIS and spatial analysis	
Potential funder	SEMIF	Funding for development of mining sector	

Figure 5: Stakeholder Roles in the REDD+ Readiness Process

2.2.4 Vulnerable Stakeholders

The stakeholders analysis has demonstrated the indigenous peoples and maroons are the group of stakeholders with low power and high interest in REDD+. This group also have the lowest knowledge level of REDD+. Because they have been historically kept out of the policy arena, their political ties and influences are relatively low. All these aspects contribute to the vulnerability of these primary stakeholders. Special arrangements will have to be made to ensure adequate inclusion of these groups, which will be further discussed in this plan.

Chapter 3

International and National Guidelines, Standards and Practices for REDD+ Stakeholder Engagement

The essence of this chapter is to elucidate the nature of stakeholder engagement and how it related to the current international regime in REDD+. Furthermore, specific international and national conditions to which engagement should adhere are outlined and discussed.

3.1 International Legislation related to REDD+

Suriname has voted in favor of one instrument under international law which are the point of departure from which the stakeholder engagement should be developed: the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) established in 2007. This convention is instrumental in respecting the rights of tribally living peoples participating in REDD+, and will be discussed below.

3.1.1 UN Declaration on the Rights of Indigenous Peoples (2007)

The text of this document is formulated by the UN working group for indigenous peoples in close cooperation with indigenous peoples' representatives from all over the world and reflects more strongly the rights of indigenous peoples than stipulated in the ILO 169 convention. The intention of this declaration is that member countries of the UN, recognize indigenous peoples as a group that is different from the rest of its population and thus Governments need to adjust national legislation where necessary. The treaty promulgates participation of indigenous peoples in decision-making within their living and working areas, but doesn't recognize a comprehensive right to remuneration or compensation in case of economic development⁵.

Many Governments consider collective rights and rights to land as challenging to the State. They hesitate to grant collective rights to one specific group, as they see that as a violation of their constitution, which prohibits preferential treatment of one group versus the other citizens. The differential treatment of one group is not uncommon though, as also for children, women, and disabled people and workers, separate legislation has been developed and special international treaties and declarations have been written.

Participation: The UN declaration has dealt with indigenous people's demands for self-determination by specifying the definition. It assumes that the indigenous peoples don't want a separate State, but that they want the room and possibilities to live their lives according to their own traditions and customs.

⁵ Del Prado, N. 2006. Analysis of Land Rights of Indigenous Peoples and Maroons in Suriname. Amazon Conservation Team.

UNDRIP

- Recognition and protection of the spiritual and material ties the Indigenous people have with the land
- Indigenous rights to have in ownership, to develop, manage and to use their land and their territories, inclusive of the air, the waters, the coastal waters, sea-ice, flora and fauna and other resources, etc.
- The right to restitution of attached, occupied and damaged land. If not possible, the right to compensation.
- The right to preserve, recover and protect their environment
- The right to participate in the decision-making.
- The rights to Free and Prior Informed Consent (FPIC).

Figure 6: Overview of the stipulations related to REDD+ in the UN Declaration of Indigenous Peoples (UNDRIP)

Rights to Land: Articles 25 to 30 of the Declaration specifically deals with the rights to land.

- Article 25 recognizes the spiritual and material relationship that the indigenous peoples have with the land is the need for its protection.
- Article 26 grants the indigenous peoples the right to own, develop, control and use land and territories that they have traditionally owned or otherwise occupied or used. This is a far-reaching article and will probably, in practice, depend on the size of the area that the indigenous peoples claim. Furthermore, indigenous peoples have the right to restitution of lands that have been confiscated, occupied, used or damaged without their free and prior informed consent (FPIC). Where this is impossible, they have the right to just and fair compensation of lands. This provision has a direct impact on the user rights of indigenous peoples under REDD+.
- By virtue of article 28, indigenous people have right to the conservation, restoration and protection of their total environment and the productive capacity of their lands. The Government is also obliged to guard against storage or disposal of hazardous substances that take place in the territories of indigenous people. In principle, this article reflects into the user rights and benefit sharing under REDD+.
- Article 30 gives indigenous peoples the right to determine their own priorities and strategies about development in their territory. At the same time, they may demand from the State prior permission before activities that may affect their area are approved.

Free and Prior Informed Consent (FPIC): In addition to the FPIC provisions to the rights of lands, the following rules on FPIC are stipulated in the UNDRIP which are relevant to REDD+.

- In Article 10, the declaration explains that indigenous peoples shall not be forcibly removed from their lands or territories. No relocation shall take place without the FPIC of indigenous peoples concerned. This is an important article for definition of user rights in REDD+.
- Article 11 defines that Governments shall provide redress through their effective mechanisms, which may include restitution, developed in conjunction with indigenous peoples with respect to their cultural, intellectual, religious and spiritual property taken without their FPIC or in violation of their laws, traditions and customs.
- By virtue of Article 19, Governments shall consult and cooperate in good faith with indigenous peoples through their own representative institutions in order to obtain their FPIC before adopting and implementing

legislative and administrative measures that may affect them. This article refers to all aspects of REDD+ design and implementation.

- Article 32 explains that Governments shall consult and cooperate in good faith with indigenous peoples through their representative institutions in order to obtain their FPIC to 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. REDD+ is thus a project that requires a full process of FPIC.

Each of these articles will be considered in the design of the stakeholder engagement in the context of REDD+ readiness.

3.2 International Engagement Standards and Guidelines

Stakeholder engagement is designed along a set of guidelines and standards, designed by organizations that facilitate and support individual countries in progressing through a REDD+ readiness and implementation process. International laws, guidelines and negotiation outcomes related to the global UNFCCC negotiations are also guiding the engagement design. Each relevant principle is discussed below.

3.2.1 UNREDD and FCPF Common Guiding Principles

The common guiding principles for effective stakeholder engagement (April, 2012) that underpin both the FCPF and UNREDD program are provided below:

- The consultation process should include a broad range of relevant stakeholders at the national and local levels, in particular the voices of forest-dependent and vulnerable groups.
- Consultations should be premised on transparency and timely access of information ensuring that the stakeholders understand the objectives of REDD+, the related risks and opportunities and their potential role in the process.
- Consultations should be voluntary and facilitate dialogue, exchange of information and consensus building reflecting broad community support should emerge from consultation (gender sensitive).
- Consultations with tribal peoples should be carried out through their own existing processes, organizations and institutions.
- Special emphasis should be given to land tenure, resource-use rights and property right, including collective rights in conjunction with international obligations.
- Impartial, accessible and fair mechanisms for grievance, conflict resolution and redress must be established during the consultation process and throughout the implementation of REDD+ policies, measures and activities.

Besides these guiding principles, the FCPF and UNREDD also gave an overview of the practical steps necessary for carrying out effective consultations (Figure x). The guidelines assume that before stakeholders are giving input, the process is understood and it is clear what is expected from them.

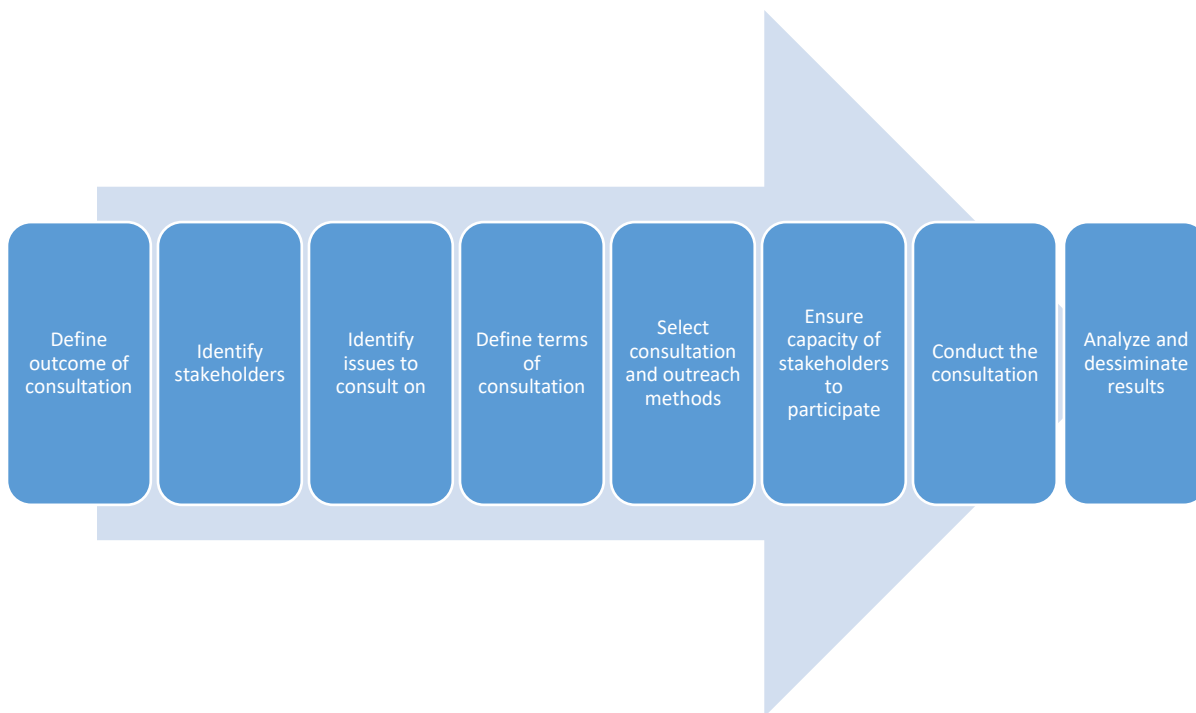


Figure 7: Overview of steps for effective consultation during stakeholder engagement of REDD+

3.2.1 Cancun Safeguards

In 2010, the parties of the United Nations Framework Convention on Climate Change (UNFCCC) have agreed upon specific safeguards to ensure REDD+ will be beneficial for all stakeholders, especially marginalized groups which are largely dependent on forests. The seven Cancun safeguards are outlined Table 2, of which safeguard on the rights of indigenous peoples (2c) and stakeholder participation (2d) are relevant to stakeholder engagement. In this table, the Cancun safeguards are linked to relevant provisions in both the Worldbank operational guidelines and the UN-REDD/FCPF guidelines

Stakeholder Participation (Cancun safeguard 2d): The Cancun safeguard 2d, which address stakeholder participation in REDD+, outlines the rights-based and interest-based framework in which stakeholders should be engaged (Table 2). It includes plans to inform, consult and ultimately involve all groups that are directly and indirectly dependent on the forest in the stakeholder engagement process in order to understand their perspective on issues related to REDD+. This is done through information dissemination and awareness raising (Tier 1), input solicitation processes (Tier 2) and ultimately joint decision-making (Tier 3). Effective involvement includes soliciting the ideas and concerns of the stakeholders after they have been informed about the concept of REDD+.

Respect for the Rights of Indigenous Peoples (Cancun Safeguard 2c): FPIC is the establishment of conditions under which people exercise their fundamental right to negotiate terms of policies, programs, and activities that directly affect their livelihoods or wellbeing, and to give or withhold their consent to them.

Processes that generally require FPIC are i) removal from traditional lands, ii) removal of cultural, intellectual, religious and spiritual property, iii) decisions regarding pilot activities location, iv) decisions on benefit-sharing when benefits derived from lands, v) decisions on activity implementation on lands.

Processes that generally don't require FPIC are i) information sharing, awareness, capacity building, ii) assessment of land use, forest law, policy and governance, technical and scientific studies, iii) assessment of social and environmental risks, potential impacts, iv) setting up a MRV system.

The World Bank Operational Policies, FCPF Charter and Guidelines on Stakeholder Engagement do not expressly mandate consent in FPIC but the UN-REDD guidelines do require FPIC, which will become general practice in the Suriname REDD+ process.

Gender: Although not compiled in one decision, gender equality language has been included in the Cancun agreement⁶. The specific language is outlined below:

- Preamble: Recognizes that effects of climate change will be felt most acutely by those segments of the population that are already vulnerable such as gender, amongst others.
- Vision for Long Terms Cooperation: Gender equality and the effective participation of women and indigenous peoples are important for effective action on all aspects of climate change.
- Action on adaptation: Enhanced action on adaptation should be undertaken in accordance with the Convention; follow a country-driven, gender-sensitive, participatory and fully transparent approach.
- Action on Mitigation: Developing country parties, when developing and implementing their national strategies or action plan, to address, inter alia, drivers of deforestation and forest degradation, land tenure issues, forest governance issues, gender considerations. In addition, they should design responses to avoid adverse impacts on social and economic development and growth and the eradication of poverty, and the consequences for vulnerable groups, in particular women and children.
- Capacity building: capacity-building support to developing country parties should be enhanced with a view to strengthening endogenous capacities at the subnational, national or regional levels, as appropriate, taking into account gender aspects.
- Parties are encouraged to nominate senior experts with a view to achieving, within the membership of the Technology Executive Committee, an appropriate balance of technical, legal, policy, social development and financial expertise relevant to the development and transfer of technology for adaptation and mitigation, taking into account the need to achieve gender balance.

⁶ http://www.wedo.org/wp-content/uploads/W+G-compilation_Cancun-Agreements_advance-version.pdf

Table 2: Cancun safeguards and corresponding principles and guidelines related to REDD+

Cancun Safeguards related to REDD+ (2010)	World Bank Operational Policies (OP)	UNREDD-FCPF Guidelines
2a. Actions complement or are consistent with objectives of national forest programs and relevant int. conventions and agreements	OP 4.01 ⁷ (3) and 4.36 (14,6)	
2b. Transparent and effective national governance structures taking into account nat. legislation and sovereignty	OP 4.01 (3,13), 4.36 (14), 4.04 (5), 4.10 (10) and OP 4.12 (2)	
2c. Respect for the rights and knowledge of indigenous peoples and local communities, by taking into account by taking into account relevant international obligations	OP 4.10 (1,16,17,19,21) and 4.36 (4,10,14)	FPIC guidelines ⁸ : Adherence to FPIC if the country has ratified ILO 169, adopted national legislation on FPIC or if a development partner applies the principle. In Suriname's case UNDP applies the FPIC principle.
2d. Full and effective participation of relevant stakeholders, in particular, forest dependent indigenous peoples and local communities	OP 4.01 (14,15), 4.10 (1), 4.04 (10), 4.12 (7), 4.36 (11,12)/	Stakeholder Engagement Guidelines: The guideline stipulates the inclusion, consultation and treatment of other vulnerable groups, including women.
2e. Consistency with the conservation of natural forests and biological diversity, ensuring that REDD+ is not used for the conversion of natural forests	OP 4.04 (1, annex a) and 4.36 (1,2,5,7)	
2f. Actions to address the risks of reversals		
2g. Actions to reduce displacement of emissions		

3.2.2 REDD+ Social and Environmental Standards

The REDD+ SES standards (September 2012, version 2)⁹ were designed as a mechanism to help Governments in their implementation of the REDD+ process. These broadly designed safeguard standards recognize REDD+ as a multi-stakeholder process, and can be specifically used in the program design and implementation of REDD+. Governments can apply these standards to continuously adapt their approaches and improve the anticipated outcomes of the REDD+ programs. The SESA guidelines stipulate to establish outreach, communication and consultative mechanisms with relevant stakeholders for the following processes:

⁷ OP 4.01 concerns Environmental Assessment, OP 4.04 concerns Natural Habitats, OP 4.10 concerns Indigenous Peoples, OP 4.12 concerns Involuntary Resettlement, OP 4.36 concerns Forests.

⁸ Consultation with all relevant stakeholders, particularly indigenous peoples is emphasized, yet the World Bank Operational Policies, FCPF Charter and Guidelines on Stakeholder Engagement do not expressly mandate consent in FPIC.

⁹ <http://redd-standards.org/guidelines/redd-ses-guidelines-version-2/119-redd-ses-draft-guidelines-v2-5-april-2012-english?path=redd-ses-guidelines-version-2>

- Undertake existing or new diagnostic work to identify and prioritize drivers of deforestation and key social and environmental issues associated with the drivers.
 - Undertake diagnostic work on legal, policy and institutional aspects of REDD+ readiness.
 - Assess existing capacities and gaps to address the environmental and social issues identified.
 - Draft strategy options taking into consideration the above issues.
 - Develop framework to mitigate and manage risk of the REDD+ strategy options to be included in the ESMF.
- Each of these aspects will be considered in the stakeholder engagement design.

3.2.3 Gender Equality

The United Nations Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)¹⁰ recognizes gender equality as a fundamental human right. This convention states that rural women have equal access to participate in development planning, and can self-organize to obtain equal access to economic opportunities (Article 14). CEDAW also stresses that women have the same rights as men with respect to ownership, acquisition, management, administration, enjoyment and disposition of property, for example land rights (Article 16).

The UN-REDD Guidance Note on Gender Mainstreaming¹¹ proposes a step process to ensure gender mainstreaming in engagement efforts. The first step is to establish a baseline through conducting a gender analysis, after which in step two, the REDD+ project should mobilize gender expertise and create partnerships. These two steps should be completed before effective participation of women can be initiated and facilitated. Whenever effective engagement has been established, the fourth step ensures a gender sensitive REDD+ strategy. The step process ends with monitoring and reporting on gender mainstreaming in step five.

3.3 National Engagement Guidelines and Practice in REDD+

3.3.1 REDD+ Readiness Proposal (R-PP)

Earlier work on the formulation of the R-PP took place between 2009-2011. Stakeholders were engaged late into the process and weren't consulted in a culturally appropriate manner, the indigenous and maroon peoples have publicly expressed their concerns. In a third attempt during 2012-2013, the stakeholder engagement process for the formulation of the REDD+ readiness proposal aimed to involve all direct and indirect forest users in a non-discriminatory and transparent way. The Government of Suriname presented REDD+ as a planning tool for future potential activities in the forest, and wants to build the general capacity for dialogues and consultations amongst all stakeholder groups for the longer term. During the R-PP phase, stakeholders were involved in an early information and dialogue process which aimed sharing information about REDD+, convey the plans of the Government and solicit suggestions, issues and concerns from stakeholders.

The stakeholders identified were coming from indigenous and maroon tribes, civil society (including women, youth, conservation, and other functional groups), private sector working in the mining and infrastructure sector

¹⁰ UN-REDD, 2011. The Business Case for Mainstreaming Gender in REDD+

¹¹ UN-REDD, 2013. Guidance Note on Gender Sensitive REDD+

in the interior, Government Ministries and academia. Special attention was given to the indigenous and maroon groups, who are dependent on the forest and have a different relationship with the forest than those groups living in the coastal region. Also because the indigenous and maroon groups were excluded from the earlier process of the REDD+ development in 2009-2010, their inclusion in the process was critical.

The stakeholders' engagement was executed in a cultural appropriate way, which included: 1) Adhering to the customs of the *locale*, 2) Communicating in the language of the *locale*, 3) Choosing a location that conveys respect to the leadership of the tribe, 4) Treating the tribal leaders with respect, 5) Identifying the local drivers for deforestation and degradation as input in the information sharing activity, 6) Being familiar with the local socio-economic aspect of the communities so the facilitator is able to correctly interpret answers, and 7) Allowing sufficient time for the dialogue.

The project carried out dialogues with the help of a group of facilitators who helped the groups accomplish the content of their work by providing process leadership and process expertise. There are three types of dialogues were conducted:

- National Dialogues: A one-time event to meet with all stakeholders. The facilitation took a problem-solving approach, defining the problem and helping the participants to generate and evaluate alternative solutions and create action plans for the future. The projected outcome for the national dialogues was to discuss and validate the R-PP document and to discuss the future of the REDD+ planning process.
- Sectoral dialogues: A series of meetings with the project group and the resource group (selected experts) were held. The facilitation included information sharing, followed by a facilitated discussion to solicit the expectations and concerns of the various stakeholders.
- Local dialogues: A series of local dialogues were held having a two-way information exchange between the project and the indigenous and maroon communities. The facilitation was handled by two REDD+ assistants appointed by the tribal leadership, who were previously trained by the REDD+ project. REDD+ assistants were instated to raise awareness and share information about the plans in terms of REDD+. The outcome of the events was to identify important issues (concerns, comments, suggestions) that can be included in the national dialogue and the R-PP. Local dialogues were carried out in four villages of ten locations have been selected to have dialogues with the six maroon tribes and four indigenous tribes living in Suriname in November 2012.

Besides this valuable experience in the R-PP, participation guidelines for stakeholder engagement are absent in the laws and regulations of Suriname.

When looking closer at this process, we see that stakeholder engagement during the R-PP was heavily focused on first and second tier engagement activities: information sharing and early dialogue, and consultation. Information sharing was focused on giving information to stakeholders in a one-way process. Consultation means to ask the stakeholders for their opinions and the PMU considers the input received when makes the decision. As such, stakeholders were sensitized on the REDD+ issue through a wide range of written, audio, video materials through media and other means and could give their input during the R-PP process.

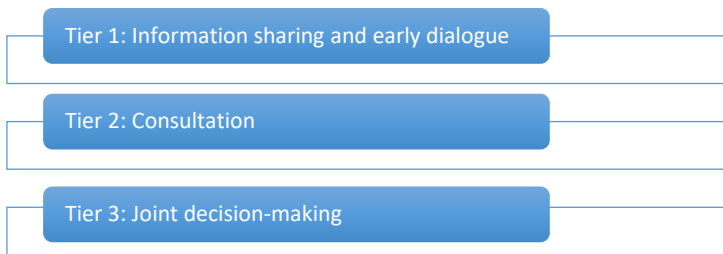


Figure 8: Stages of stakeholder engagement with increasing involvement of the concerned in REDD+

The third tier engagement would include a broader framework for establishing dialogues with stakeholders. It is during this two-way communication that feedback (and also grievances) are expected to be submitted and that issues are thoroughly discussed by affected stakeholders. At this level, the stakeholders are directly engaged in decision-making. **Efforts to move consultative participation into a more mature collaboration are therefore necessary to have a functional and effective engagement mechanism that guides the PMU in its leading role.**

3.3.2 Post R-PP Engagement

After the R-PP strategic engagement effort, Suriname conducted a project in 2013-2014 called: Transition Phase to Implement Suriname’s REDD+ Readiness Proposal. This project aimed to: i) raise awareness among stakeholders through dialogues on different levels, ii) strengthen institutional capacity of NIMOS, iii) prepare fundraising and partnership strategy, iii) prepare project document for REDD+ readiness. In terms of engagement, the following activities were carried out: i) organize regional REDD+ conference, ii) establish Major Groups Collective, iii) Formulate media plan and implement media activities, iv) continue with local, regional and national dialogues, v) maintain REDD+ website, vi) expand number of REDD+ assistants and continue their training. It seems that this project was needed to continue engaging stakeholders in between the current project would commence. Engagement with stakeholders was mainly based on the engagement plan compiled for the R-PP. Outcome monitoring and evaluation were not conducted, resulting in a gap in information.

Afterwards, in 2015, the implementation of the REDD+ readiness phase started with activities scattered over three pillars: i) Human capacities and stakeholder engagement REDD+ strategy, ii) REDD+ strategy development and iii) Implementation framework and tools. This project started with a stakeholder assessment, which has been reviewed as incomplete. This engagement plan is the next coordinated effort to address stakeholder engagement.

3.3.3 Guidelines for Tribal Engagement

In March 2016, the United States Department of State funded a project called WISE REDD+ together with Conservation International Suriname, NIMOS, UNDP and the Government of Suriname. Representatives of the Saamaka maroon group (VSG) and representatives of indigenous peoples (VIDS) compiled a strategy for the Government of Suriname on how to engage tribal peoples in general development processes (not specifically on REDD+). The strategy provides an overview of the principles and process for tribal engagement, and these are presented below. The basic principles for effective tribal engagement are outlined in Table 3.

Table 3: Basic principles for effective tribal engagement designed for the Government of Suriname

	Basic Principle	Details
1	Respect	Equally respect the ideas of the community to enable partnership
2	Ownership and leadership	Promote ownership by collaboratively designing projects in a bottom-up fashion based on existing structures, support local decision-making processes, enable accountability and leadership of the community over the project
3	Capacity building and empowerment	Include capacity building in all parts of the project, enable long-term thinking for local empowerment, establishment of community development funds and corresponding structures for management, led the community lead the project with a supporting role from intervener
4	Rights-based approach	Result of the project should be based on human rights. The project should enable capacity building of the community on human rights
5	Information sharing, communication and transparency	Use appropriate language, prior inform community thoroughly using simple and understandable terms, repeat difficult information, gather feedback from the community to see if message has been understood, consider the community's access to communication channels (TV, Internet, radio etc.).
6	Participation	Provide resources for the community to effectively participate in all parts of the project, enable functional and equitable participation
7	Trust	Be open, honest and transparent. Stay in frequent contact with the community
8	Cultural sensitivity	Try to understand the community before starting a project. Build on existing community structures and mechanisms. Avoid being judgmental (based on western values) or superior. Focus on collaborative efforts.
9	Gender	Conduct a gender analysis as part of a larger problem analysis. Enable participation of both men and women in each part of the process; design, execution. Use gender appropriate indicators for monitoring and evaluation.
10	Age	Enable participation of elders and youth in each part of the process; design, execution. Assess risks on different age groups.

Basic principle 4 suggests that **topics of human rights have priority in discussions, which will make land rights and FPIC a priority topic in REDD+**. If these guidelines are followed, (and a decision should be made in this matter), the PMU should facilitate discussions about these topics rather than avoiding or parking these topics to a later time in the REDD+ negotiations.

Whenever the GOS wants to engage with a community and execute a project, it should be according to the following process:

1. *Appointment*. Make an appointment with the traditional leadership of the community.
2. *Information sharing*. Share information on the proposed project. This includes a general discussion of the idea, after which the community identifies the priorities for their own development. This phase ends with a discussion about the content and execution of the proposed project.
3. *Decision-making*. Consider enough time for the community to assess risks, threats and opportunities before the start of the project and during execution of the project. Explain the process thoroughly, including the parts where community input is required.
4. *Monitoring, evaluation, verification and validation*. Build in frequent monitoring and evaluation meetings. Validate and verify outcomes together with the community on set times.
5. *Conflict resolution*. Develop conflict resolution strategies to manage and resolve conflict e.g. neutral and independent mediation and other interventions.

6. *Exit strategy and sustainability.* Plan for exit strategy and sustainability of project at the beginning of the project. Enable community empowerment for continuing projects.

The REDD+ efforts in Suriname should as much as possible adhere to these general guidelines when working together with communities.

Chapter 4

Design of Stakeholder Engagement

This Chapter explains how the stakeholder engagement is designed based on the outcome of the analysis conducted in the previous chapters. The Chapter starts with setting the scope and goal of the engagement, after which the principles are discussed in more detail. The overall structure for engagement is presented, including the participation level and overall process.

4.1 Objective of Stakeholder Engagement

4.1.1 Overall and Specific Objectives

The overall objective of stakeholder engagement in REDD+ readiness is to ensure **acceptable¹² and effective¹³** inclusion of groups that have a stake, interest or right in the forest and those that will be affected positively or negatively by the REDD+ project, in order to contribute to the elaboration of the national REDD+ strategy or action plan, its implementation framework for the green development¹⁴ of Suriname.

Besides the overall goal of green development, there are several secondary objectives, discussed below.

1. Stakeholder engagement should give **special attention to stakeholders that are excluded from regular decision making** but are currently involved in forest protection and/or depend on forests for their livelihoods. These groups, indigenous and maroon peoples, have a special role given their traditional knowledge, strong relationship to the forest and presence on the ground. These vulnerable groups should have sufficient voice in the project.
2. The PMU will potentially have **timely and improved outcomes** in the current readiness phase by a targeted engagement effort. If stakeholders know what is expected from them in each activity, in the long-term green development vision, they will have more trust in the readiness process. Continuous guidance, monitoring and evaluation are crucial in this effort (including an opportunity for grievance and feedback redress).
3. Stakeholder engagement should **build capacity to upgrade the stakeholders' participation level**, particularly for vulnerable groups. Currently, stakeholders are still apprehensive to engage in full work mode. Several questions are asked about the architecture of the project, however, stakeholders are still stuck in the formulation phase of the project (what) while they should be more engaged in developing structures (how).

¹² Acceptable inclusion: stakeholders agree with the process and method for stakeholder engagement.

¹³ Effective inclusion: stakeholders understand REDD+ and can give specific valuable and timely input according to a defined role.

¹⁴ Green development is here defined as both the greening of the extractive industry and the development of opportunities for income generation from the existing forest and water resources. Here, there is an assumption made that the GOS for the short term will continue with focusing on the extractive industry while in the long-term will protect a significant portion of our forest and water resources for economic, social and environmental purposes.

The ultimate goal is to build enough capacity in stakeholders to fully engage in consultation and joint-decision-making between government, civil society, private sector and tribal groups.

4. The stakeholder engagement process should ensure that stakeholders can become **accountable** for the REDD+ strategy and implementation framework which is going to be elaborated. Stakeholders need to feel included and grow a sense of ownership after participating effectively. They should feel responsible for the part of the REDD+ project they are engaged in.
5. Stakeholder engagement should recognize the **right of tribal stakeholders** (groups and individuals) to participate and engage in matters that affect them. Respect and dignity of all stakeholders must form the basis for stakeholder engagements. It is also important to have effective stakeholder engagement because it is related to some REDD+ safeguards, so Suriname must promote and demonstrate that stakeholders are being properly involved during the implementation of the REDD readiness phase.
6. Changes in stakeholder engagement can only be tracked when there is **effective monitoring and timely evaluation** of the engagement activities executed in REDD+ readiness. Monitoring and evaluation should be an integral part for engagement to become effective.
7. This engagement plan was compiled during July-December 2016, while the REDD+ readiness project was already half-way through. Therefore, an extra effort needed to be done to identify all ongoing activities, such as studies and long-term processes that require some form of stakeholder engagement. The **ongoing activities will become an integral part of this plan.**



Figure 9: Objectives of REDD+ readiness stakeholder engagement

4.1.2 Scope

REDD+ stakeholder engagement will have a national geographical focus. This means that stakeholders living in all parts of Suriname will be involved in REDD+ in some way, some more inclusive than others. The rationale for a choice of national focus is given here:

- REDD+ is still a worldwide experiment. Suriname has not defined what REDD+ will be and needs ideas and input from stakeholders from all levels (local, regional, national) and sectors to become a national development option.
- REDD+ affects stakeholders across Suriname's three key economic sectors in Suriname – extractive industry, agriculture and forestry. Because Suriname lacks effective land use planning, inclusion of stakeholders from these sectors is crucial to initiate change.
- Suriname's policy and legislative system is designed on a sectoral level so we need to create cross-sectoral linkages to engage stakeholders effectively and create consensus on decisions.
- Suriname needs to create a level playing field between marginalized groups – indigenous peoples and maroons – living in the interior and the groups living in the coastal strip in the coastal zone, who make up 90% of the population.
- Suriname is still experiencing with decentralization and currently government structures are rather weak to carry engagement to the lowest levels, especially in the interior. The REDD+ program has established a supporting structure, the RAC, to expand engagement to the local level in the interior.

4.2 Design of Stakeholder Engagement: Principles and Approach

4.2.1 Principles

In case designed well, stakeholder engagement can provide a wide range of benefits in making Suriname ready for REDD+ implementation. The foreseen benefits are: i) improve performance and outcomes of national processes, ii) empower vulnerable population, iii) improve transparency and legitimacy of the project, iv) improve ownership and accountability of stakeholders about the project. A well designed stakeholder engagement process adheres to several principles. These principles derive from previous experiences in REDD+, the latest situational analysis (Chapter 2) and relevant international laws and standards (Chapter 3). The principles are discussed below.

Principle 1: Respect cultural characteristics of tribal groups

Suriname's has ten tribal groups with different cultural characteristics. Each group has a particular kinship structures which results in some specific form of decision-making. The REDD+ readiness project **respects this tribal structure and their decision-making processes**, which includes: i) the representation chosen for participating in REDD+, ii) the time necessary for making decisions and iii) the process by which decisions are made. However, the REDD+ project is also aware of the ongoing acculturation of the tribes, which result in weak traditional leadership and a growing interest of youngsters in western goods and jobs, often offered outside the village.

Principle 2: Consider the divide in development between coast and interior

The coastal zone (30 km wide strip along Atlantic Ocean) has received all attention since Suriname was a colony in the 1600s. The other part of the country, called interior, was historically designated as a place to harbor runaway slaves and also to keep indigenous peoples, who originally lived in the interior forests. As a result, the coast is much more developed than the interior in terms of infrastructure, industry and government services. In the interior, services such as education and healthcare are poor and peoples are generally less developed: the UN Human Development Index (2013) for this part of Suriname is low; 0.52 compared to 0.70 nationally. The **REDD+ project will consider this divide, and allow sufficient time to discuss development in historic and current perspective.**

Principle 3: Consider the reachability of tribal groups

Indigenous peoples and maroons usually live in or nearby forests, and they adhere to a semi-nomadic lifestyle which makes them **move more frequently than other groups in Suriname**. The REDD+ project should make an extra effort to keep contact with them, even if they have changed location. The REDD+ project will not discriminate in including indigenous peoples and maroons because it is generally more difficult to reach them.

Principle 4: Consider age and gender aspects

Implementing a **REDD+ project will affect men and women differently**, especially having different customary roles when using the forest. It will also affect youth and elders differently because they have different ideas about progress in general. The REDD+ project will consider differences in participation as related to: i) the needs of men/women from different ages, ii) role they want to play related to access and control of forest resources, iii) labor division and position in society.

Principles 5: Recognize the rights and knowledge of tribal groups

The REDD+ project shall adhere to the tribal peoples' fundamental user rights to land (rights-based approach) because of the special nature-dependent lifestyle they exploit. This lifestyle signifies a balance between use and conservation of forests; this is true for a large part of the forest. However, increasing goldmining activity by these groups is posing a significant threat to keeping the forest stock. The REDD+ project will recognize this special lifestyle including the people's traditional knowledge about the forest which has been accumulated over generations. The REDD+ project **will not resolve the land rights issue, but it will attempt to set out a process needed for moving forward.**

Principle 6: Recognize the capacity of stakeholders to participate

Several stakeholders may have difficulty to participate because REDD+ is a very technical issue. Elders, women, youth, tribal peoples are **some groups that need special attention.** To move these groups from information sharing into more functional participation levels, the REDD+ project will create capacity building programs to strengthen these groups, and communicating simply and friendly messages.

Principle 7: Create a mutual learning process

The REDD+ project has to design and develop ways that will work in the Suriname context, and this needs to include the primary and secondary stakeholders (decision-makers and influencers). **Listening to and learning from each other will be key in the project** because there is no blueprint available how to design REDD+. Mutual learning will stimulate a process with continuous evaluation and feedback and this will be inserted back into the process. Only then it is possible to have a sustainable REDD+ program which becomes a development option for Suriname.

Principle 8: Ensure transparency and effective communication of outcomes

The process designed for REDD+ readiness should be clear to all stakeholders. Stakeholders will have to be aware about the type of process they are engaging in, what for role they can play and what is expected from them in the role they play (ante). After they figured this out and are actively engaged, the stakeholders should be kept informed about all process outcomes (post). This means not only the one process in which the stakeholder engages in e.g. forest monitoring, but also all other processes that are ongoing in REDD+ readiness. Then, **stakeholders can get a "big picture" overview and can better participate in the overall process.**

Principle 9: Build on existing systems

The REDD+ readiness project should **build on existing structures present in society.** There are numerous interactions between stakeholders, and also dialogue forums and working groups that can inform, facilitate discussions and input from stakeholders. These groups are identified in the stakeholder analysis, and will be used strategically for promoting engagement.

Principle 10: Provide an opportunity for grievance and feedback redress

The feedback and grievance redress mechanism (FGRM) has been designed but this design needs review and an interim mechanism need to be operationalized. Awaiting the finalization of the FGRM, the **REDD+ project will have to create an opportunity for grievance and redress,** voicing problems will remove the "noise" out of meetings which currently inhibits moving forward.

Principle 11: Participation of stakeholders for potential funding

Engagement of stakeholders that can become **potential funders is crucial for the sustainability of REDD+**. They should be included since the beginning and engaged with getting information about outcomes and future plans. Inclusion should focus on both national and international funders.

Principle 12: Promote effective use of human and financial resources

With a \$ 3.8 million pledge for REDD+ readiness by the World bank, Suriname has to develop a new economic development option. This process needs to engage stakeholders from all levels: international, national, regional and local. The REDD+ program will combine engagement efforts **to use funds effectively and avoid stakeholder fatigue**.

4.2.2 Approach

Participation level: Stakeholders will be engaged on three levels. The first level is *information sharing* and enables stakeholders to get acquainted with and stay informed about the different components of the REDD+ readiness project. The second level includes *consultation* and this means that the PMU offers one or more options and listens to the feedback given by the stakeholders. The third level promotes a higher level of participation by *joint-decision making*. Here, the PMU encourages stakeholders to provide additional ideas and options on the work discussed and they may join in deciding the best way forward. (Figure 10).

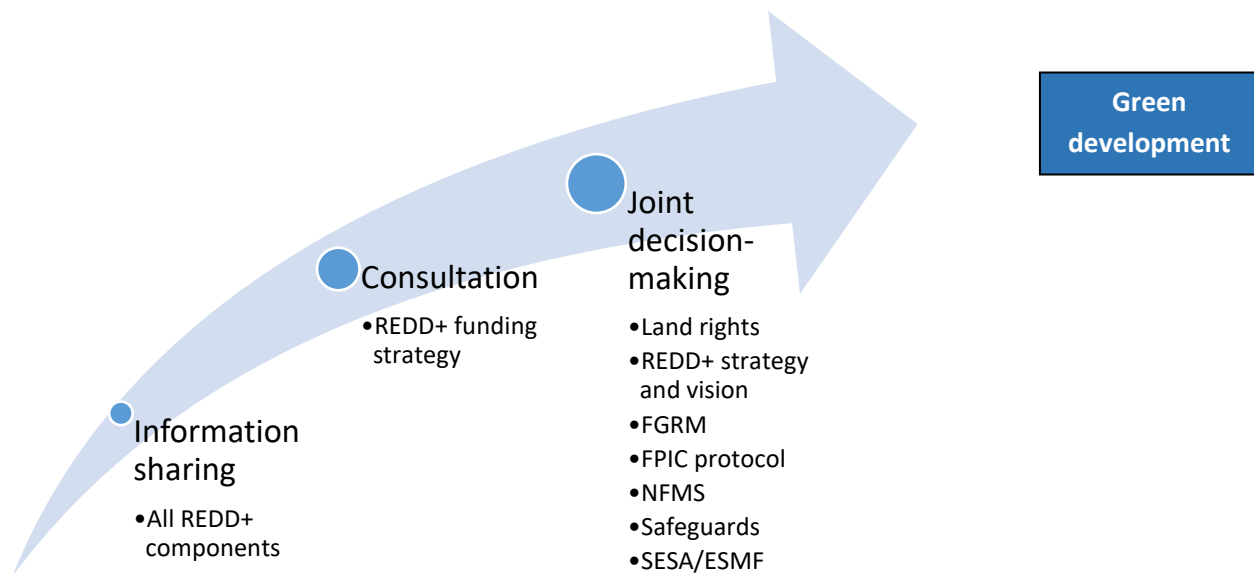


Figure 10: Overview of stakeholder engagement levels in REDD+ readiness

It should be noted from Figure 10 that the **component benefit sharing isn't sufficiently articulated in the current readiness project** (not a separate activity), while the issue is constantly being raised in meetings and gathering on REDD+. Forest-dependent communities believe that REDD+ will provide a direct source of income to them, and this expectation will have to be reset. One advice is to also start talking about this topic as soon as possible.

Process: Each component will go through one or more of different phases in a process: Awareness-raising, strategy development, information processing, validation of results, endorsement and sometimes meetings to seek political support (Figure 11).

- *Awareness raising:* Awareness raising is targeted to specific stakeholders to sensitize them on the topic such as presentations and other virtual ways of sending messages (social media, radio, TV). Awareness is prerequisite for stakeholders to participate in the different REDD+ readiness components.
- *Strategic development:* Stakeholders will work together to define a strategic direction of a component of the REDD+ program. Strategic development activities are the start-up necessary for stakeholders to formulate, design and set the scope of the component.
- *Information processing:* Here the focus is on gathering and processing information from stakeholders. Information can be from technical, social or economic origin, but all is necessary for setting up the REDD+ business model (pillar 2) and implementation framework (pillar 3). Usually information is processed in-house the PMU with the help of consultant teams and this can be done in a smaller setting (e.g. working group with technical experts in different sectors) or larger setting with different types of stakeholders qua knowledge level and interest.
- *Validation:* Results from the information processing are presented to the stakeholders and they have an opportunity to discuss and provide input. There are two types of validation:
 - Technical validation: reaching consensus on final document/result by different stakeholders
 - Government validation: official validation by the GOS through the REDD+ Steering Committee.
- *Endorsement:* Decision making needs to occur at the high policy level to endorse REDD+ policies and measures, and implement those at the national level. Endorsement needs to take place by both the GOS and all other relevant stakeholders (preferable through the REDD+ steering committee, which has not yet become active).
- *Support:* After products are developed, the PMU and other implementing partners seeks support among political leaders, financiers and other influential persons for support of the REDD + policies and their effective implementation.

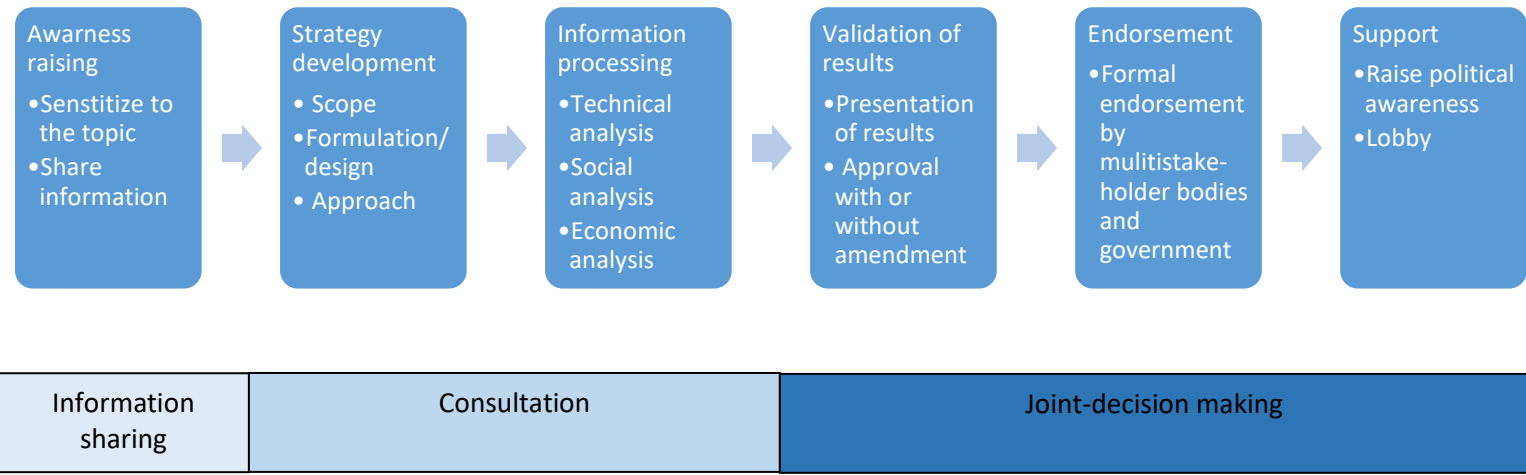


Figure 11: Process for each component of REDD+ Readiness

REDD+ Readiness Components: For REDD+ readiness, all components requiring stakeholder engagement start with awareness raising, then strategy development and information processing. Different levels of validation are required for the different processes, as shown in Figure 12. Nationally oriented processes, such as REDD+ Strategy and vision, land rights and tenure, FGRM and FPIC require support from the larger society. The REDD+ strategy and study on land rights require endorsement of high level Government.

Component	Awareness	Strategic development	Information procesing	Validation	Endorsement	Support
Land rights and tenure	X	X	X	Technical validation by Forest-dependent communities Official validation by the GOS	High-level endorsement by the GOS	Larger society
REDD+ strategy and vision	X	X	X	Official validation by the GOS	High-level endorsement by the GOS	Larger society
SESA	X	X	X	Technical validation by Forest-dependent communities		
FGRM	X	X	X	Technical validation by Forest-dependent communities		Larger society
FPIC protocol	X	X	X	Technical validation by Forest-dependent communities		Larger society
FREL/FRL	X	X	X	Official validation by GOS		
NFMS	X	X	X	Official validation by the GOS		
Safeguards	X	X	X	Technical validation by Forest-dependent communities Official validation by the GOS		
REDD+funding Strategy	X	X	X			Funders and potential funders
Economic opportunities study	No stakeholder engagement necessary					
Corruption risk analysis						
Intstitutional gap analysis						
Information system						
Legal assessment and reform						

Figure 12: Processes that require formal validation and endorsement in the REDD+ readiness process

Chapter 5 Stakeholder Engagement Activities

In this Chapter we present the engagement activities for REDD+ readiness. The first section describes activities needed for sharing of basic information and sensitizing groups to REDD+. Subsequently, we present guidelines for stakeholder engagement for the different component of REDD+ readiness.

5.1 Starting Point: Information sharing

5.1.1 Baseline and Target Levels

Information sharing is the starting point of each stakeholder engagement effort (Figure 10). It aims at giving information without soliciting views or other input from stakeholders. This one-way process intends to introduce a specific topic (component) of REDD+ readiness, so the stakeholders can get background information on the proposed activities. In the readiness phase, awareness raising should be about explaining about the components and the projected outcome of the project. Table 4 below gives a very broad overview of the awareness levels and capacity building requirements for the different stakeholders from the experience and perspectives of the PMU/SBB and UNDP.

Table 4: Overview of awareness level and capacity building requirements for REDD+ stakeholders

Stakeholder group	Current knowledge level	Target knowledge level
High level policymakers	0-1	3
Forest-dependent communities	1	3
Mid-level government officials/technical experts/academia	3	4-5
Private sector	1-2-3	3-4
NGOS and advocacy groups	3	4
Funders and potential funders	3	3
Small scale goldminers	1	3
General public	0-1-2	3

Low level knowledge (0-1-2)	Intermediate level knowledge (3)	High level knowledge (4-5)
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- Level 0: Unaware about the topic of climate change/global warming
- Level 1: Unaware about link between climate change and REDD+
- Level 2: Limited scope about REDD+ and its possibilities
- Level 3: Somewhat aware about REDD+, but do not have any technical knowledge
- Level 4: Technical knowledge about REDD+
- Level 5: Expert about REDD+ and able to guide and give advice

5.1.2 Information Sharing Activities

The following activities are proposed to share information and sensitize different stakeholder groups.

Awareness Meetings

Awareness meetings will be held to build stakeholder capacity from the low knowledge level to a intermediate level. We propose **five clustered meetings in Suriname**: South Suriname, West, Mid, Upper East and Lower East region (Figure 13).

Target groups: Forest-dependent communities, local private sector (farmers, loggers) and small-scale goldminers. The meetings will be held in a key location in the area (based on logistics and costs).

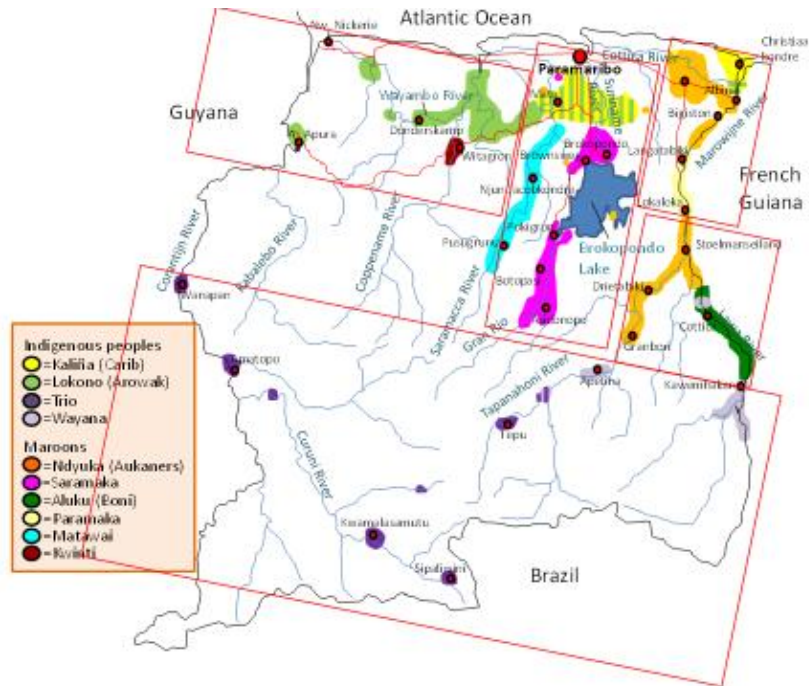


Figure 13: Locations for awareness meetings

Each meeting will address the following topics:

- *REDD+*: What it entails and how it can contribute to Suriname and the specific target group for which the message is developed.
- *Overall path*. The path towards REDD+ and the phase that we are currently implementing.
- *The current project*. We propose to use a visual picture of the REDD+ project (Sample picture in Figure 14). This picture should show each part of the REDD+ project such as the peoples in the forest including the risks and impacts to them, the future strategy, DoD and forest monitoring, safeguards, and grievance redress. The picture will give each stakeholder enough information to better understand how project components connect with each other, and what is needed for Suriname to get ready for REDD+.
- *Executioners*. The different players in coordinating and supporting the project: UNDP, UN-REDD, World bank, PMU, SBB, Project Board etc.

- *The REDD+ content message.* It is also important to deliver targeted material to the different stakeholder groups (examples are shown in Table 5). Developing communication material for the general public in the coastal region is easy because they understand simple concepts in Dutch. Material for indigenous peoples and maroons is more difficult, because they are more accustomed to visual material represent settings that are recognizable for them.

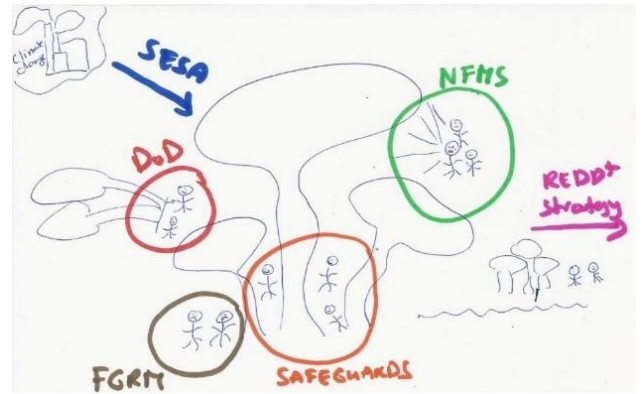


Figure 14: Sample picture for information sharing

Media Campaigns

Media campaigns are needed to raise awareness of stakeholders. With TV , radio programs and phamplet, groups need to become sensitized and informed about REDD+ and the possibilities for themselves. Specific messages should be desgned for each stakeholder group and some ideas are given in Table 5.

- Target groups: General public, private sector, forest-dependent communities, small-scale goldminers.

Local Theatre

Theatre pieces explaining the general scope and risks and opportunities of REDD+ will be held. We plan for one piece for each village with local actors and three general pieces for the general public coastal region. Each theatre will include Surinamese elements (humor, odo's, etc.) to get the message of REDD+ accross. Each piece will take 20-25 minutes. Some theatre pieces can be filmed and run on TV or in the forest communities as a film-night.

- Target groups: Forest dependent communities, general public.

Social media

Now that a significant part of the interior has been provided with telecommunication, social media has become a promising medium to keep stakeholders up to date on all activities that are going on with REDD+ (national and international). To reach all groups it is important to keep messages simple and focused on reporting of activities and highlighting interesting global developments.

- Target groups: All.

Walk-in School

The REDD+ walk-in school will be localized in Paramaribo (NIMOS) and is specifically targetted at moving stakeholders from an intermediate knowledge level to high knowledge level (Table 4). Every week there will be one 2-hour introductory session for 20 participants on a specific topic related to REDD+ readiness. The topics to be covered are: Drivers of deforestation, Carbon measurement (including forest reference levels), Forest monitoring and cMRV, REDD+ strategy, Land tenure and rights, FPIC and safeguards, SESA, Feedback and grievance redress, Community mapping and management plans, REDD+ funding. The school works on a first come-first serve basis, but topics will be repeated every 2.5 months (10 weeks). The basic idea is to transfer knowledge and to start discussions with stakeholders about the topics. The school will be operational for one year (2017).

- Target groups: NGOs and advocacy groups, private sector and parastatals, mid-level government/technical experts, funders and potential funders.

Table 5: Some ideas on message delivery to different target stakeholder groups

Target group	REDD+ message	Delivery	Channel of communication
High level policy makers	New opportunity for planning progress and development, short term investment and steady result. Green status of Suriname will likely bring more opportunities in the future (new global focus is green development). Show what others are doing and explain the urgency of taking decisions now	2-page policy paper, presentation	Parliament, Council of Ministers, Diplomatic Corps, Donor organizations, social media, State council, SER
Mid-level government officials/technical experts/academia	REDD+ needs to be worked out properly as a planning tool to be successful. Technical input is necessary continuously from now on and we need your commitment	Official letter and follow up linked to work	Face to face meetings, technical workshops and training sessions
General public	The forest is an important part of our identity. Keeping the forest is a way of doing many things for our country and peoples: combating climate change, earning income, providing jobs, green status	TV and radio programs, theatre pieces, flyers	TV, radio, theatre, social media
Private sector (sectoral)	Climate change-related protection of the forest is a new way of Suriname's sectors (agriculture, mining, forestry). You need to prepare for this new trend and start giving input	2-page folder, 12-page background document for Suriname REDD+, Presentation, TV and radio programs	Chamber of commerce, AKMOS, VSB, VES, forest companies (greenheart etc.), wood platform, agrarian organizations, energy sector, website, social media
NGOs and advocacy groups	Protecting of forest and culture of tribal peoples consolidated. Status of forest and tribal peoples will likely be lifted when engaging in REDD+ in the right way. We need your help preparing us for REDD+	2-page flyer explicitly stating the work area of NGOs (e.g. expertise)	Green meeting. Website, social media
Funders and potential funders	Investing in Suriname's green status is a unique opportunity	2-page policy paper, presentation	Diplomatic corps, donor coordination meeting
Forest-dependent communities	A new opportunity for income generation, community development and a step towards securing rights and tenure to land	Radio programs, theatre pieces, flyers	Village level dissemination (through key stakeholders), local radio, local schools and clubs
Small scale goldminers	Responsible mining: planning and reporting of deforestation activities, relocation of topsoil and reforestation	Flyers in Portuguese and Sranang tongo	Association of Brazilians, association of small miners, OGS

High Level Round Table

The round-table is specifically designed for high-level policymakers. The round table will be held every quarter in a high end location. It will be specially held to inform high level policymakers on the progress and present policy questions for discussion. **The round table should be modeled after content discussions that are held in the State Council on several topics.** It is imperative to have a good facilitator during such discussions so that each question is properly addressed and some progress is being made in developing policies.

The REDD+ project will appoint two “ambassadors” who can take a leading role in the discussion and move things forward. The ambassadors are peoples interested in climate change mitigation and sustainable development. One such an ambassador can be a person who has shown a vested interest in climate change. Or he/she can be from the climate change commission in the parliament, or a member of parliament who went to explore the REDD+ program in Costa Rica in October 2016. Even environmental experts with policy expertise on climate change would be suitable¹⁵. It would also be beneficial to make a link between the project board and this round table (by selecting someone from the project board into the round table).

- Target group: high level policy makers.

Presentations at Stakeholder Locations

The PMU and SBB together will deliver presentations at locations of key stakeholder groups that need further convincing about REDD+. Specific focus should be placed on the stakeholders that need to play the role as facilitator or multiplier. Face to face presentations at the location of the stakeholder elevate the importance of the stakeholder and this has proven to be highly effective in Suriname. We propose to have a presentation every two-to-three weeks. Presentations are accompanied with a 2-page policy paper (policymakers and (potential) funders), folder and a 12-page background document (private sector and parastatals, NGOs and advocacy groups).

- Target groups: high-level policymakers, private sector and parastatals, NGOs and advocacy groups and funders and potential funders.

Preparatory meetings Forest-Dependent Communities

Indigenous peoples and maroons feel more comfortable meeting with each other and discussing their collaborative position and strategy before participating in activities where they are expected to take decisions (such as the project board, the national REDD+ strategy). These meetings respect the indigenous peoples’ way of collective decision-making and are essential for indigenous peoples’ participation. By discussing issues among themselves they will have enough space for internal deliberation (through their own cultural process) and potentially show a higher amount of commitment to the process.

- Target group: Forest-dependent communities.

For information sharing, each stakeholder group will go through multiple activities. **Each stakeholder group will follow a specific engagement trajectory to get them ready for effective REDD participation** (Table 6). After this trajectory we assume to have stakeholders ready for giving valuable input in the short term studies (discussed in 5.2) and long term undertakings (discussed in 5.3).

¹⁵ Some potential persons: Mr. R. Radjietsing (ex-parliament), Mr. C. Waterberg and Mr. M. Bee (Parliament/Costa Rica Mission), Mr. A. Misiekaba and others from Climate Commission (Parliament), Ms. E. Naarendorp (Policy).

Table 6: Trajectory of information sharing activities for each stakeholder group

Stakeholder	Information sharing activities
High level policymakers	High level policymakers will first be sensitized with <u>media campaigns and social media</u> . Then they will receive <u>presentations at their location</u> Subsequently, they will participate in the <u>round table</u> discussions
Forest-dependent communities	Forest-dependent communities will first be sensitized with <u>awareness meetings</u> Then they will be informed with <u>media campaigns, social media and theatre</u> Subsequently, they will prepare for participation in <u>preparatory meetings</u>
Private sector and parastatals	This group will first be sensitized with <u>media campaigns and social media</u> . Then they will receive <u>presentations at their location</u> Subsequently, they will participate after building capacity in the <u>walk-in school</u>
NGOs and advocacy groups	This group will first be sensitized with <u>media campaigns and social media</u> Then they will receive <u>presentations at their location</u> Subsequently, they will participate after building capacity in the <u>walk-in school</u>
Mid-level government officials/technical experts/academia	This group will first be sensitized with <u>media campaigns and social media</u> Then they will receive <u>presentations at their location</u> Subsequently, they will participate after building capacity in the <u>walk-in school</u>
Funders and potential funders	This group will first be sensitized with <u>media campaigns and social media</u> . Then they will receive <u>presentations at their location</u> . Subsequently, they will participate after building capacity in the <u>walk-in school</u>
General public	This group will first be sensitized with <u>media campaigns, social media and theatre</u>
Small-scale goldminers	Small-scale goldminers will first be sensitized with <u>awareness meetings</u> This group will first be sensitized with <u>media campaigns and social media</u>

5.2 Consultation

Consultation will take place for the development of the REDD+ funding dialogue and strategy. Below is the guideline for stakeholder engagement for this study.

Some notes to consider when reading this section are: i) Phases that occur in-house (by the PMU, SBB or their consultants) are highlighted in blue.

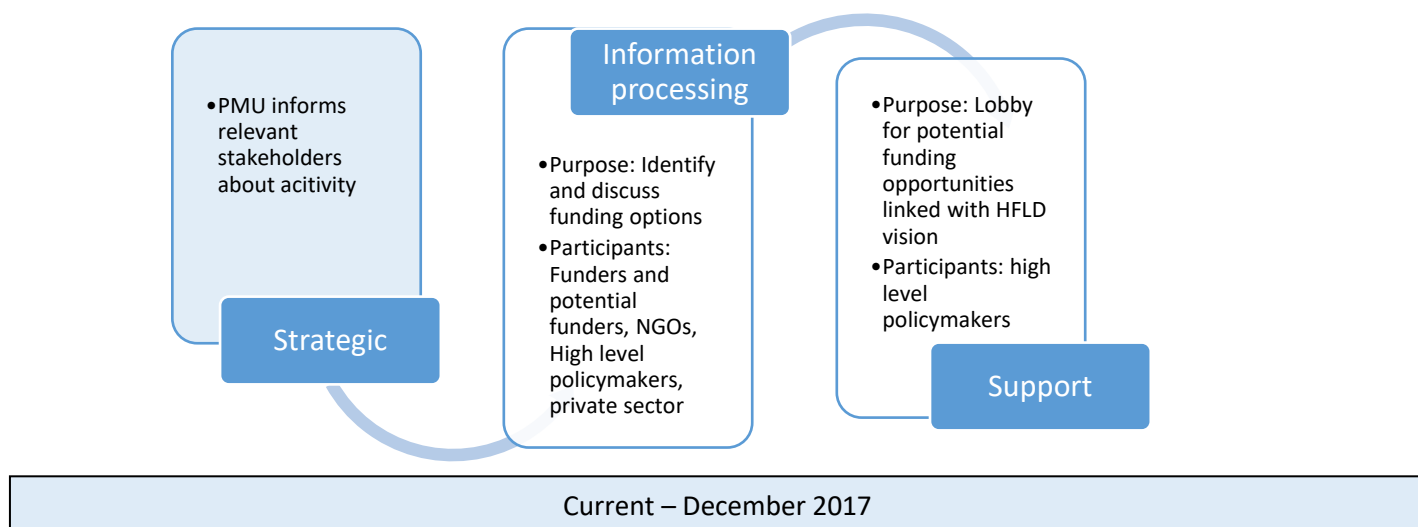
5.2.1 REDD+ Funding Dialogue and Strategy

For continuous funding of REDD+ after the readiness phase has been completed, the REDD+ program will assess different funding options and develop a funding strategy. The strategy focuses on engaging international partners and networks into a dialogue to assess for funding opportunities. The outcome of this activity is a fundraising plan and mobilized funding opportunities.

Guidelines for stakeholder engagement

The REDD+ program should initiate at least two meetings with functional groups (funders etc.). The first meeting aims to solicit input for developing the fundraisings plan, and in the second meeting discussion and validation of the plan. After which, several support meetings are necessary to lobby for funders internationally.

The process for this component is outlined in Figure 16, and the specifications and guidelines to follow when implementing stakeholder engagement for this activity are listed below in Table 8.



Item	Details	Guidelines
Level of engagement	Consultation	UNREDD and FCPF common principles (see section 3.2.1) Cancun safeguards (see section 3.2.2) See section 4.2.2
Meetings	a. Medium sized meeting to identify funding options	
	b. Medium-size meeting to discuss and validate fundraisings plan	
	c. Small meetings to lobby for support	
Facilitation model	Common facilitation for reaching consensus in a, b, c.	See section 6.1.1
Facilitators	Common facilitators for a, b, c.	See section 6.2
Outcome reporting		See section 6.1.3

5.3 Joint-Decision Making

The following project components will be executed in 2017: Land Rights and Tenure, SESA, FGRM, FPIC, REDD+ Strategy, FRL/FREL, NFMS, safeguards, amongst other smaller supporting studies on economic opportunities, corruption risk analysis, institutional gap analysis, legal assessment and reform. The larger studies require a stakeholder engagement process, for which the guidelines are presented in this section. These guidelines were compiled in close collaboration with PMU and can be used for those responsible for engagement in such studies.

Some notes to consider when reading this section are: i) Highly technical process phases are highlighted in yellow, ii) Phases that occur in-house (by the PMU, SBB or their consultants) are highlighted in blue, if applicable.

5.3.1 Strategic Environmental and Social Assessment (SESA)

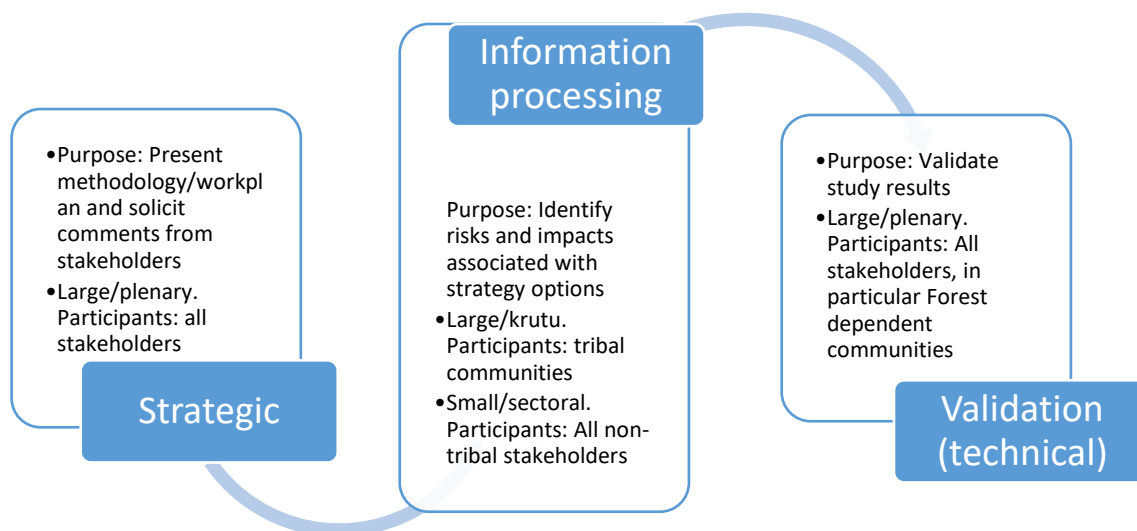
The aim of the SESA is to manage environmental and social impacts through a strategic dimension in the formulation of the REDD+ and to manage the residual impacts of REDD+ strategy implementation. The SESA formulation process occurs in three steps:

- Step 1 - Planning phase: developing of training and operational manual (methodology), allocation of human resources to execute the study, development of SESA detailed work plan including stakeholder engagement, meeting to introduce study and solicit comments on the work plan and methodology.
- Step 2 - Scoping of priority issues: identify key environmental and social impacts (incl. those related to Cancun safeguards) associated with the draft REDD+ Policy and Measures (PAM) or options (as mentioned in R-PP)) in close collaboration with stakeholders.
- Step 3 - Developing an Environmental and Social Management Framework (ESMF) options: develop REDD+ strategy policy options, identify gaps and finalize REDD+ strategy options in a national workshop.

Guidelines for stakeholder engagement

To facilitate this process, the SESA/ESMF will start with a national workshop to introduce the work plan and methodology, so that stakeholders can give their input. After which, a variety of technical meetings will be held to acquire information on risks (as related to the REDD+ options or draft PAMs). Also, tribal meetings will be held to discuss risk-related topics with forest-dependent communities. Following the risk assessment, both tribal and other stakeholders meet together in plenary to discuss policy options and strategies. A final national workshop will be held to present and validate the SESA, their link with REDD+ PAMs and the ESMF.

The process for this component is outlined in the figure below, and the specifications and guidelines to follow when implementing stakeholder engagement for this activity are listed in the table below.



Current – December 2017

Item	Details	Guidelines
Level of engagement	Technical validation/consensus	UNREDD and FCPF common principles (see section 3.2.1) Cancun safeguards (see section 3.2.2) See section 4.2.2
Meetings	a. Large plenary meeting to scope and set strategic direction	
	b. Large krutus to discuss risks and impacts associated with strategy options	
	c. Small sectoral meetings to discuss risks and impacts associated with strategy options	
	d. Large plenary meeting to validate study results	
Facilitation model	Common facilitation for majority rule in a, c, d.	See section 6.1.1
	Tribal facilitation in b.	See section 6.1.2
Facilitators	Common facilitators for a, c, d.	See section 6.2
	Tribal facilitators for b.	
Outcome reporting		See section 6.1.3

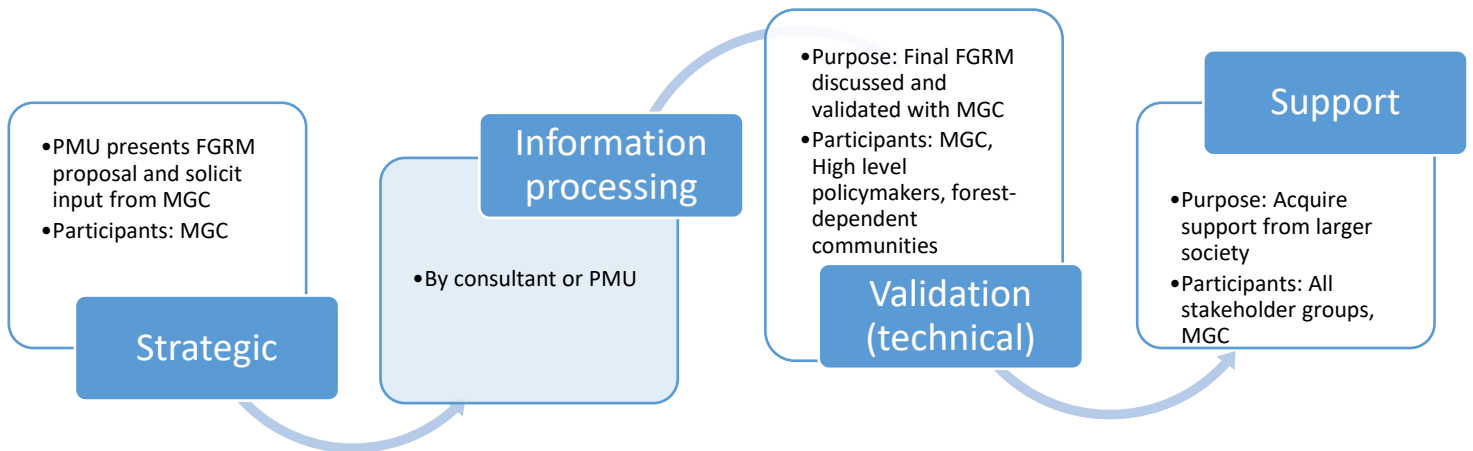
5.3.2 Feedback and Grievance Redress Mechanism (FGRM)

Designing a feedback and grievance redress mechanism is necessary to support the PMU in getting Suriname to an advanced readiness stage and to address positive and negative feedback coming from different stakeholders interested in participating in REDD+. A FGRM proposal has already been designed and this needs a more inclusive process of stakeholder engagement to become final.

Guidelines for stakeholder engagement

The FRGM review process should include start with one meeting to present the FGRM proposal and solicit input from the MGC. This information is processed by the PMU or a consultant into a final proposal. The FGRM proposal is again discussed with the MGC and finalized. After designed, the FGRM should become national by being supported by the different groups in society in a larger way than the MGC.

The process for this component is outlined in the figure below, and the specifications and guidelines to follow when implementing stakeholder engagement for this activity are listed in the table below.



Current – December 2017

Item	Details	Guidelines
Level of engagement	Technical validation/consensus	UNREDD and FCPF common principles (see section 3.2.1)
Meetings	a. Medium-size meeting to present FGRM b. Medium-sized meeting to validate results	
Facilitation model	Common facilitation for reaching consensus in a, b.	Cancun safeguards (see section 3.2.2) See section 4.2.2
Facilitators	Common facilitators for a, b.	See section 6.1.1
Outcome reporting		See section 6.2
		See section 6.1.3

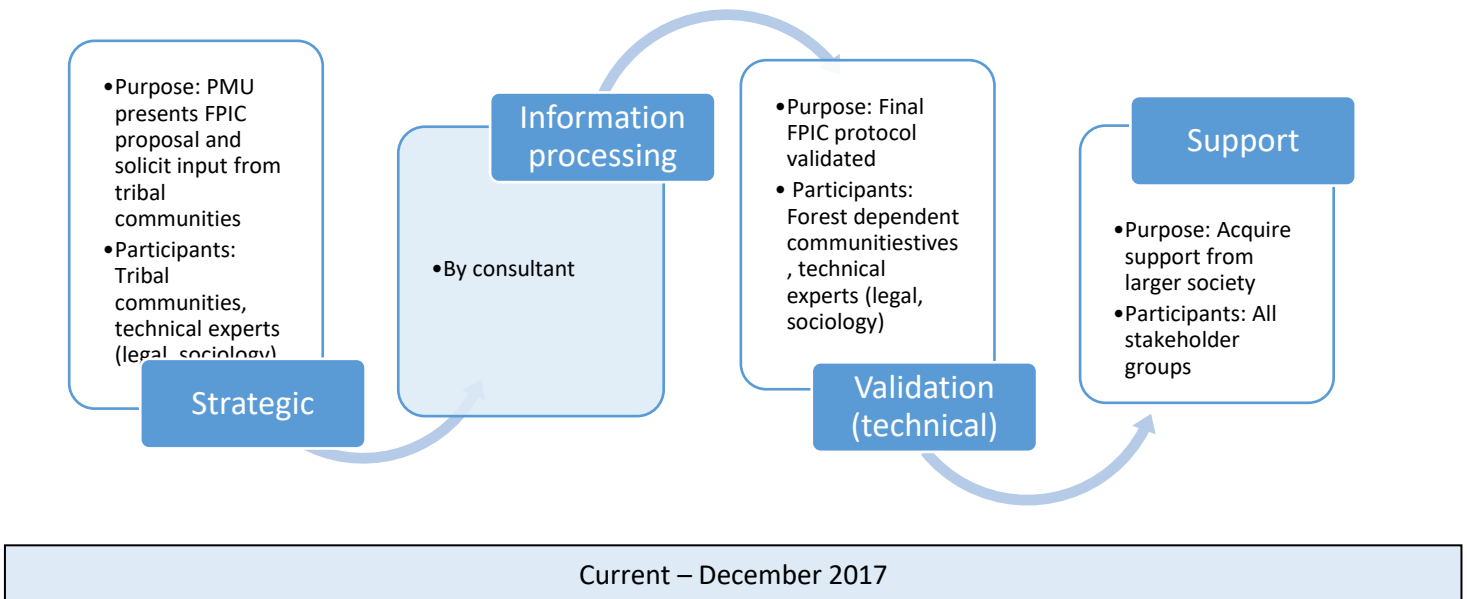
5.3.3 Free and Prior Informed Consent Protocol Development (FPIC)

FPIC is a necessary and extremely important part of the REDD+ program, and specifically focuses on consent processes for using land and obtaining carbon credits. Each tribal community has the right to withhold or grant its consent to activities that may affect the land they customarily use or live on. Development of an FPIC protocol will be driven by the tribal communities.

Guidelines for stakeholder engagement

Developing a FPIC protocol should include several local meetings to present the process as outcome from the land right study, and consult with the tribal communities. A consultant (preferably from tribal origin) processes the information into a final proposal. The process is completed after a meeting is held with tribal representatives and relevant experts to reach consensus on a final FPIC protocol.

The process for this component is outlined in the figure below, and the specifications and guidelines to follow when implementing stakeholder engagement for this activity are listed in the table below.



Item	Details	Guidelines
Level of engagement	Technical validation/consensus	UNREDD and FCPF common principles (see section 3.2.1) Cancun safeguards (see section 3.2.2) See section 4.2.2
Meetings	a. Large krutus to discuss FPIC with tribal communities b. Medium-sized meeting to validate results	
Facilitation model	Common facilitation for reaching consensus in b.	See section 6.1.1
	Tribal facilitation for a.	See section 6.1.2
Facilitators	Common facilitators for b.	See section 6.2
	Tribal facilitators for a.	
Outcome reporting		See section 6.1.3

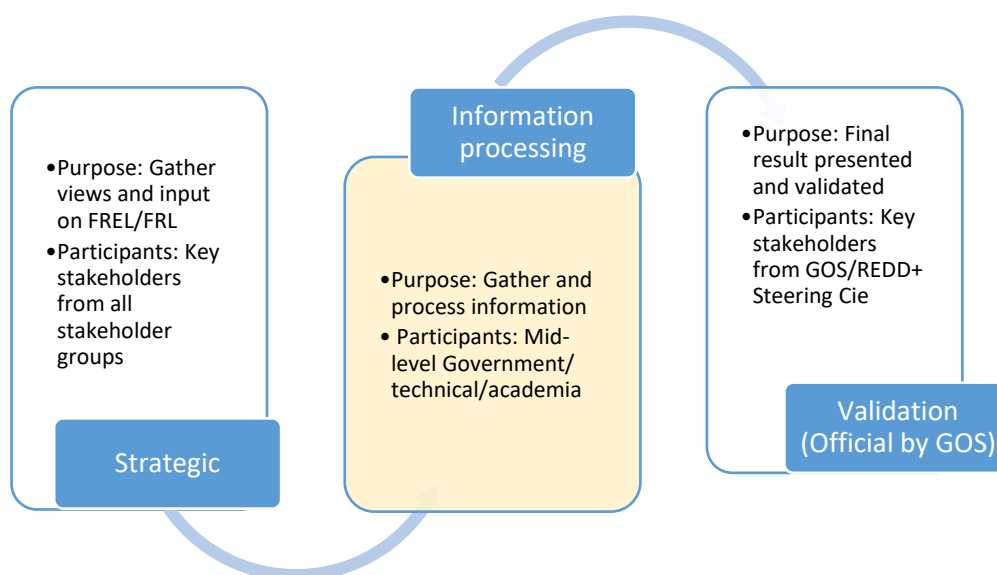
5.3.4 Forest reference emission level/forest reference level (FREL/FRL)

To determine the baseline level for measurement of forest change and carbon emissions, the following activities are planned: i) update forest definition in national legislation, ii) assess historical forest cover data, iii) data gathering, analysis and modelling over ongoing activities and emission factors, iv) develop national reference levels and possible alternative scenarios.

Guidelines for stakeholder engagement

In the first phase, strategic meetings are held with key stakeholders to gather their views and input in FREL/FRL. After which more in depth working groups are held to process technical information. Analysis will be done together with international experts. The study results will be presented and validated in a meeting with the most important stakeholders from the GOS, preferable through the REDD+ Steering Committee.

The process for this component is outlined in the figure below, and the specifications and guidelines to follow when implementing stakeholder engagement for this activity are listed in the table below.



Current – December 2017

Item	Details	Guidelines
Level of engagement	Official validation by GOS/consensus	UNREDD and FCPF common principles (see section 3.2.1) Cancun safeguards (see section 3.2.2) See section 4.2.2
Meetings	a. Small/bilateral to gather views and input on FREL/FRL	
	b. Small/working groups to gather and process information	
	c. Medium-sized meeting to validate results	
Facilitation model	Common facilitation for reaching consensus in c.	See section 6.1.1
Facilitators	Common facilitators for c	See section 6.2
Outcome reporting		See section 6.1.3

5.3.5 REDD+ Strategy and Vision

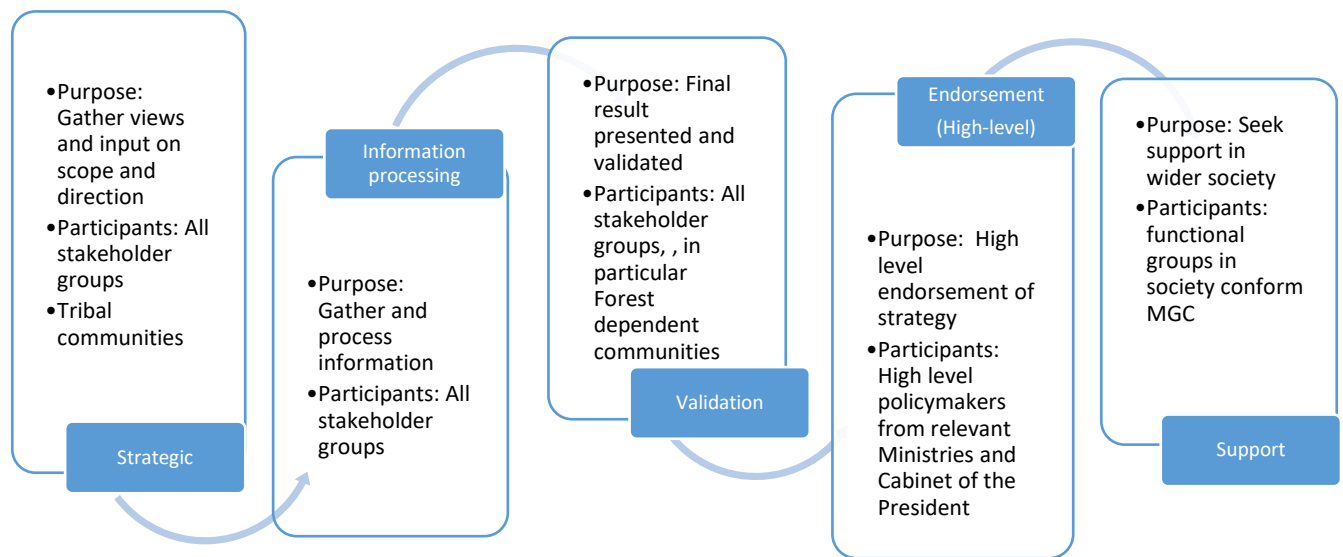
The REDD+ readiness process offers an opportunity to leverage efforts and results towards sustainable development. Learning from past experience, the REDD+ readiness process already fostered openness, participation and transparency, improved data collection and analysis, national and multi-sectoral dialogue and cooperation. As learned from other country experiences, the REDD+ strategy is a long term effort because it may revise several times during the readiness process.

Guidelines for stakeholder engagement

Stakeholder engagement for strategy and vision development will start with a national strategic meeting to introduce the topic and set the scope and discuss the vision. For indigenous and maroon communities, introduction occurs through tribal meetings held at the local level. This will initiate discussions among the tribal members in the villages. After which, all tribal communities come together in a national tribal meeting to form a collective opinion of what should topics be set on the agenda and define priorities.

Subsequently, the process continues with two national meetings to discuss REDD+ national policies and measures (PAMs). Proposals for risk management (coming from the SESA) and PAM inclusion will be further discussed and validated by the stakeholders. After which a decision meeting is held among policymakers to endorse it. Dialogues are held on a national level to mobilize support for REDD+ policies among politicians.

The process for this component is outlined in the figure below, and the specifications and guidelines to follow when implementing stakeholder engagement for this activity are listed in the table below.



Current – December 2017	January 2018 →
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Item	Details	Guidelines
Level of engagement	High-level endorsement/consensus	UNREDD and FCPF common principles (see section 3.2.1) Cancun safeguards (see section 3.2.2) See section 4.2.2
Meetings	a. Large/plenary meeting to gather views and input on scope and direction of national strategy	
	b. Large/ krutu to gather views and input on scope and direction of national strategy	
	c. Small/bilateral to gather and process information	
	d. Large plenary meeting to validate results	
	e. Small meeting to endorse national strategy	
	f. Small meetings/presentations to seek support among functional groups in society	
Facilitation model	Common facilitation for reaching consensus in a, c, d.	See section 6.1.3
	Tribal facilitation for reaching consensus on b	See section 6.1.2
Facilitators	Common facilitators for a, c, d.	See section 6.2
	Tribal facilitator for b	
Outcome reporting		See section 6.1.3

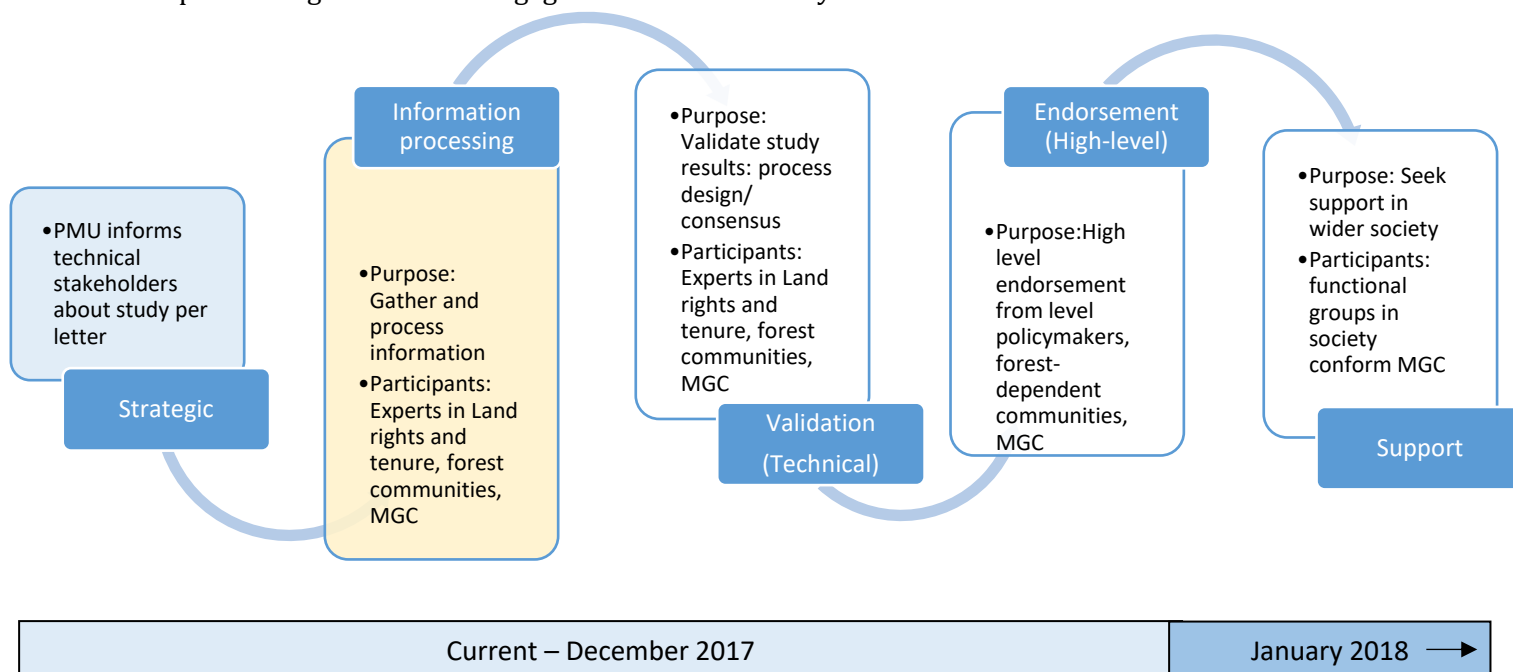
5.3.6 Land Tenure and Rights

The Land rights and tenure component starts with a study that aims to i) assess and provide recommendations related to the legal and institutional framework for land and resource rights in the context of REDD+ and ii) develop an operational roadmap, building on successful existing initiatives, for advancing activities associated with land and resource rights outlined in the project. **The study will seek to reach consensus on the process how to move forward resolving the issue on land rights.**

Guidelines for stakeholder engagement

This activity will require a set of small (bilateral) meetings with technical stakeholders to make an assessment of the legal and institutional framework and develop a roadmap. At the end of the study, findings are presented in a medium-sized meeting to solicit expert views on the study and reach consensus on the way forward (technical validation). The final product will be discussed in a round table discussion with high level policymakers and other relevant stakeholders to get their buy in (endorsement). Support will be sought for the land rights process in wider society.

The process for this component is outlined in the figure below, and the specifications and guidelines to follow when implementing stakeholder engagement for this activity are listed in the table below.



Item	Details	Guidelines
Level of engagement	Technical validation/consensus High level endorsement/consensus	UNREDD and FCPF common principles (see section 3.2.1)
Meetings	a. Small meetings to gather information b. Medium-size meeting to validate results c. Small meeting for high-level endorsement d. Small meetings/presentations to seek support among functional groups in society	Cancun safeguards (see section 3.2.2) See section 4.2.2
Facilitation model	Common facilitation for reaching consensus in a, b.	See section 6.1.1
Facilitators	Common facilitators for a, b.	See section 6.2

Outcome reporting		See section 6.1.3
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5.3.7 National Forest Monitoring System (NFMS)

This activity aims to design and implement a national forest inventory for Suriname, a land monitoring system, a geoportal and MRV system. Development of the NFMS is a continuous process in which SBB works with technical experts from Ministries and other entities to gradually line up all efforts in monitoring. SBB foresees a process in which there are numerous technical working groups developing or thereafter decision-making on parts of the NFMS, as seen in the table below.

Crosscutting NFMS	
Geoportal (Spatial Data Infrastructure)	
SBB	Establish geoportal
MI- GLIS/ SPS/ ABS/ADEKUS SMNR/ NIMOS/ CELOS/ Min RGB	Primary (collaboration in design and development of the geoportal)
All others	Data providers and data users
Definition of Classes	
Kabinet of President/ NIMOS	Final Decision
GOS, academia, communities	Input to draft definitions
SBB	Lead to draft definitions
Others	Informed...
Associated research programs	
SBB/ NIMOS/ GOS.	Identify and facilitate research programs
Academia	Identify and implement research related to NFI, SLMS etc
Fundraising	
SBB/ NIMOS/ GOS/ Other Partners	Identify and describe needs
Min. Fin/Min. For Aff/Cab. Pres/	Structural coordination of national fundraising
Donors	Support programs that need fundraising
SBB	Provide estimates on forest carbon stock changes (EF + AD)
NIMOS	Prepare reports
Academia	Validate the results
Kabinet President	Validate the reports and submit them to UNFCCC (or others)

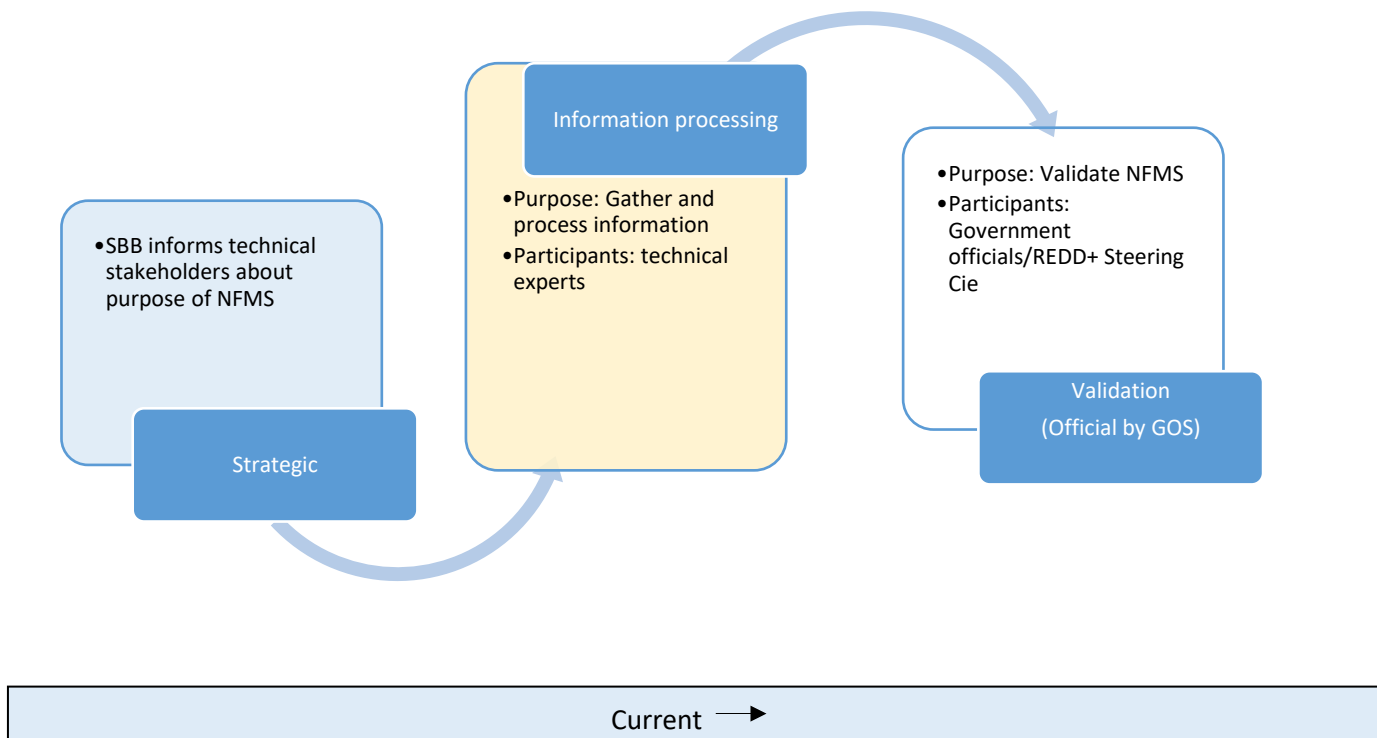
Suriname Land Monitoring System	
SBB	Provide data on forest, non forest, deforestation, forest degradation, and the IPCC Classes, forest types
Sector ministries	Validate the maps and improve them for specific sectoral purposes
SPS/ Min RGB/	Use maps for land use planning
Academia	Carry out accuracy assessments
Others	Can provide data to improve data Users of information
National Forest Inventory	
SBB	Development of NFI, coordination of data collection efforts
CELOS	Support development of NFI-protocols Joint development of reports and analysis of the results Processing of Soil Samples in the lab Implementation of field work NFI
BBS	Botanical collections and determinations of floristic diversity
National Zoological Collection Suriname	Wildlife monitoring during the NFI measurements
Multidisciplinary crew or experts	Consultations when expertise is needed
NGO's	Technical assistance to carry out the baseline studies Establishing platforms to include civil society and communities in the monitoring
Private sector	Active involvement in their Forest Management Units (case-dependent)
Communities	Active involvement in the vicinity of their villages (case-dependent)

Other monitoring functions	
Min RGB	Overall coordination
SBB	Technical coordination via NFI/ LMS (engagement same as mentioned above) focused on mangroves
SBB/ NIMOS	Facilitate link between community based and national monitoring Capacity building of communities
NGO's	Support and provide funds for communities to carry this out.
Communities	Implement CMRV (if interested)
SBB	Develop methodology Collect field data Reporting and analysing data on national scale
Private sector	Provide input to methodology Collect field data (and provide it to SBB) Reporting and analysing data on FMU scale
Academia	
SBB	Carry out technical work of the NRTM in specific areas of interest (mangrove, protected area, mining) Carry out field work in case of illegal logging
Min RGB	User of data on mangrove, protected areas
NGO's	Users of data
OGS/GMD/ min NH	Users of data of unexpected mining activities

Guidelines for stakeholder engagement

NFMS will be developed in small working groups of technical experts. Each meeting will be technically validated and as such the system will gradually develop. Ultimately the NFMS will need to be instated and therefore will undergo official validation from relevant Ministries and Government institutions.

The process for this component is outlined in the figure below, and the specifications and guidelines to follow when implementing stakeholder engagement for this activity are listed in the table below.



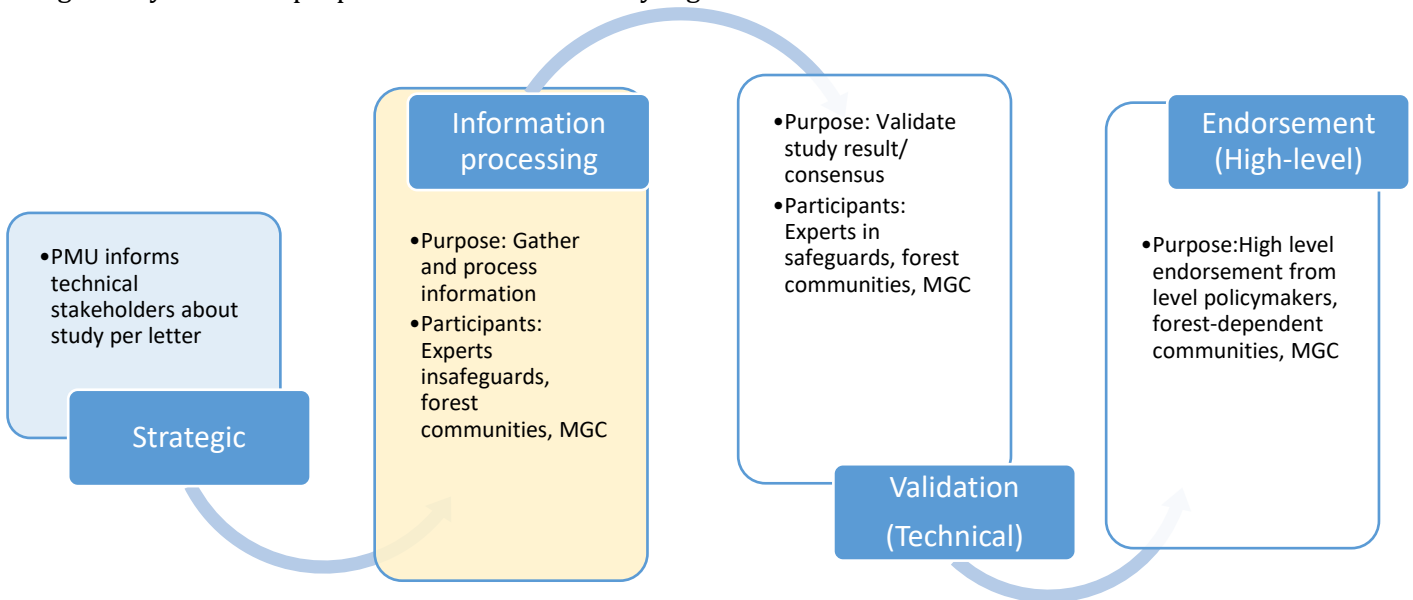
Item	Details	Guidelines
Level of engagement	Technical validation/consensus High level endorsement/consensus	UNREDD and FCPF common principles (see section 3.2.1)
Meetings	a. Small meetings to gather information	Cancun safeguards (see section 3.2.2) See section 4.2.2
	b. Small meetings to validate results	
	c. Small meetings to make decisions	
Facilitation model	Common facilitation for reaching consensus in a, b.	See section 6.1.1
Facilitators	Common facilitators for a, b.	See section 6.2
Outcome reporting		See section 6.1.3

5.3.8 Safeguards

Safeguards can be broadly understood as policies and measures that aim to address both direct and indirect impacts on communities and ecosystems, by identifying, analyzing, and ultimately working to manage risks and opportunities. If designed and implemented appropriately, safeguards can help REDD+ provide a suite of multiple benefits. While safeguards can be viewed as the “do no harm” principle, multiple benefits can accrue beyond the status quo when undertaking REDD+ activities. At a minimum, a REDD+ safeguard system will identify potential negative impacts of REDD+ activities, and identify and operationalize measures to minimize or mitigate negative impacts. Beyond this minimum, there are additional benefits. An appropriately designed safeguard system could identify potential positive impacts of REDD+ activities, and actions that could increase or maximize these positive impacts. An important element of any REDD+ safeguard system is broad participation and open access to information.

Guidelines for stakeholder engagement

Developing safeguards should include several local meetings to consult with the tribal communities, as well as other interested stakeholders. A consultant processes the information into a final proposal. The process is completed after a meeting is held with tribal representatives and relevant experts to reach consensus on a final safeguard system. The proposal is then endorsed by high level Government officials.



Current – December 2017

Item	Details	Guidelines
Level of engagement	Technical validation/consensus High level endorsement/consensus	UNREDD and FCPF common principles (see section 3.2.1)
Meetings	a. Small meetings to gather information b. Medium-size meeting to validate results c. Small meeting for high-level endorsement	Cancun safeguards (see section 3.2.2) See section 4.2.2
Facilitation model	Common facilitation for reaching consensus in a, b.	See section 6.1.1
Facilitators	Common facilitators for a, b.	See section 6.2
Outcome reporting		See section 6.1.3

Chapter 6

REDD+ Readiness Facilitation Model

The facilitation model is discussed in this chapter. The chapter begins with explaining the approach to facilitation after which the model for facilitation is discussed. We continue with listing the type of facilitator necessary for effective facilitation. Lastly, we present two delegate issues to ensure quality and sustainability in facilitation: representation and feedback and grievance redress.

6.1 Facilitation Model

The situational analysis has demonstrated that stakeholders are still busy understanding REDD+ and defining their role. They are obviously stuck in the “what is REDD+” phase. The overall approach to facilitation will focus on moving stakeholders from the “what” to the “how”. This means that they can participate in developing new tools, which are necessary for future REDD+ implementation. Stakeholders should have an opportunity to give input in the mechanics of REDD+ and how all the component of the program should be implemented. The following aspects are important for facilitation in this phase:

- Trust: In this phase, **working together in small groups** is more important than having large information platforms (e.g. plenary meetings). Smaller working groups will enable stakeholders to give quality input rather than providing the program with general comments. Facilitators should also be chosen carefully to keep building trust with stakeholders especially in situations of existing conflict (see section 2.2.3).
- Transparency: The readiness phase includes many components, each with a different goal and thus a different group of stakeholders. Stakeholders working in one or a few components should always have a “**big picture**” **overview** of the whole project to understand how all parts come together.
- Ownership: Promote ownership of stakeholders by **designing processes together**, for example the allocation of human and other resources, the timeline etc. If stakeholders have a “buy in” in the design, they are likely to have more ownership over the process. Another way of creating more ownership is *letting them talk*, instead of the REDD+ leadership having the lead. *Joint evaluation* also support ownership.
- Workshop design: The project should ensure **adequate workshop design** so that results are optimal when investing in gatherings with stakeholders.
- Results visibility: For everyone it is important to see the results of the project. Results can become real outcomes when **frequently validating** them, for instance in every meeting (can be a process or outcome). The project should also **articulate outcomes** (and sometimes celebrate them)

The facilitation model chosen for this phase will promote the abovementioned trust, transparency and ownership.

6.1.1 Common Facilitation

Common facilitation occurs in common (non-tribal) meetings, and consists of three components:

Phase 1: Setting the Stage

In this phase, the facilitator introduces the participants to the task at hand. The following actions are required to set the stage:

- *Present overview:* The facilitator presents the overview of readiness and explains all components and their contribution. In this way, stakeholders will get an idea about the whole project before they start working into their specific part of the project.
- *Define goal:* The facilitator defines the start- and endpoint of the meeting. This means explaining “where we are now” and defining “where we want to be” at the end of the meeting.
- *Demonstrate progress:* For follow up meetings, the facilitator discusses the progress made so far and celebrates it as a group outcome. Then, the facilitator presents the tasks that are still pending.
- *Discuss expectations:* The facilitator presents clarity on what type of meeting is being held (awareness, strategic, information, validation, decision-making, support), and articulates the input required from the participants.
- *Set agenda:* The facilitator sets the agenda with input from the stakeholders.
- *Define ground rules:* The facilitator explains the ground rules regarding order/disturbance such as cell-phone use, take turns to talk, respect etc.

Phase 2: Facilitation

In this phase, the facilitator chooses between two models of facilitation dependent on what is required: consensus-building facilitation or majority-rule facilitation.

Consensus-building facilitation

The consensus building facilitation process is suitable for large groups of 50 and more and includes four steps - starting, expanding, narrowing and closing (see Figure 15), described as follows:

- *Starting:* The facilitator presents a clear topic to be addressed during the meeting. It is important to break up topics so they can all be addressed in one meeting. Moving issues from one meeting to the next not only promotes distrust but also creates fatigue with the stakeholders. For example, finding options for the REDD+ strategy is a too large topic for one meeting, while when looking at economic options would be feasible. After the topic is discussed, the facilitator invites the stakeholders to share their opinions and concerns to initiate a general discussion about the problem.
- *Expanding:* The facilitator promotes an environment in which ideas sprout and are shared. In large meetings with more than 20 participants, this can be done by assembling small working groups of 4-5 persons. After the ideas are shared, the facilitator initiates a discussion so stakeholders can reflect on each other’s ideas.
- *Narrowing:* The facilitator initiates a brainstorm session. First, the facilitator discusses the criteria by which ideas should be selected. Each idea presented is then tested against the criteria. An example of testing against criteria is when you are looking at REDD+ strategy options that are inexpensive and time-efficient. Each REDD+ strategy option will be tested against expense and time, and only the viable options will stay alive. The facilitator ends with discussing the viable ideas and asks the stakeholders to prioritize towards one idea.
- *Closing:* The facilitator presents the final idea and validates this with the stakeholders.

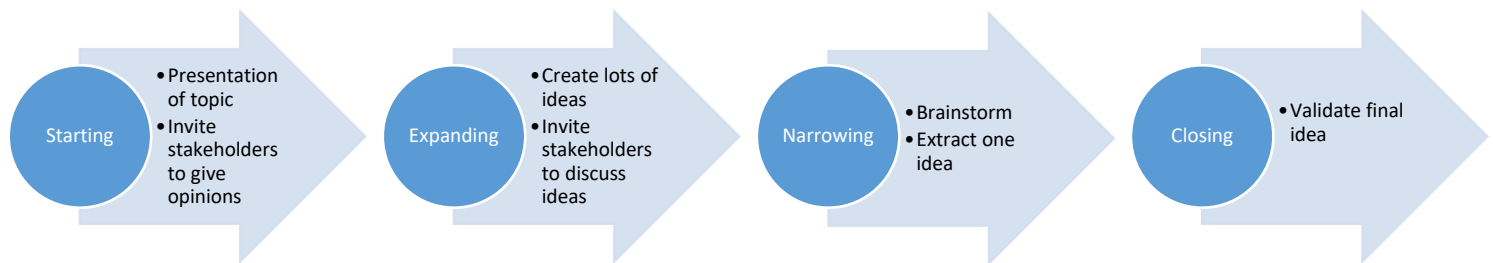


Figure 15: Overview of consensus-building facilitation

Majority-rule facilitation

The majority-rule facilitation process is suitable for groups around 20-30 people. It includes four steps – starting, assessing, multi-voting, closing, described as follows:

- *Starting:* The facilitator presents the topic to be addressed. The facilitator invites stakeholders to present options to address the topic. Stakeholders can be invited to present their options in plenary by coming to the forefront. Presentation of options should include the rationale – reason why this option was chosen. The facilitator writes the options on a flipchart.
- *Assessing:* The facilitator opens a guided discussion about the pros and cons of each option. This discussion will allow the stakeholders to make a deep assessment of each option before voting starts in the next phase.
- *Multi-voting:* Each option is listed on a voting sheet/flip chart. The facilitator asked the stakeholders to vote for their best option. Voting can be done private or public. In case of private voting, stakeholders are asked to list their best option on a sheet of paper and these sheets will be opened and listed on the voting sheet. In case of public voting, the facilitator will be asked to speak out on their best option, and this will be listed on the voting sheet. After everyone votes, the facilitator counts the votes, and the option with the highest number of votes is chosen.
- *Closing:* The facilitator presents the final option and validates this with the stakeholders (Figure 16).

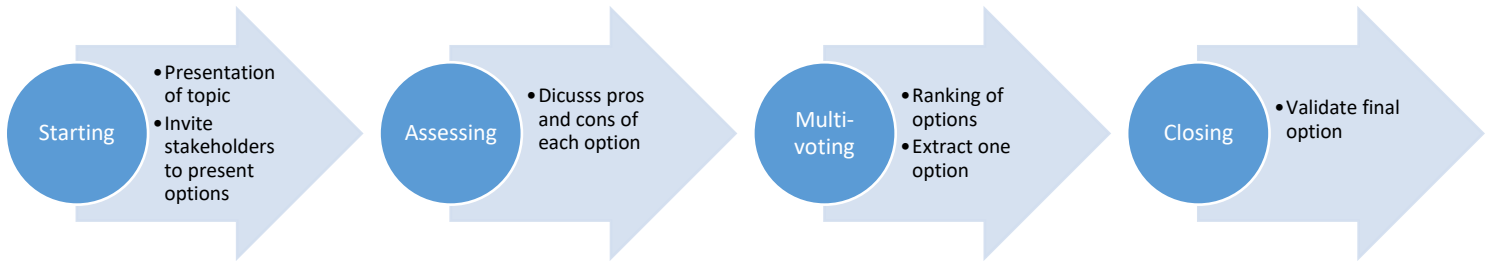


Figure 16: Overview of majority-rule facilitation

Phase 3: Follow Up

In this phase, the facilitator ends the meeting and sets the stage for follow up activities. The following activities are included in this phase:

- *Meeting evaluation:* The facilitator gathers input from the participants to see if the goals of the meeting were reached and also to get an idea about the overall participant's satisfaction.
- *Grievance/feedback redress:* The facilitator informs participants that grievances and feedback about the meeting can be submitted. The facilitator conveys the grievance/feedback redress point of contact, address and telephone number.
- *Next steps:* The facilitator explains to participants about the next steps that will be taken in the process, including when and where the next meeting will be held.
- *Outcome reporting:* The facilitator informs participants about how the meeting's report will be shared or disseminated.

Especially because many components, each with a different (and rather technical) focus are running simultaneously, it is important for stakeholders to remain aware of both their own outcome and also outcomes of other components. This is specifically important in case links need to be made between different components – for example the SESA and REDD+ strategy.

6.1.2 Tribal Facilitation

Facilitation within the tribes is quite a different process than common facilitation. Usually tribal members engage in a meeting, so called *krutu*, in which they employ customary ways to reach decisions. Every group has their own customary ways and this is unique to their location and historic development. Tribal facilitation usually takes longer than common facilitation, because decision-making processes are horizontal, something that is very common in collective communities. Tribal meetings held under REDD+ should include the following aspects to comply with the REDD+ rules of documentation and transparency:

- *Selection of participants*: participants are selected for invitation and this includes a representative amount of men, women, elders and youth. In case some groups are not participating, separate consultations are necessary to solicit their views on the topic discussed.
- *Announcement of krutu*: the *krutu* should be formally announced in the manner appropriate to the tribal members.
- *Meeting report*: the facilitator should compile a meeting report with the following information: i) list of concerns raised by tribal members to the topic(s) discussed, ii) list of decisions made during the meeting and iii) list of participants, divided by gender and age (see Annex).
- *Gender sensitivity*: Tribal meetings should open space for equal participation of women compared to men. Women should be able to meet and voice their concerns and ideas and also become part of decision-making. Sometimes this happens when only women are present, such as in all-women meetings, and this should be facilitated if needed. Meetings should also be scheduled at a time which is appropriate for women to participate.

The method for facilitation is dependent on what is culturally acceptable by the tribal members. However, there are elements from common facilitation that may be useful for tribal facilitators to consider without interfering with existing customary practices. These include:

- *Present overview*: The facilitator presents the overview of readiness and explains all components and their contribution. In this way, stakeholders will understand what their contribution is to the whole readiness project before they start working into their specific part of the project.
- *Collaborative design*: The facilitator works with the community to collaboratively design the meeting process. This means explaining “where we are now” and defining “where we want to be” at the end of the meeting.
- *Demonstrate progress*: For follow up meetings, the facilitator discusses the progress made so far and celebrates it as a group outcome. Then, the facilitator presents the tasks that are still pending.
- *Frequent validation*: The facilitator ensures frequent validation on results upon which participants have agreed.
- *Meeting evaluation*: The facilitator gathers input from the participants to see if the goals of the meeting were reached and also to get an idea about the overall content of the meeting participants.
- *Grievance/feedback redress*: The facilitator informs participants that grievances and feedback about the meeting can be submitted. The facilitator conveys the grievance/feedback redress point of contact, address and telephone number.
- *Outcome reporting*: The facilitator informs participants about how the meeting’s report will be shared or disseminated. It should be standard practice to share and discuss the results of studies and activities.
- *Next steps*: The facilitator explains to participants about the next steps that will be taken in the process, including when and where the next meeting will be held.

The facilitator ultimately decides which approach to have in facilitation and this decision is completely respected by the REDD+ program.

6.1.3 Outcome reporting

Reporting back to the stakeholders after they have been included in studies and other activities is **one of the most important tasks for the PMU and SBB to ensure transparency and facilitate cross-links between the components of REDD+**. This should be standard practice and it is unacceptable when forgotten or when it remains undone. The way outcomes can be reported in REDD+ readiness are: i) Written: inscription of words, ii) Verbal: words, in person iii) Website: REDD+ website, iv) Television (TV): TV programs on national channels, v) Radio: radio programs broadcasted on local and national radio stations. An overview of information sharing required for effective outcome reporting is given below.

Table 7: Outcome reporting for each REDD+ component in the readiness phase

Pillar	Component	Outcome reporting				
		Written	Verbal	Website	TV	Radio
I. Human Capacity and Stakeholder Engagement	Grievance redress mechanism	X	X	X		
	FPIC protocol development	X	X			
	Community mapping processes	X	X			
	Community management plans	X	X			
II. REDD+ Business Model and Strategy	REDD+ Strategy	X	X	X	X	X
	Strategic Environmental and Social Assessment (SESA)	X	X			
	Drivers of deforestation study and consensus					
	State of the forest	X	X	X		
	Drivers per land-use sector	X	X	X		
	Spatial modelling	X	X	X		
	Community views	X	X	X		
	Land rights study and consensus	X	X			
	Corruption risk analysis	X	X			
	Institutional gap analysis	X	X			
III. REDD+ implementation framework and tools	REDD+ funding options/strategy	X	X			
	Safeguard information system	X	X			
	National Forest Monitoring System (NFMS)					
	Database/geoportal	X	X	X (spatial data)		
	Land monitoring system (LMS)	X	X	X (spatial data)		
	National forest inventory (NFI)	X	X	X (spatial data)		
	cMRV	Dependent on communities				
	Mangrove monitoring	X	X	X (spatial data)		
Other monitoring functions	X	X	X (spatial data)			
Forest Emission Reference Level (FREL)/Forest Reference Level (FRL)	X	X	X			

6.2 Facilitators

The role of facilitators is extremely important in the REDD+ process given the large power divide between tribal and non-tribal stakeholders. Besides power differences, REDD+ also promotes strict technical approaches and rules which can pose a threat to some of the stakeholders. There are several individuals/groups who can facilitate groups participating in the readiness process. Usually these facilitators have specific knowledge about the diversity of the groups, their perception and frame of communication (language) and existing conflicts. **More importantly is the trust that stakeholders have in these facilitators and this is particularly relevant for getting timely input from stakeholders into the REDD+ project activities.** An overview of facilitators with their expertise is presented below.

Table 8: Overview of potential facilitators for REDD+ facilitation

Organization	Facilitator	Background	Experience	
			Common facilitation	Tribal facilitation
World Wildlife Fund (WWF)	Jerrel Pinas Bsc.	Agriculture	X	X
Consultant	Drs. Samuel Emanuels	Cultural anthropology	X	X
Attune	Karin Lachmising	Communication	X	X
	Rachelle Bong A Jan MSc.	Biodiversity conservation and sustainable development	X	X
Perspectives of Freedom Foundation (POF)	Gwendolyn Smith Ph.D.	Environmental conflict resolution/biotechnology	X	X
UNDP	Haydi Malone MSc.	Forestry/sustainable development	X	
Crossed Lines Advisory Services	Drs. Helyante Mac Donald	Economy	X	
Strategic Communication and Branding (STAS) International	Ms. Karin Refos	Communication	X	
Consultant	Nancy Del Prado LLM	Environmental law	X	

The choice of facilitator is dependent on the setting of the meeting. For large groups facilitation, a more experienced facilitator who understands the theories of facilitation and group dynamics may be more suitable to lead the group. For smaller settings, often, facilitators have to do less effort to keep the group moving forwards. Whatever the size of the group, facilitators should always carefully design the meeting agenda or workshop content, taking into account: i) natural flow of topics, ii) input required from participants and iii) energy flow/fatigue of participants.

6.2.1 REDD+ Assistants Collective

A special group of facilitators are the REDD+ Assistants Collective (RAC). Initiated during the R-PP phase, the RAC consists of representatives of indigenous and maroon peoples selected by their leaders. The RAC is the necessary link between the tribal peoples and the REDD+ program to exchange information in a timely way and to advise the PMU for cultural appropriateness when executing activities with tribal peoples. **It is important to have women facilitators in the RAC to address and highlight women-specific issues in the tribal settings.**

REDD+ assistant are selected as facilitator based on the following characteristics: 1) the facilitator should be accepted by the tribal group to be facilitated, 2) the facilitator should be able to communicate in the local language as well as the official language Dutch, 3) the facilitator should be familiar with the cultural values and norms of the tribe. **The REDD+ assistant have received two facilitation trainings and basic level training on climate change and REDD+ concepts, and they are equipped to facilitate meetings in the tribe.**

6.3 Quality assurance

Generally, meetings are very expensive due to the high costs of tribal communities travelling to and from the interior. So it is important to ensure adequate facilitation so the meeting objectives are met. Quality assurance will occur by:

- *Checklist:* the PMU will give all facilitators a checklist for preparing a facilitation plan of the session. This checklist helps the facilitator to adequately prepare the meeting and have a sound workshop design, see Annex 1. A checklist for organizing a hearing has also been made available by the Ministry of Regional Development.
- *Facilitators:* the PMU will only select high-quality facilitators to lead groups and make progress for the meetings. All these facilitators have a proven track record.
- *Reporting:* Each facilitator will report the meeting to the PMU with a predetermined reporting format (Annex 2). The purpose of this report is to identify problems in the facilitation regarding content and participation. Note: this is not a meeting report used for recording what has been said by participants.
- *Evaluation:* Each facilitator is subject to evaluation by third parties (e.g. project board members) within the project. Facilitators are evaluated based on the skills that they have learned during facilitation training they received by the REDD+ program. Evaluations will be done with questionnaires that will be filled in anonymous, put in a sealed envelope and send to the PMU for further processing.
- *Video-or audio taping:* All meetings are video or audio taped from beginning to end. The footage is necessary to review facilitations as part of the project's monitoring and evaluation activities.

6.3.1 Grievance and Feedback Redress

If stakeholders want to give feedback on facilitation or any other part of engagement, it should be possible within the REDD+ project. The type of grievances expected in engagement are related to the following topics:

- Inadequate information sharing
- Selection of stakeholders
- Support for participation of stakeholders (logistics, financial support)
- Location of meetings (interior versus Paramaribo)
- Language barriers

- Inadequate explanation of technical concepts
- Insufficient time for decision-making

If grievances are handled ineffectively, they keep coming up in meetings. Currently, this pattern is observed (see Chapter 2). Meeting progress is hampered by unnecessary “noise”, which can be easily taken out when handling the noise as a grievance. The absence of a grievance mechanism is currently being felt and it negatively influences the progress made in almost all aspects of the REDD+ project. **It is imperative to make the FGRM operational as soon as possible or create an interim process for grievance and feedback redress.**

Chapter 7 Institutional Operationalization

Chapter six presents the measures for successful operationalization and recommendations for institutional mainstreaming of stakeholder engagement. The Chapter further discusses the human and technical requirements for stakeholder engagement at the national, regional and local level. It concludes with an action plan for engaging stakeholders during project operations for 18 months.

7.1 Institutional mainstreaming

7.1.1 Implementation Structure

Overall governance for engagement lies with the Project Board of the REDD+ readiness project. The board meets regularly and will assess the engagement process and provide comments and suggestions for improving stakeholder engagement. Engagement will be implemented by coordinating bodies on three levels: national, regional and local level (Figure 17).

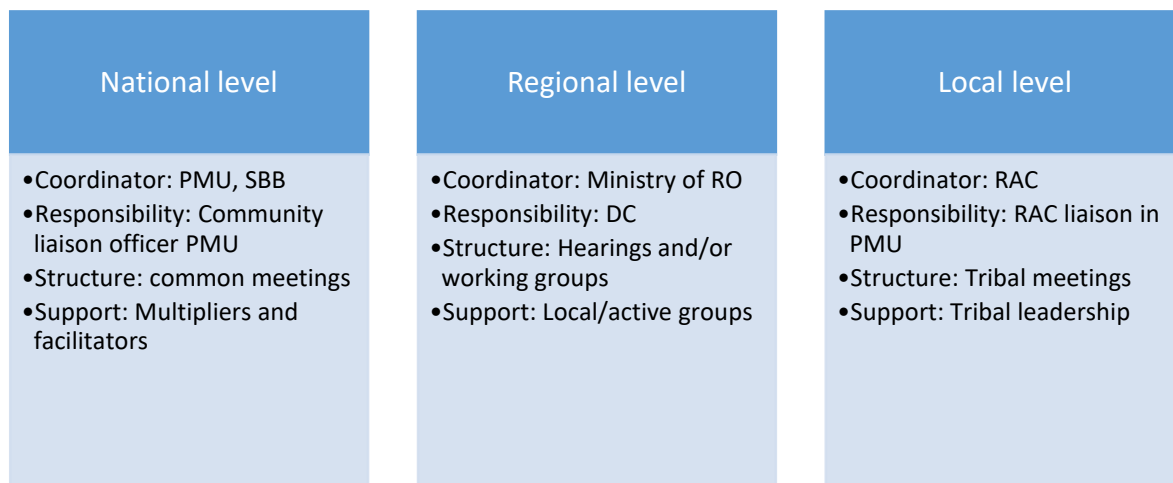


Figure 17: Implementation structure for stakeholder engagement

National Level: REDD+ PMU and SBB

At the *national* level, the REDD PMU and SBB will initiate engagement with national stakeholders to design and consult in project structures and tools. **The Major Groups Collective (MGC) will support the PMU and SBB to disseminate messages, mobilize actors to participate or use existing dialogue platforms for discussions about REDD+.**

Having overall responsibility, the PMU should have a person – community liaison officer- assigned who has technical capacity¹⁶ to overview all engagement activities occurring at all levels. This means helping PMU and SBB staff with planning of engagement activities (ante), handling the problems during execution of engagement activities (inter) and also reporting and monitoring of engagement activities to the World bank (post). Specific tasks assigned to the community liaison officer are:

- *Provide technical support to activities:* Review of set up of workshops, meetings and trainings (agenda, invitation list, facilitation plan).
- *Capacity building:* The community liaison officer is responsible for organizing the training and capacity building of the whole team, through in-class training sessions and on-the-job guidance. The community liaison officer is also responsible for organizing the walk in school.
- *Monitoring and reporting:* According to requirements of UNDP, UN-REDD and FCPF, a monitoring and reporting system for engagement will be set up to measure engagement levels and capture problems and constraints. The community liaison officer maintains contact with coordinators at the regional level (District Commissioners) and local level (RAC liaison in PMU) to guarantee outcome reporting and gather engagement data.
- *Grievance and feedback redress:* This idea is for the community liaison officer to capture the so-called “back room talk” and address it to improve existing engagement systems.
- *Major Groups Collective engagement:* The community liaison officer should frequently check in with the MGC. The ultimate goal is that they should become an effective support body to REDD+, especially for providing advice and handle grievances. Some guidelines:
 - Call each MSG representative every month to assess progress and discuss challenges and opportunities in REDD+ engagement
 - Have quarterly meetings with MGC representatives to inform them on plans and evaluation of engagement activities, and seek advice.
- *Project Board engagement:* Project board members can fulfil a role in engagement by participating in quality control activities, for example, by attending krutu’s and other meetings and assess those based on the facilitation plan. Some guidelines:
 - Take project board members to the field and other meetings and let them experience the engagement activity, after studying the facilitation plan of such a meeting.
 - Ask the project board member to assess the engagement activity based on a checklist.
 - Ask project board to provide solutions to general problems as related to the stakeholder groups they represent
- *Coordinate with SBB:* The community liaison officer coordinates with the SBB responsible REDD+ officer for planning, execution and evaluation of engagement tasks.

¹⁶ Wide understanding of REDD+, expert in the theories of participation and experience in the practice of engagement in Suriname

- *General problem solving/conflict resolution:* The community liaison officer will help in solving general problems that relate to engagement. Such problems are expected to occur and reoccur because of the lack of participatory systems in current laws and regulations in Suriname e.g. lack of consultation in community forestry or concessions.

Regional level: District Commissioners

At the *regional* level, the Ministry of Regional Development will be responsible for effectively engaging stakeholders at the district level and this directive should come from the Ministry's leadership. The Ministry has appointed staff as a focal point to coordinate activities regarding REDD+. The REDD+ focal point can coordinate activities with the districts: the district commissioner (DC) and its constituents (BO and RR members) can use regular hearings (required by law) to gather views on REDD+. The DC should be supported by local groups (NGOs, environmentalists etc.) and concerned individuals.

Although most focus is set on forests in the interior, the **drivers of deforestation are concentrated in the forestry, agricultural, mining and energy sectors, mostly located in the coast and savannahs outside the forested interior. Adequate inclusion of these actors should occur at the regional level.** The Ministry of Regional Development, through its District commissioners, should play a more active role in stakeholder engagement, also because they have been trained in such efforts in an IADB-funded decentralization program. Specific tasks assigned to the District Commissioners are:

- *Appoint officer(s):* The officer(s) will spearhead the REDD+ project in the District. Some districts already have an appointed officer for dealing with environmental issues. The appointed officer(s) will be responsible for all REDD+ engagement activities and should function as facilitator and knowledge broker (send and receive knowledge and make it understandable). The officer(s) will receive training and directives from the PMU.
- *Visualize REDD+:* The officer(s) will make REDD+ visible in different places in the District such as schools, health clinics, bars, women's groups, government offices etc. Events will also be used to visualize REDD+. For this task, officer(s) are closely connected with the communication officer of the PMU.
- *Connect with local stakeholders:* The officer(s) will work with the PMU and contact local stakeholders based on the PMU's stakeholder analysis and their own social network. Stakeholders will be invited to give their views on the REDD+ project in the monthly community hearings held by the District Commissioner.
- *Report to PMU:* Input provided by stakeholders is reported monthly to the PMU in a format designed by community liaison officer (and in compliance with international standards).

Local level: REDD+ Assistant Collective (RAC)

At the *local* level, the RAC is responsible for engagement. Under supervision of the RAC Liaison at the PMU, this local corps will organize and facilitate meetings with tribal groups with support of the traditional leadership.

The RAC functions as the liaison between the tribes and PMU (and is not their official representation). RAC members are chosen by the traditional leadership to exchange REDD+ information, and sometimes also other tasks related to REDD+ (decision-making, technical input). The RAC have been engaged in awareness raising (one-way) in the R-PP phase, but will require a more elaborate role in the readiness project by gathering information from the field (two-way). Specific tasks assigned to the REDD+ assistants are:

- *Representation form:* Each REDD+ assistant should work with their community to fill in the representation form (Annex 3). **With this form the tribal leadership make clear who are the decision-makers, technical**

persons and observers that will be delegated to REDD+ activities. The assigned persons will have an opportunity to participate in the PMU's capacity building activities.

- *Local stakeholder analysis:* Each REDD+ assistant will conduct a local stakeholder analysis according to instruction given by the PMU. This information will help the PMU in future engagement and communication efforts.
- *Visualize REDD+:* The assistant will make REDD+ visible in different places in the District such as schools, health clinics, bars, women's groups, government offices etc. Events will also be used to visualize REDD+. For this task, the REDD+ assistant is closely connected with the communication officer of the PMU.
- *Information gathering:* REDD+ assistants will have a major role in gathering information from the local level such as surveys on drivers of deforestation, risks and impacts etc. Many technical tasks will be guided by instructions from the PMU and outside consultants.

All of the tasks described above should not be exclusive, but should be seen as the main tasks required by the institutions to have a smooth engagement of stakeholders at all levels.

7.1.2 Implementation Mechanism

The institutions responsible for implementing engagement will rely on multipliers and facilitators to engage different groups. Multipliers are organizations/individuals who can vertically disseminate information fast and effectively to their constituents. Facilitators are organizations/individuals who can mobilize their members to engage in planned REDD+ activities. Multipliers and facilitators are important tools to reach stakeholder groups. An overview of how these bodies can become functional for REDD+ engagement is shown in Table 9.

Table 9: Multipliers and facilitators for engagement in the REDD+ process

Stakeholder group	Multiplier/facilitator
Indigenous peoples and maroons	VIDS, VSG, OIS/COICA, ESAV
High-level policymakers	Parliament commission on climate change, State council, SER, PMU
Mid-level Government officials/technical experts/academia	- Mangrove: Mangrove Forum Suriname (MAFOSUR) - Association for Biodiversity of the Guiana Shield in Suriname (VBGSS)
Private sector and parastatals	- General private sector: VSB, AKMOS, KKF - Tourism: VESTOR - Extractive industry: Suriname steering committee the Extractive Industry Transparency Initiative (EITI) - Rotary
NGOs and advocacy groups	Water Forum
Funders and potential funders	Donor round table, Suriname Bankers association
Small scale goldminers	St.Fundacao de Brasileiros no Suriname (Brazilian miners), the Federation of Entrepreneurs in the Interior

	(Suriname miners), association Macanboa (miners Koffiekamp area)
General public	<ul style="list-style-type: none"> - General: Citizens Initiative for Participation and Good Governance (BINI) - Children and youth: MGC - Workers and trade unions: MGC - Farmers: MGC - Scientific and technological community: MGC - Women: MGC - Local authorities: MGC
Multiple stakeholder groups	
<ul style="list-style-type: none"> - High level policymakers (Cabinet of the President) - Mid-level Government Technical experts/academia (OGS, NIMOS, UVS, BOG) - NGOs (CI, WWF) 	Mercury Free Partnership (MFP)
<ul style="list-style-type: none"> - Indigenous peoples (OIS, Kuluwayak, ESAV, Trio, Wayana) - Mid-level Government Technical experts/academia (Herbarium, ROGB-observer) - NGOs (CI, WWF, ACT) 	South Suriname Conservation Corridor partnership (SSCC)
Project Structures	
Project Board, MGC, SBB, RAC	PMU

7.1.3 Conflicts of Interest

Currently there are **two situations of conflict of interest in the REDD+ structure** with regard to community representation.

RAC and tribal leadership: The RAC was set up as a corps of messengers and facilitators in 2012, and representatives were chosen by the leadership of tribes interested in REDD+. Since then, the tribal leadership has selected several captains and basja's (as part of the VSG) in the RAC and this creates a situation of conflict of interest. For example, in the recent DoD community survey, captains and basja's were requested to fill in a survey with questions on their own functioning in the village.

Potential solution:

- Ask for a small groups of REDD+ assistant from each tribe, of which at least one is a non-leadership. The individuals in the group can be taking turns when doing the work, and accordingly also share the benefits. Currently such a system is successfully applied in the indigenous village of Apetina.

RAC and project board: Some RAC members are also part of the project board. This poses a conflict of interest because tribal members who are part of the project board are in a position to oversee their own work.

Potential solution:

- Return to the tribal leadership and explain the problem. Pose solutions so the tribal leadership can decide: i) retract the old person and appoint a new person, ii) let the current project board members train new REDD+ assistants to take their place.

7.2 Human and Technical Capacity

Table 10 describes the human and technical capacity necessary for adequately engaging stakeholders in REDD+ readiness. **However, to reach this capacity level, a significant amount of capacity building is needed especially for the stakeholders with high interest and low power: indigenous peoples and maroons/RAC.**

Table 10: Human and technical capacity necessary for engagement

Organization	Position	Assigned tasks	Technical requirements
National Level			
PMU	Community Liaison Officer with technical support from an Engagement specialist	Overall coordination national, regional and local level engagement. Technical support to all levels Capacity building Monitoring and reporting	Computer with MS office and link to data storage facility
	Communication officer	Preparation and translation of messages to facilitate engagement Audio and video taping of engagement gatherings	Audio taping equipment Videotaping equipment Computer with video and audio programs and link to data storage facility
	RAC liaison	Coordination of engagement tasks with RAC	Phone-tablet
SBB	REDD+ coordinator	Coordination of engagement tasks	Computer with MS office
Project board		Provide advice to PMU Evaluation of engagement	Computer with MS office
MGC		Provide advice to PMU Grievance and feedback redress	
Regional level			
Ministry RO	District commissioners	Identification of stakeholders and gathering of views	Computer and internet connection
	District officer environment/REDD+		
Local			
	RAC	Exchange of information (awareness, technical) from tribal groups to PMU and vice versa	Phone-tablet

There is capacity building needed associated with the coordinating bodies.

For the national and regional level: Involved staff from the PMU, SBB, Ministry RO, Project board and MGC and should receive training on engagement (see Table 11).

For the local level, a training program has been developed for the RAC by Tropenbos Suriname International (TBI). The training program consists of four trainings of which two already have been executed. The trainings are designed so REDD+ assistants are prepared for tasks they will have to do during REDD+ readiness, such as information gathering from and discussion of topics in the field. An overview of the topics covered is given in Table 11. The trainings will be delivered in two-days. **However, what is missing in this training schedule is gender and benefit sharing aspects.** These topics should be covered in the 3rd training.

Table 11: Overview of capacity building requirements for REDD+ coordinating bodies

Target Group	Training topic	Specifications	Coordination
PMU, SBB, Ministry RO	Multistakeholder processes in REDD+	1 day session, intermediate level	Community liaison officer
PMU, SBB, Ministry RO	Communities: cultural identity, rights and engagement in Suriname	4-day session, intermediate level	Community liaison officer
PMU, SBB, Ministry RO, Project Board	Monitoring and reporting requirements for engagement	1-day session, intermediate level	Community liaison officer
PMU, SBB, Ministry RO, MGC, Project Board	Grievance and conflict resolution in REDD+	4-day session, intermediate level	Community liaison officer
RAC	Basic concepts of REDD+, engagement, planning and facilitating meetings	2-day field training, basic level	TBI (executed)
	Planning of work, REDD+ institutional structures and mandates, community characteristics and diagnostic, instruction on handheld tablets	2-day field training, basic level	TBI
	Problem analysis DoD, strategy options, surveys and questionnaires, NFMS main concepts (information handling and ownership, role of community, participation in decision-making), gender aspects, benefit sharing mechanisms	2-day field training, basic level	TBI
	FPIC protocols and planning, CMRV	2-day field training, basic level	TBI

7.3 Monitoring, Reporting and Evaluation

This section presents a monitoring and evaluation framework for stakeholder engagement. The first part discusses indicators and their threshold necessary for monitoring, while the second part looks at the longer term evaluation efforts to improve the project and its outcomes.

7.3.1 Monitoring and Reporting

The PMU will continuously monitor three aspects of engagement: i) stakeholder participation, ii) grievance and conflict and iii) reporting, every 3 months (Table 12). To establish baseline levels, the community liaison officer will have to go back assessing reports and films of 2015 until current date and make estimations. For setting baseline levels in relation to gender issues in the field, we propose the PMU to conduct a gender analysis based on existing information.

Every 6 months, the PMU-community liaison officer will present an overall overview of engagement and how it changed compared to the previous period. This overview will consist of the following components:

- Participants per region: geographical representation
- Participants per age and gender; demographic representation
- Participants tribal versus rest; ethnic representation

The biannual reports will be shared with the Project Board and other structures of the REDD+ project. This report will be the main input in the biannual evaluation of the project.

Table 12: Indicators used for monitoring of engagement in REDD+ readiness

Focus	Type	Applicability	Indicator	Baseline	Target	Sources of verification	Frequency of data collection
Participation	General	Nationwide	% of invited participants show up in meetings	Calculate for 2015-2016	>50%	Meeting reports	3 months
		Nationwide	Number of women or women groups invited	Calculate for 2015-2016	>5	Meeting reports	3 months
		Nationwide	% of invited women speaking in public meetings	Calculate for 2015-2016	>30%	Video/audio tapes	3 months
		Nationwide	% of invited women participating in decision-making meetings	Calculate for 2015-2016	>30% ⁶	Meeting reports	3 months
		Nationwide	% of invited youth speaking in public meetings	Calculate for 2015-2016	>30%	Video/audio tapes	3 months
		Nationwide	% of invited youth participating in decision-making meetings	Calculate for 2015-2016	>30%	Meeting reports	3 months
		Nationwide	% of active multipliers	N/A	>80%	Phone calls to stakeholders	3 months
		Tribal areas (interior)	Number of focus groups/meetings held with women on REDD+-specific subject	Calculate for 2015-2016	>10 (one for each tribe)	Observation/RAC reports	3 months
			Number of focus groups/meetings held with youth on REDD+-specific subject	Calculate for 2015-2016	>10 (one for each tribe)	Observation/RAC reports	3 months
			Number of barriers/constraints to women participation (time, location etc.)	Set baseline in community mapping	Set target based on baseline	TBD	TBD
			% of women in RAC	<10%	>15%	Signed contracts	6 months
			% of youth in RAC	<10%	>15%	Signed contracts	6 months

Focus	Type	Applicability	Indicator	Baseline	Target	Sources of verification	Frequency of data collection
Participation	Specific	Awareness meeting	% of participants sensitized and learned about specific REDD+ topic	N/A	>60%	Awareness questionnaires/ quizzes	3 months
		Strategic meeting	% of invited participants participate in discussion for formulating/setting direction	N/A	>50%	Video/audio tapes	3 months
		Information meeting	Number of shared goals set by participants	N/A	>1	Meeting reports	3 months
			% of stakeholders releasing information	N/A	>60%	Meeting reports	3 months
		Validation meeting	% of planned issues are validated by participants	N/A	>80%	Meeting reports	3 months
			Number of barriers listed against planned issues	N/A	0	Video/audio tapes	3 months
		Decision meeting	% of taken decisions versus decisions proposed	N/A	>80%	Meeting reports	3 months
Support meeting	% of invited supporters providing support	N/A	>50%	Commitment letters, bank records	3 months		
Grievance and conflict	General	Nationwide	Number of recurring topics/unsolved issues	Calculate for 2015-2016	<3	Video/audio tapes	3 months
		Nationwide	% of registered grievances resolved	N/A	>90%	Grievance database PMU	3 months
		Nationwide	Number of unresolved conflicts between stakeholders (incl. PMU)	N/A	0	Meeting reports	3 months
Reporting	General		% of engagement progress reports accepted by donor/project board	N/A	100%	Progress report	3 months

7.3.2 Evaluation

Evaluating engagement should be part of a larger evaluation process including all REDD+ readiness components. **The goal of the evaluation process is to analyze engagement data through the biannual report. The project board is responsible for evaluating engagement.** They can also ask other actors to help them with evaluating engagement, if deemed necessary. One such an actor can be the MGC because they will have valuable information regarding grievances on engagement. The main focus of the Project Board is to identify gaps, constraints and suggest ways to improve engagement. Some general questions the Project Board may pursue during the evaluation are:

1. What are the gaps? What is and what is not working? The evaluation has to address analyze the efficacy of all components of engagement.
2. How effective is the system in resolving REDD+ related issues for vulnerable groups: youth, women, tribal communities? What actions would increase effectiveness?
3. What kind of demonstrable change is engagement making, for the program management and for the stakeholders?

The outcome of the biannual evaluation will be put back into the process as a way of learning and adapting to the needs of the stakeholders.

Information coming from the biannual evaluation will be used by the PMU to learn about ways to improve engagement. The evaluation outcome will be send back to the PMU- community liaison officer and this expert will make changes in the design and coordination of engagement efforts in collaboration with PMU staff and other coordinating bodies (SBB and Ministry RO). Here, the community liaison officer will look at ways to have improve programmatic tools, such as indicators for monitoring and ways to present data and analysis.

Programmatic tools, once developed, should be included in the overall planning of engagement. This engagement plan serves as the main planning framework for engagement, and therefore adjustments will be made to this plan, as a result of new insights.

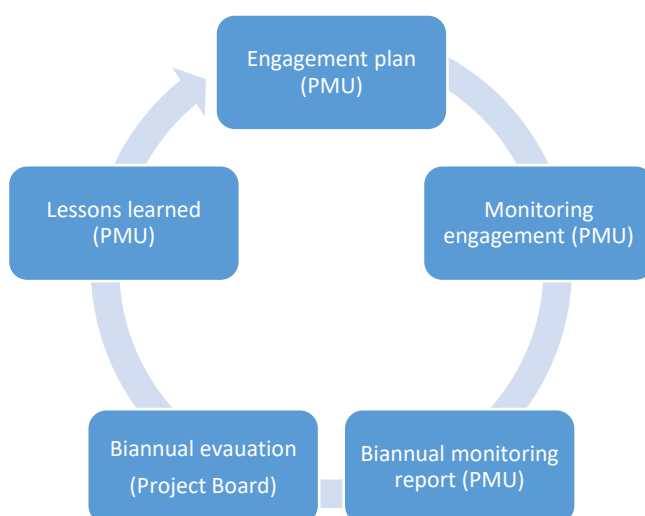


Figure 18: Adaptive learning cycle for continuous improvement of stakeholder engagement

Chapter 8

Integrated Action Plan

This chapter provides an action plan for engagement and an indicative budget for the planned engagement activities.

8.1 Action plan

Stakeholders engagement activities will be executed in three overlapping phases. For the purpose of overview, we will present these three phases separate in this action plan.

Phase 1: Institutional capacity building (0-4 months): The first phase focuses on institutional capacity building within the entities that are necessary to execute and oversee engagement. During the preparatory phase, the coordinating bodies (PMU, SBB, DC and RAC) and supervisory and grievance bodies (Project board and MGC, respectively) are prepared for their engagement tasks.

Phase 2: Execution phase (0-12+ months): The second phase consists of the actual execution of engagement activities. Engagement activities will be executed during this phase according to the guidelines for the different activities outlined in Chapter 5. An important aspect of effective execution is to minimize costs, especially the high-costs associated with tribal meetings. Tribal meetings require intensive travel from remote places and this puts pressure on the budget. Therefore, we will combine meetings, as much as possible, to reduce costs.

Phase 3: Monitoring and evaluation phase (6-12+ months): The third phase includes the actual monitoring and evaluation of engagement activities through a structured framework. During this phase, the PMU and the project board will be responsible for gathering monitoring data and preparing the biannual report, after which the evaluation will occur.

An overview of the action plan is given in Table 13. This plan gives an overview of a logical flow of engagement activities so the PMU can easily follow and link the different processes.

Table 13: Action plan for stakeholder engagement

Phase	Activity	Coordinating body	2017															
			Q1			Q2			Q3			Q4			Q1			
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Phase 1: Institutional capacity building																		
	Prepare and deliver training for PMU, SBB, DC, Project board and MGC	Community liaison officer	T1	T2	T3	T4												
	Prepare and deliver training for RAC	TBI	T1		T2		T3											
	Set up monitoring and reporting structure	Community liaison officer																
Phase 2: Engagement activities																		
Supervision	Project board engagement	Community liaison officer																
	MGC engagement	Community liaison officer																
Information sharing	Awareness meeting in West Suriname	Communication officer																
	Awareness meeting in South Suriname	Communication officer																
	Awareness meeting in Mid Suriname	Communication officer																
	Awareness meeting in Upper east Suriname	Communication officer																
	Awareness meeting in lower east Suriname	Communication officer																
	Media campaigns	Communication officer																
	Walk-in school	PMU																
	Presentations at stakeholder locations	PMU																
	High-level round table	PMU																

Phase	Activity	Coordinating body	2017															
			Q1			Q2			Q3			Q4			Q1			
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Phase 2: Engagement activities																		
	Social media	Communication officer																
	Local theatre	Communication officer																
	Pre-meetings indigenous peoples and maroons	Community liaison officer																
Short term studies	DoD	SBB																
	SESA	PMU																
	REDD+ funding dialogue and strategy	PMU																
	FGRM	PMU																
	FPIC protocol development	PMU																
	FREL/FRL	SBB																
Long term undertaking	REDD+ Strategy	PMU																
	Land rights study and consensus	PMU																
	NFMS	SBB																
Phase 3: Monitoring and evaluation																		
	Gathering of monitoring data	PMU, SBB																
	Preparation of biannual report	PMU								17								
	Biannual evaluation	PMU, Project board																

¹⁷ Baseline

8.2 Indicative Budget

An indicative budget for the activities outlined in the previous section is given in Table 14 (compiled by NIMOS).

Table 14: Overview of costs per engagement activity

Activity	Description	Indicative budget (US\$)
Phase 1: Institutional capacity building		
Prepare and deliver training for PMU, SBB, DC, Project board and MGC	1-day training on multi-stakeholder processes, 30 participants. Costs for venue (if not NIMOS), food, training materials and trainer fees	500
	4-day training on communities, 30 participants. Costs for venue (if not NIMOS), food, training materials and trainer fees	3,000
	1-day training on monitoring and reporting, 20 participants. Costs for venue (if not NIMOS), food, training materials and trainer fees	500
	4-day training on engagement, grievance and conflict, 30 participants. Costs for venue (if not NIMOS), food, training materials and trainer fees	3,000
Prepare and deliver training for RAC	Training #2, 2-day field training, 25 participants. Costs for participant travel, lodging, food, trainer fees and venue	5,000
	Training #3, 2-day field training, 25 participants. Costs for participant travel, lodging, food, training materials, trainer fees and venue	5,000
	Training #4, 2-day field training, 25 participants. Costs for participant travel, lodging, food, training materials, trainer fees and venue	5,000
Set up monitoring and reporting structure	Computer with MS office and storage facility (cloud/server)	0

Phase 2: Engagement activities		
Awareness meeting in West Suriname	One-day meeting, estimated 80 participants. Costs for participant travel, venue, food, lodging and facilitator fees	5,000
Awareness meeting in South Suriname	One-day meeting, estimated 80 participants. Costs for participant travel, venue, food, lodging and facilitator fees	6,000
Awareness meeting in Mid Suriname	One-day meeting, estimated 80 participants. Costs for participant travel, venue, food, lodging and facilitator fees	4,000
Awareness meeting in Upper east Suriname	One-day meeting, estimated 80 participants. Costs for participant travel, venue, food, lodging and facilitator fees	4,000
Awareness meeting in lower east Suriname	One-day meeting, estimated 80 participants. Costs for participant travel, venue, food, lodging and facilitator fees	6,000
Media campaigns	See communication strategy and budget	N/A
Walk-in school	Two-hour session every week. Costs for venue (if not NIMOS) and refreshments	5,200
Presentations at stakeholder locations	PMU operational budget, no extra costs (only time)	N/A
Social media	See communication strategy and budget	N/A
Local theatre	See communication strategy and budget	N/A
Pre-meetings indigenous peoples and maroons	Meeting every quarter, estimated 80 participants. Costs for participant travel, venue, food, lodging, materials and facilitator fees	24,000
Short term studies	See budget of PMU for studies	0
REDD+ Strategy	PMU and SBB operational budget	N/A
Land rights study and consensus		
NFMS		

Phase 3: Monitoring and evaluation		
Gathering of monitoring data	PMU operational budget	N/A
Preparation of biannual report	PMU operational budget	N/A
Biannual evaluation	PMU operational budget	N/A
Total		\$76,200

Annexes

Annex 1: FACILITATIE PLAN

WAT GA IK PRECIES DOEN?		Wat heb ik nodig?	Check ✓
Wat is het onderwerp van de vergadering/krutu-hoe ga ik het noemen?			
Wat is de belangrijkste boodschap die ik wil overbrengen?			
Wat wil ik hebben bereikt als de vergadering/krutu is afgelopen?			
Hoe ga ik de vergadering/krutu aankondigen en wie nodig ik uit?			
Hoe ga ik de mensen motiveren om mee te doen?			
Hoe ga ik de tijd verdelen in de krutu? (agenda)			
Hoe ga ik snacks en drinken verdelen?			

WAAR GA IK DE VERGADERING/KRUTU HOUDEN?		Wat heb ik nodig?	Check <input type="checkbox"/>
Welke locatie is goed voor 20-100 mensen om te zitten?			
Is er genoeg plaats om activiteiten te kunnen doen met de groep?			
Hoe ga ik de stoelen regelen om mensen zo goed mogelijk te laten meedoen?			
Waar worden de snacks en drinken verdeeld?			
Zijn er toiletten in de buurt?			
Is er plaats om kleinere groepen te laten praten (na se)?			
Waar gaat de plaats zijn om de belangrijkste punten voor de groep op te schrijven? (indien nodig)			

HOE GA IK DE VERGADERING/KRUTU HOUDEN?		Wat heb ik nodig?	Check ✓
Hoe ga ik het onderwerp bespreken? Hoe weet ik dat het onderwerp goed is overgebracht?			
Hoe ga ik de belangrijkste punten steeds herhalen? Door ze op te schrijven of door praten?			
Hoe ga ik discussie met de groep starten? En hoe ga ik door als er geen discussie meer is?			
Hoe ga ik ervoor zorgen dat de groep energie heeft en dat niemand zich verveelt en/of wegloopt?			
Wie helpt mij in de vergadering/krutu? en wat gaat hij/zij precies doen?			
Wie houdt de tijd in de gaten? En wat ga ik doen als de vergadering/krutu langer door moet gaan?			
Wie gaat het presentatie lijst en rapport invullen en zorgen dat ze bij de REDD+ organisatie terechtkomen?			

Annex 2: RAPPORT VAN DE FACILITATIE

VERGADERING/ KRUTU Groep naam:	Plaats:		
	Datum:		
	Tijd:		
	Naam van Facilitator 1:	Naam van Facilitator 2:	Naam van de schrijver van het rapport:

Bijgevoegd: Participantenlijst

1. Wat waren de belangrijkste resultaten van deze vergadering/krutu?

.....

.....

2. Wat waren de belangrijkste problemen (en eventueel oplossingen) die naar voren zijn gebracht?

.....

.....

.....

3. Waar moet er rekening mee worden gehouden in het vervolg?

.....
.....

4. Hoe hebben de participanten zich gedragen?

- GOED MATIG SLECHT

Waarom zeg je dat?.....

5. Hoe hebben de participanten geparticipeerd in de vergadering/ krutu?

- GOED MATIG SLECHT

Waarom zeg je dat?.....

6. Heb je nog andere opmerkingen?

.....

Annex 3: Sample form for representation in REDD+ readiness

REDD+ Readiness Representation Form				
Personalia				
Village name				
River name				
Village head name				
Contact phone	1st	2nd		
BO/RR name				
Contact phone	1st	2nd		
Representation				
<i>Component</i>	<i>Representative(s)</i>	<i>Mandate</i>		
		<i>Decision-maker</i>	<i>Technical input</i>	<i>Observer</i>
REDD+ strategy				
Feedback and grievance redress				
FPIC				
Environmental and social risk assessment				
Drivers of Deforestation				
Land rights and tenure				
Safeguards				
REDD+ funding				
Forest reference levels and monitoring				
Signature				
Name		Date		