

OROMIA REDD+ PROGRAM

CONSULTATION AND PARTICIPATION PLAN

Final Report

END HUNGER >>> GROW FARMING
FARM AFRICA

**Addis Ababa, Ethiopia
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Acronyms

C & P	Consultation and Participation
CRGE	Climate Resilient Green Economy
CSO	Civil Society Organization
ER	Emission Reduction
FCPF	Forest Carbon Partnership Facility
FDRE	Federal Democratic Republic of Ethiopia
GHG	Green House Gas
GoE	Government of Ethiopia
NGO	Non-Government Organization
MRV	Monitoring, Reporting and Verification
OBoFED	Oromia Bureau of Finance and Economic Development
OFLP	Oromia REDD+ Program
OFWE	Oromia Forest and Wildlife Enterprise
ORTWG	Oromia Region Technical Working Group
PFM	Participatory Forest Management
REDD+	Reducing Emission from Deforestation and Forest Degradation
R-PP	REDD+ Preparedness Proposal
TF	Task Force

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Executive summary

Ethiopia is one of the countries participating in the World Bank Forest Carbon Partnership Facility (FCPF), and is at the stage of piloting selected REDD+ projects. Oromia regional state is selected to implement the first pilot, which is called Oromia Forested Landscape Project (OFLP). The project is a multi-sector investment involving forestry, agriculture (Crop and livestock) and biomass energy, all implemented from a landscape perspective.

The success of the project will depend on active participation and support of all concerned stakeholders such as forest dependent communities, private sector and government and non-government organizations. This requires well designed consultation and participation (C & P) work plan and implementation. This document, which is C & P work plan for the OFLP, is prepared to guide how to ensure all-inclusive and effective engagement of relevant stakeholders. By doing so it intends to increase the relevance of the project, ensure ownership and accountability, and to build and improve relationships between all stakeholders from design to all through Emission Reduction phase including in Monitoring, Reporting and Verification (MRV).

A structure for reaching out to all levels of stakeholders from federal to grassroots (local communities) and effectively handling the C & P process is crucial. This document proposed a four level structure stretching from regional level through zone and woreda to kebele (community) level. At the regional level, the Oromia Regional Technical Working Group (ORTWG) in consultation with OFLP coordination unit will lead the C & P process. For lower level administrative structure (zones, woredas and Kebeles) establishment of C & P taskforces are suggested. All relevant stakeholders to participate and to be consulted in the OFLP have also been identified, and their roles described. Furthermore, issues for C & P of the various stakeholders at the various phases of the project also identified. Finally, mechanisms for addressing grievances and conflicts probably arising from the project are presented.

Background to Oromia Regional State

Oromia National Regional State is one of the nine Regional States in the Federal Democratic Republic of Ethiopia (FDRE) (Figure 1). Geographically, the Region extends from 3° 24'20" – 10° 23'26"N latitudes and 34° 07'37"- 42° 58'51"E longitudes. The Region shares borderlines with all the Regional States in the country except Tigray (OBoFED, 2008). It also borders with the Republic of the Sudan in the west and Kenya in the south (OBoFED, 2008). With the total of 363,136 km² land area, Oromia is the largest Regional State in Ethiopia; accounting for about 34.3 per cent of the country's total area. Administratively, the Region is divided into 18 zones, 304 woredas (39 town and 265 rural woredas), more than 6,342 rural and 482 urban Kebeles.

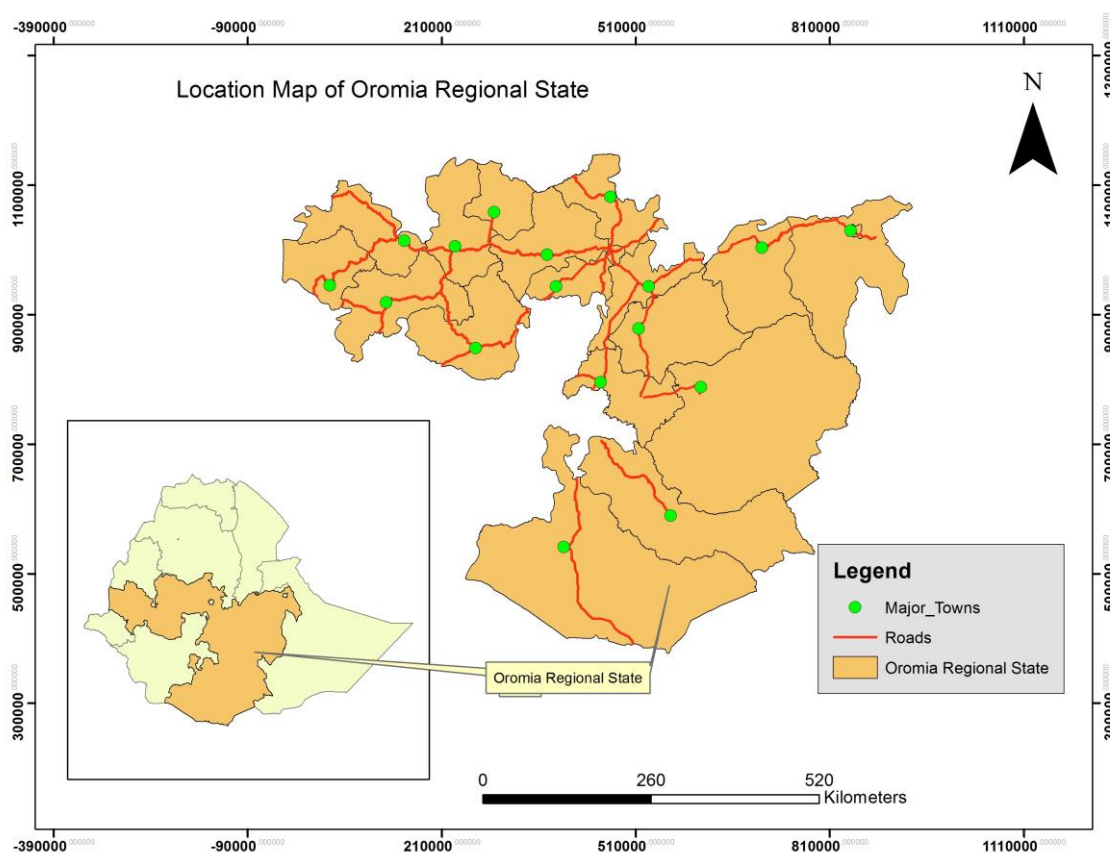


Figure 1. Location Map of Oromia Regional State within Ethiopia with its major towns and road network.

The 2007 census (CSA, 2007) reported the total population in Oromia Regional State at 27,158,471, of which 13,676,159 were men and 13,482,312 were women; urban inhabitants represent 11.3 per cent or 3,370,040 of the total population. With this population size the Region is the largest in terms of population size as well.

The Region is of incredible ecological and cultural diversity. Ecologically it covers the range from arid to semi-arid ecosystems in the lowlands inhabited by pastoralists and agro-pastoralists to highlands with montane forests and afro-alpine ecosystems

inhabited mainly by mixed agriculturists. Agriculture in the highlands comprises mixed cropping and livestock production, with cereals predominating in the Eastern and the North Central Highlands and the Rift Valley. Coffee and mixed enset, root crops and cereals predominate in the South-western South Central Highlands. In the Southern lowlands extensive pastoralism occurs, whilst in the tsetse infested Abay and Western lowlands shifting cereal cultivation predominate.

Vegetation cover of Oromia accounts for about 69% of the total area of the Region. The region is endowed with Afro-Alpine and Sub-Afro Alpine, High forest, Woodland, Riverine, Grassland, Plantations, Bamboo forests and Shrublands. It is the most forested regional state in the country (WBISPP, 2004; Table 1). According to the WBISPP (2004) the regional state holds 2.54 million high forests (Figure 2), close to 63% of the high forest in the country (Table 1). It also holds 34 and 29% of the woodlands and shrublands of the country respectively (Table 1). Whereas according to FAO (2005) Oromia holds 6,964,292 ha of forest out of the total 13,480,026 ha forest estimated to exist in the country.

Table 1. Forest resources of Oromia Regional State (based on WBISPP, 2004)

Forest types	Coverage (Ha)		% of total national coverage
	Ethiopia	Oromia	
High forest	4,073,213	2,547,632	62.55
Woodlands	29,242,949	9,823,163	33.59
(High woodland)*	9,632,616	4,869,511	50.55
Shrublands	26,400,200	7,750,422	29.36
Plantation	509,422	61,795	12.13
Total	69,858,400	25,052,523	35.86

* The area indicated here is part of the woodland area presented in the row above it. In some reports the woodlands are divided into high woodland and low woodland

With a rapidly increasing population in Oromia, cultivation land is expanding. Agricultural land expansion and encroachment into forest land is the primary driver of deforestation in the region. This is followed by unsustainable harvest for biomass fuel. Regionally, bio-fuels provide 99.5 % of the total (rural and urban) domestic energy supplies, with 81 % derived from woody biomass, 4 % from crop residues, 14 % from dung and 1 % from charcoal (WBISPP, 2002). The Regional State is losing the highest area of forest annually with the annual rate of deforestation estimated at 1.16 % (WBISPP 2004).

The need for improved forest management in Oromia is long felt. To this end, the Regional State has taken exemplary measures to improve the regional forest resources first by developing regional forest proclamation in 2004 in which the regional state boldly recognized the role of local communities; hence officially

recognized Participatory Forest Management (PFM) as one model of forest management in the Region. This was followed by the establishment of a dedicated forest managing regional body called Oromia Forest and Wildlife Enterprise-OFWE in 2007 (first established as Oromia Forest Enterprises Supervisory Agency in 2007, and then restructured as OFWE in 2009). This regional body has taken concession of major forests – natural and planted- to administer and manage. These regional actions coupled with its possession of largest forest resources that are under severe threats of deforestation and degradation has finally put Oromia Regional State to be the front runner and to be selected as the first pilot region to exercise the country's REDD+ project through the FCPF of the WB.

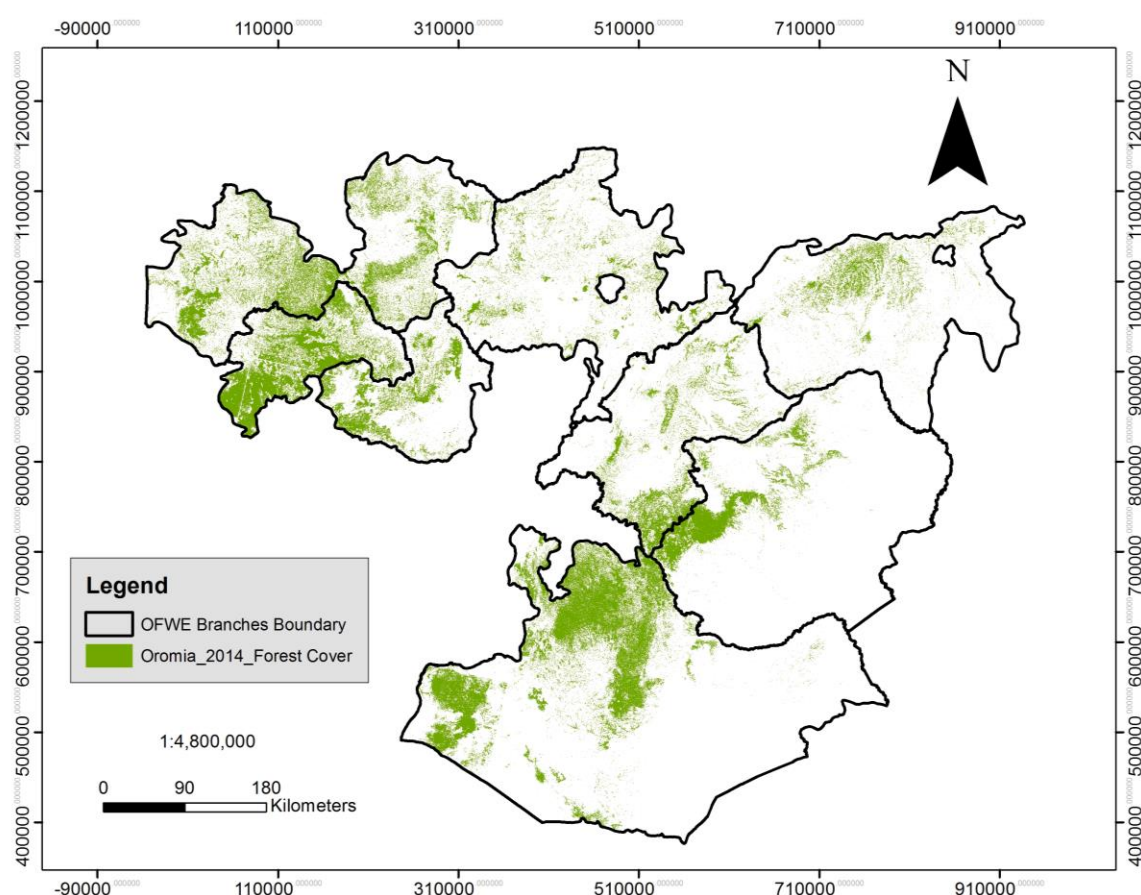


Figure 2. High forests of Oromia, and the geographical distribution of the nine OFWE branches within the regional state

REDD+ Initiatives in Ethiopia

Ethiopia is not a major emitter of greenhouse gases (GHG), but possesses huge actual and potential capacity to store carbon. Currently ca. 2.7 billion tons of CO₂e is estimated to be stored in more than 12 million hectares of forests and woodlands of the country (Moges and Tenkir, 2014). With its current potential carbon stock, Ethiopia can be said a carbon store house in the horn of Africa region (Moges and Tenkir, 2014). Managing the actual and potential carbon stock of the country can

play considerable role in global efforts to mitigate climate change. However, because of deforestation and forest degradation driven by many factors and agents, principally smallholder farmland expansion and unsustainable large volume of fuelwood harvest and illegal timber, there is large loss of the forest carbon stock of the country.

Furthermore, Ethiopia's ambition to become a middle income country by 2025 will inevitably emit large GHGs should the country follow a business as usual scenario (CRGE, 2011). However, the country has chosen to follow a carbon neutral green economic development pathway. As part of this green economic growth vision, Ethiopia has designed and is implementing a number of sectoral initiatives that can neutralize GHG emissions expected. For the forest sector, REDD+ (Reducing Emissions from Deforestation and Degradation) is one of the strategic approach, and is identified as a priority area for fast tracking green investments. Through REDD+, the country is expecting to reduce to zero the emission level of 90 M tCO₂e expected from the forest sector under the BAU scenario by 2030, and gain additional 40 M tCO₂e ER in the form of sequestration due to afforestation, reforestation and forest management activities; bringing the total forest sector ER contribution to 130 M tCO₂e (CRGE, 2011).

The process of REDD+ in Ethiopia has begun with the Bale Eco-Region Sustainable Management program of Farm Africa/SoS Sahel. The program has identified REDD+ mechanism as a system to ensure a sustainable financing mechanism to ensure a post project sustainability of a new form of forest management arrangement called PFM it has introduced in the eco-region. The REDD+ was also targeted to generate financial incentive for the efforts of the local communities organized into cooperative and engaged in forest management as a reward for their time and energy invested and to ensuring improved forest management and reduction of deforestation in the eco-region. The Bale project has produced its Project Idea Note (PIN) in March 2008. Concomitant with this, the country has expressed interest to participate in the World Bank's Forest Carbon Partnership Facility by submitting its county PIN in July 2008. These initiatives have evolved into a national scale discussions leading to the mainstreaming of the mechanism, which peaked in its integration into the CRGE strategy of the country.

Following the acceptance of the country to participate in the WB's FCPF, Ethiopia has prepared its R-PP in 2010-2011, while the Bale project has developed in a more REDD+ dedicated project called Bale Eco-Region REDD+ project. The R-PP has led to the establishment of several national scale committees and technical working groups and then to the establishment of national REDD+ secretariat. The R-PP of Ethiopia was approved in March 2011, and a grant agreement of implementation with the World Bank was signed in October 2012.

Ethiopia has already begun the piloting phase of the R-PP by selecting Oromia regional state. The Oromia pilot, called the Oromia REDD+ Program (OFLP), was initiated in March 2013. Oromia region was selected as the first pilot region for a number of reasons that include:

- the region hosts the largest high forest cover of the country (69% of the total natural high forests in the country, also equivalent of 2.547 million hectares, is found within Oromia);

- the region also experiences the highest deforestation and forest degradation rate in the country (WBISSP, 2004);
- comparatively better readiness observed in the region mainly due to better forestry institutional setup (i.e. existence of Oromia Forest and Wildlife Enterprise-OFWE), and
- presence of advanced REDD+ pilot projects in the region, hence better experience in REDD+ projects.

The Oromia pilot will focus on reducing GHG emissions from deforestation and forest degradation, and enhancing land based carbon absorption across the region by promoting a series of management activities targeting forests, woodlands and adjacent farmlands; hence the name ‘forested landscape project’. Under this initiative a total of most Afromontane forests and adjacent woodlands within Oromia Regional State will be targeted to reduce carbon emissions and attract revenues that foster sustainable growth and improve livelihoods of rural communities. This multi-sectoral (mainly involving forestry, agriculture (crop + livestock) and biomass energy) program is expected to contribute to strengthen collaboration and coordination across sectors within region and with the Federal government as well. The OFLP is also expected to inform the national REDD+ readiness process. The program will be nested within the national REDD+ strategy. The investments and activities carried out through the OFLP will be consistent with the CRGE vision and the REDD+ Readiness process at the national level.

The Need for Consultation and Participation Plan

The Oromia REDD+ Project was initiated in March 2013 as a pilot for the country’s REDD+ mechanism. The successful implementation of the project requires comprehensive and transparent consultation and engagement of all ranges of stakeholders within the region, and those relevant at Federal level. The project should ensure that any activities related to it will not and should not cause adverse social and environmental impacts to stakeholders, and the consultation is an important element in making sure that this will not happen.

Furthermore, multi-stakeholder C & P is critical for effective implementation of REDD+ in many ways. Firstly, forests are the direct source of livelihoods and safety net for millions of households and the support of these community members is a key prerequisite for implementing the REDD+ program. Second, REDD+ has several benefits but also involves potential risks. For the REDD+ program to succeed in the long term, these benefits and risks should be transparently and collectively assessed, and known to the beneficiaries and affected by the risks. Third, the risks should be clearly identified and mitigation strategies designed and agreed upon collectively by involving the stakeholders early on. Fourth, there is a significant information vacuum at the national and local level regarding REDD+ today in Ethiopia, therefore, through C & P all stakeholder groups be made aware ensuring they have full information and understanding so that they will play a crucial role in designing effective and more sustainable REDD+ policies and programs.

In general, proper, two-way consultation and participation process (top – down and bottom – up) is essential to increase program relevance, ensure ownership and

accountability, and to build and improve relationships between all stakeholders. This has the benefit of avoiding potential conflicts and any unanticipated social and ecological risks during implementation that could emerge as a result of lack of transparency. This C & P plan is prepared to ensure effective engagement and participation of all ranges of stakeholders in the OFLP from design and emission reduction phases.

Consultation and Participation Plan as Described in the R-PP

Ethiopia has been engaged in REDD+ process since 2008 following the approval by the World Bank to include the country in its FCPF program. Then a REDD-Readiness Proposal (R-PP) was developed in 2010, approved in 2011 but officially launched in 2012. R-PP is a document outlining key activities that need to be implemented by the country to develop REDD+ implementation capacity at a national scale. Among the many key activities to be implemented during the readiness phase, establishing pilot projects is included as major task, which OFLP is an example, and consultation and participation with broad range of stakeholders is crucial. Accordingly, during the R-PP document preparation and afterwards, a number of C & P activities have been conducted at various levels.

The national R-PP also emphasizes the need for effective consultation of stakeholder, and outlines a number of advantages of it. Effective C & P provides the advantage of incorporating the voices and views of the often voiceless disfavoured forest-dependent people into the design of strategic options for addressing drivers of deforestation and forest degradation; thereby avoiding a REDD+ implementation based solely on the assumptions of professionals. The contribution of the forest-dependent people is essential for the success of REDD+ programs as these actors are the one that reside close to the forest and have a huge influence in reversing drivers of deforestation and in ensuring better forest management. Communities' participation and trust in the design of REDD+ project is fundamental to ensure permanence of Emission Reduction (ER) and improvement in forest ecosystem management. For this the community should analyze and understand that incentives from REDD+ based forest management, including direct and indirect incentives (e.g. ecosystem services) will outweigh the opportunity cost. This therefore requires a well designed C & P approach and transparent discussion to ensure that perceptions on the balance between incentives and opportunity costs are properly understood, and that the challenges to this balance and strategies to address them are collectively identified and agreed upon. Some of the benefits of C & P outlined in the R-PP include among others:

1. **Support development of more relevant, effective and coherent strategies:** considering the views and interests of all forestry stakeholders (including those in other affected sectors such as agriculture) helps develop rounded REDD+ strategies; fresh ideas and more relevant outcomes emerge when a wide range of perspectives are considered, particularly those of local forest users
2. **Enhance ownership of REDD+ strategies:** institutions and individuals represented in the REDD+ strategy development process are more likely to implement the resulting strategies because of an increased feeling of ownership over the strategies; participatory strategy development may take more effort than

centralized decision making, but it results in more effective and acceptable strategies, making it a more cost-effective process in the long term

3. **Increase accountability:** when forestry decision-makers engage more with people affected by forestry they tend to become more accountable and aware of the consequences of their decisions, and thus make better informed decisions
4. **Reduce conflicts through improved relationships:** relationships among stakeholders in REDD+ strategy development have been and will be improved through increased understanding, trust and confidence; a participatory REDD+ strategy development process provides opportunities for constructive confrontation, for expressing grievances and dealing with them, and for avoiding misunderstandings that can lead to conflict
5. **Raise profile and greater support for forestry:** a participatory REDD+ strategy development process creates a more effective and accountable forest sector with more positive environmental, social and economic outcomes, and all of these positive results help increase the opportunities for support and investments in forestry
6. **Sharing of knowledge:** C & P process creates platforms where multi-stakeholders with different backgrounds, knowledge and skill are brought together and communicate. This creates an opportunity for sharing knowledge and exchange experiences.

Objectives of the Oromia REDD+ Program C & P plan

The overall objective of the Consultation and Participation plan is, therefore, to provide a framework and platform for a two way dialogue between government of Oromia and all stakeholders of the OFLP. The specific objectives of the consultation and participation plan are to:

- promote dialogue among stakeholders (governments (all levels), communities, civil societies/NGOs, private sector and implementing agencies) to ensure their engagement in the program from the design phase to implementation and monitoring;
- ensure that OFLP activities and implementation frameworks are understood by local stakeholders as much it is by program designers. This will provide opportunities through which the voices and experiences of key stakeholders are captured and incorporated in decision making at all levels;
- ensure transparency in all aspects including in equitable share of costs, risks and benefits by all stakeholders and sectors (forestry, agriculture and energy) at all levels, and
- comply with the international laws relevant to human rights and the world Bank policy on environment and social safeguards.

Basic Principles of the C & P Process¹

The design and implementation of the OFLP will be guided by the following core principles:

- **Transparency and accountability:** all aspects of the OFLP from design, implementation and during monitoring should be discussed and communicated transparently to all stakeholders at all levels. In the case of the OFLP, all stakeholders will have full and equal access to all information about the project;
- **Inclusiveness:** the program should identify and involve all ranges of relevant stakeholders. It is important to establish structures and mechanisms to manage the process which includes a broad range of relevant stakeholders at the national and local level, particularly local communities. It is also crucial to have participatory forums and structures at the local level to ensure active engagement of local stakeholders.
- **Participatory:** Effective forest governance within OFLP will entail genuine ownership by all relevant stakeholders. To build mutual understanding and the acceptance of project, the project will take time to discuss on the whole processes; and facilitate collaboration and consensus. The program implementation should learn by doing, and be flexible enough to incorporate new ideas, approaches and stakeholders as they emerge and found necessary to include.
- **Mechanisms for grievance, conflict resolution and redress must be established:** The OFLP should establish a mechanism where stakeholders could submit concerns/grievances and get feedback throughout the implementation of the OFLP.

The C & P Management Structure

Given the relatively vast forested landscape within Oromia, the C & P process in the OFLP will require reaching out to huge number of stakeholders across vast territory. It will cover forested areas and their adjacent landscapes within Oromia regional state, and will be conducted at all levels of the government structure covering regional, zonal, woreda, kebele and village levels. This is difficult to manage with few individuals or small organ placed at a regional level in Addis Ababa. A system of structure at all administrative level that support and facilitate effective consultation and participation of stakeholders need to be developed. Putting such a system in place reduces implementation cost particularly that of C & P process, while also enhancing efficiency in the program implementation. At regional level the C & P process will be handled by a regional task force (TF) that is composed of a team of 4 to 5 represented by core sectors and that are also members of the Oromia Regional Technical Working Group. The core sectors are:

1. agriculture (from Oromia Bureau of agriculture),
2. energy (from Oromia Water and Energy Bureau),
3. land (from Oromia Bureau of land administration), and

¹ FCPF FMT Note 2009-2; *National Consultation and Participation for REDD*

4. forest (from OFWE).

This TF should also include one representative from CSO/NGOs. The TF will be chaired and facilitated by the Oromia REDD+ program coordination unit social safeguard specialist. At lower administrative levels (zone and woredas levels) a similar task forces composing representatives of similar sectors will be established (Figure 3). The composition of these subsequent lower administrative level TFs, their duties and other descriptions are presented in table 2. The TFs will be responsible to support and coordinate the implementation of the C&P plan at their respective administrative levels and at higher level are accountable to the Oromia REDD+ program coordination unit (Figure 3).

The structure proposes a three level (regional, zonal, woredas) TFs as shown in figure 3. At the regional scale the task forces will be established out of the already existing Oromia Region Technical Working Group (TWG) but composing experts from core sectors as described above. The TFs at all levels will be responsible to promote effective C & P process and empowerment of stakeholders at their respective levels to ensure that the program informs benefits and risks and also be informed of risks and concerns from the stakeholders; hence the program is well streamlined and accessed by all categories of stakeholders at all levels. The task forces will be coordinated by the Oromia REDD+ coordination unit and supported by the National REDD+ secretariat.

The taskforce composition at each level shall target representation from all sector offices including representatives from special groups such as women and youth focused offices (institutions) and CSO representatives at the respective levels (Table 2). The taskforce will, therefore, include representatives of major government stakeholders and partners of OFLP (CSOs and NGOs), and employ them to undertake the role of conducting the consultation and participation process.

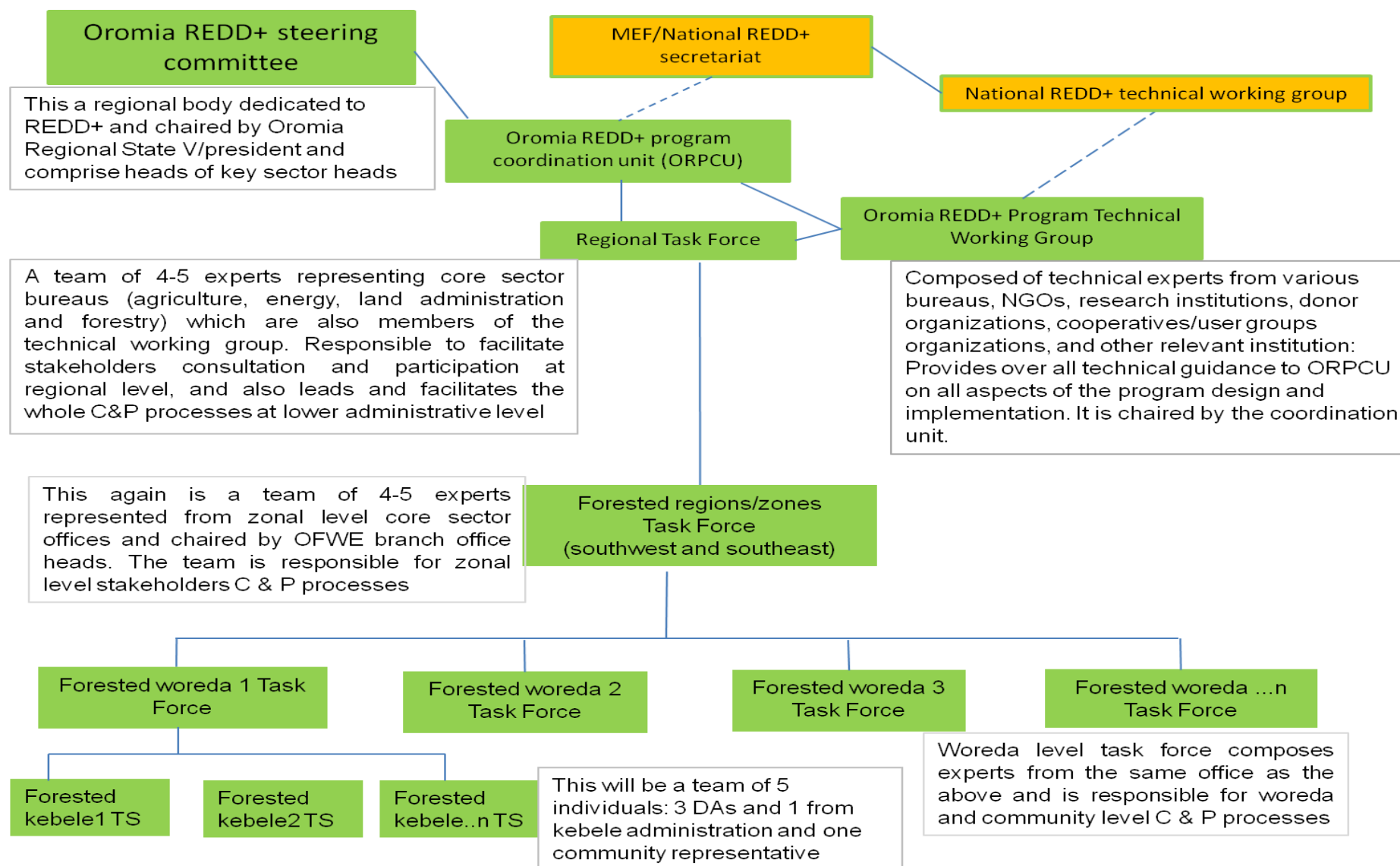


Figure 3. Structure of C & P for the Oromia REDD+ Program

Table 2. The composition of the taskforces at the various administrative levels

Regional Task Force	Forest Region Zonal taskforce	Forested Woreda taskforce
<p>Description:</p> <p>This taskforce will be established out of the regional technical working group members; an already existing establishment. The task force composes of representatives of major sectors such as agriculture, energy, land and forest, CSO/NGO, and will be chaired by the Oromia REDD+ program coordination unit social safeguard specialist)</p>	<p>Description:</p> <p>This taskforce will be established at zonal level and will handle C & P processes with zonal level stakeholders including the private sector at such a level. The TF composes similar team as that of the regional level;</p>	<p>Description:</p> <p>This TF handles C & P processes at woredas and community levels. The TF composes team from multi-sector same as the regional and regional level TFs.</p>
<p>Chaired by: OFWE</p> <p>V/Chairperson: Bureau of Agriculture (NRM process owner)</p>	<p>Chaired by: OFWE branch offices</p> <p>V/chair: Zonal office of Agriculture, NRM desk</p>	<p>Chaired by: OFWE district personnel;</p> <p>V/chair person: District office of Agriculture, NRM desk</p>
<p>Members²: Experts from core sectors (Bureau of agriculture -NRM process owner; Bureau of water and energy (representative), Bureau of land administration and environmental protection (representative), representative of CSO/NGO and from OFWE (head quarter: chair person):</p>	<p>Members: Zonal level office of agriculture (NRM desk, crop and livestock desks), office of water and energy (representative), Office of land administration and EP (representative), OFWE office (if any), office of youth and women, CSO/NGO offices, Academic/research institutes; Road authority</p>	<p>Members: District office of Agriculture (NRM, Crop and Livestock desks), office,</p>
<p>Task: This TF is responsible to make sure that all stakeholders at regional level are engaged,</p>	<p>Task: This is a TF that handles C & P at zonal scale and will be responsible for ensuring</p>	<p>Task: This TF is responsible for C & P process at district level. It will handle all aspects of</p>

² **Size of the TS:** from effectiveness and managerial point of view the size of the taskforce should not be more than a maximum of 7. Therefore, while some of the suggested offices can be permanent members, others can be added as associated members should need arise.

<p>informed and participate in the design, planning and implementation of Oromia REDD+ program plus follows and guides all TFs at lower administrative level. The TF members should also be members of the regional REDD+ technical working group. This TF is the highest level committee responsible for the entire C & P process and is responsible to ensure that C & P is conducted effectively and appropriately at all levels. It trains subsequent TFs at lower administrative level and make sure that processes are conducted to the best possible effectiveness. They also collect and review feedbacks, grievances and concerns from stakeholders, and ensure these are incorporated in the subsequent program implementation process.</p>	<p>the C & P plan at zonal level will be effectively handled. It will organize zonal level forum and communicate all relevant issues about OFLP to the zonal level stakeholders.</p>	<p>C & P by organizing as necessary district scale forum</p>
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The C & P taskforces at the subsequent administrative levels support the Oromia REDD+ Program (OFLP) coordination unit in implementing stakeholder C & P process. The OFLP coordination unit will provide overall guidance, technical assistance, enough copies of communication materials and financial support to the taskforces. The coordination unit also oversees to ensure that the consultation and participation process is effectively conducted by the TFs in a two-way communication process (bottom – up and top-down) between itself and the TFs. The Taskforces have the obligation to make sure that issues of gender and underserved groups are considered, and these groups are effectively and sufficiently represented, and their voices being heard and integrated in the process of consultation and participation.

Stakeholder Mapping and Identification of their Roles

Stakeholder analysis is the process of identifying individuals, groups and institutions that are likely to affect or be affected by a proposed action, and sorting them according to their impacts on the action and the impact the action will have on them

(Bryson, 2004). These stakeholders are not necessarily forest sector stakeholders but also those that are engaged in other sectors with direct and indirect linkage to the forest ecosystems. Example in this case are downstream farms that benefit from the ecosystem services provided by the forest, coffee cultivators that benefit from genetic resources of wild coffee in the forest, etc. Successful REDD+ C & P requires detail analysis and mapping of all such stakeholders.

Stakeholders for the OFLP are those groups that have right pertaining to the forests and/or any stake/interest/ related to the forested landscape; those that will be directly involved in the implementation of the REDD+ activities and those that could be affected either negatively or positively by REDD+ activities, particularly the OFLP, being an integrated and multi-sector program by its very nature, affects and will be affected by several government institutions at all levels, CSO/NGOs, groups, individuals, private sector and communities that have various interest, roles and influence on the program. The stakeholders are both forest oriented and non-forested oriented, and those at Federal, regional and local levels, include forest users/dependent groups, crop growers (coffee, cereals, etc). The major forest related stakeholders include relevant government agencies at federal and regional level, formal and informal forest users (principally Forest Managing Cooperatives) and non-cooperative members (but that also depend on several goods and services from the forest in their landscape), livestock owners, urban poor that collect firewood for household consumption or to generate income. Others stakeholders also include research and academic institutes and private sector entities (e.g. coffee investors and traders). The change in forest management regime and the program processes could affect these stakeholder groups differently, and that the nature of influence could be affected by it may be positive or negative. Most of these stakeholders were identified from desk based study and consultation with OFWE and OFLP coordination unit.

The identified stakeholders, their stakes and roles in the OFLP are summarized in the table 3 below.

Table 3. The stakeholders of the program identified and their roles are the following (Note that the list is tentative and can be enriched during the process of C & P process at all levels):

Stakeholder categories	Administrative level	Stakeholders	Description of sector role	Description of cross sector role
Government agencies at various levels	Federal	Ministry of Environment and Forests (MEF)	In collaboration with OFLP coordination unit and national REDD+ secretariat will lead the implementation of the whole project	Integration of operations at national scale and linking the OFLP with CRGE and other national initiatives; Mainstream OFLP in national planning and annual budget allocation; Landscape to harmonize efforts and ensure ER and address drivers of degradation jointly
		Ministry of Finance and Economic Development (MoFED)	MOFED will be responsible for planning the growth plans that will have direct impact on the land use change. It is also responsible in fund mobilization and fund flow between different hierarchy of organization	
		Ministry Water, Energy and Irrigation (MWIE)	In collaboration with regional bureaus of water, energy and irrigation, it will be responsible for energy related component to the project (e.g. stove, fuelwood, dam construction, etc.)	
		Investment commission	This will be responsible in giving overall direction regarding investment as well as in properly ensuring EIA are done when ever investment license are given	
		Transport agency	In collaboration with Road	

			authorities it is responsible for making sure that road building are not harming forest resources	
		Ministry of Mining	To coordinate mineral developments and related investments that may affect forest resources	
		Ministry of Agriculture (MoA)	In collaboration with regional bureau of agriculture will be responsible for agriculture related component of the project (i.e. in addressing agriculture related driver of deforestation)	
		Federal road authority	Will be responsible for issues related to infrastructure (road) development related driver of deforestation	
		Ethiopian Wildlife Conservation Agency (EWCA)	In collaboration with OFWE will support fauna diversity management	
		Cooperative promotion agency	Plays role in local institutional building and strengthening of it such as PFM cooperatives	
		Ministry of tourism and culture	Tourism (eco-tourism) can be positive and negative with respect to forest management, and the ministry can help in regulating this.	
		Ministry of youth and Sport		
		Ministry of education	Play role in curriculum	

			development and human resources production	
		Ministry of Women and Youth	Engagement of women and youth in the project	
		Ministry of Health	In dealing with underlying driver, population growth	
		Ministry of Justice	Support in law enforcement	
		Ministry of Industry	Play role in industrial development regulation as well as in regulating forest product value chain	
		Ministry of mine	Responsible for mining related drivers	
		Ministry of Science and Technology	Carbon neutral technology generation; efficient stove innovation, etc	
		Ethiopian Biodiversity Institute	Role in conservation innovation	
		Ethiopia Broad Casting COFLPoration	In facilitating effective Consultation and participation	
	Regional	Oromia president office	Will oversee the whole project implementation and is chairman of the regional REDD+ steering committee	Coordinating inter-sectoral planning of program implementation; Mainstreaming OFLP in regional development plans, annual budgeting and implementation
		OFWE	Is project proponent	
		Bureau of Agriculture	Responsible in addressing agriculture related drivers of deforestation working in collaboration with OFWE	
		Oromia Road Authority	Will be responsible to reduce impacts of road construction	

			and development on forest resources	
		Bureau of land administration and EPA	Responsible in ensuring new projects and investment will not cause deforestation and forest degradation (i.e. EIA)	
		Bureau of water and energy	Will be responsible for innovation in energy sector and addressing energy related forest degradation (e.g. efficient stove manufacturing and distribution, rural electrification, etc)	
		Bureau of Women and Youth	Will play role in ensuring the participation and role play of youth and women in the regional state	
		Oromia livestock agency	Will make sure that impacts from livestock sub-sector is well addressed	
		Cooperative promotion office	Will play strong facilitation role in ensuring sustainability of forest managing cooperatives	
		Bureau of Urban and Industry	Same as the federal counterpart ministry	
		Bureau of culture and tourism	Same as federal counterpart ministry	
		BoFED	Play crucial role in fund flow and project feasibility appraisal	
		Oromia cooperative promotion agency	Play crucial role in local institution building and	

			strengthening	
		Traditional institutions (Aba Geda)	Play role in mobilizing community, in conflict resolution and mediating government and community	
		Oromia livestock agency	Livestock grazing is one major driver, and through this agency several solutions can be provided that regulate impact of livestock	
		Oromia Broadcasting (OTV; radio etc)	Play crucial role in communicating, informing and mobilizing community to support the project	
		Irrigation authority	Could participate through PES in forested landscape	
		Regional Biodiversity desk	Will be responsible in generating technology and techniques for improved biodiversity benefit of the OFLP	
	Zonal (forested landscape zones)	Zonal administration and peace office	To provide political support for implementation of the project	Implementing project activities; integrating activities at landscape scale
		Office of Agriculture	Same as regional bureau of agriculture	
		Office of land administration and EPA	Same as regional bureau of land administration	
		Office of water and energy	Same as regional bureau of water and energy	
		Office of women and youth	Same as regional bureau of women and youth	

		Cooperative promotion office	Same as regional cooperative promotion office	
	Woreda (forested landscape woredas)	Office of agriculture	Will be responsible for the day to day on-the ground implementation of agriculture based OFLP interventions	Implementing project activities; integrating activities at landscape scale
		Woreda energy and mining	Will be responsible for actions and interventions related to development and distribution of energy efficient stove, energy supply and mining as it affects forested landscape	
		Office of land administration and EPA	Will be responsible for the day to day follow up and on-the ground implementation of investments	
		Oromia Rural road	Will be responsible for the day to day follow up and on-the ground implementation of road construction to minimize impacts on forested landscape	
		OFWE district office	Will be responsible for the day to day on ground implementation of project activities	
		Office of women and youth	Will be responsible for the day to day follow up for the participation of youth and women in project implementation	

		Woreda biodiversity desk (if any)	Will be responsible for the implementation of activities that enhance biodiversity benefit of the project	
Communities (forest dependent rural households, non-forest dependent rural households, forest dependent urban households)	Kebele	Local communities living in and around forested landscapes in Oromia. These include: <ul style="list-style-type: none"> • livestock keepers, • crop growers, • pastoralists, • mixed agriculturalists, • coffee growers • urban dwellers that extract products from the forest for home consumption or sale 	Will play role in applying project activities in a way that benefits the forest and reduce deforestation and forest degradation	<p>These are likely highly affected by the project because they often rely on forest and tree products;</p> <p>They are also the direct beneficiaries of improved management of forest, but are also the bearers of costs and risks of the program. They comprises stakeholders that are highly affected (directly and indirectly) but have list influence on decision making);</p> <p>They are also the one directly implementing activities that result in ER through their actions that reduce deforestation and degradation. Thus, they need to know benefits, costs/risks and their roles in the entire process since they interact closely with resources, addressing drivers;</p>
Private sector	All levels	Large wood industries		These directly or indirectly

		Small and medium scale wood enterprises (wood workshops, etc) Non-wood forest product based enterprises (e.g. coffee, honey, spice traders, retailers, wholesalers, etc); Agri-business investors Coffee traders (OCFCU) Coffee washing machine owners Coffee producer cooperatives	Will collaborate with various government and non-government actors in addressing actions and practices that cause deforestation and forest degradation	influence forest landscape management. They play role in regulating forest products (timber and non-timber) harvests. Their involvement and believe in the goal of the program is essential to help them regulate products they purchase and to ensure that what they get is obtained from a sustainably managed ecosystem.
Academic/Research institutes	Regional and zonal	Oromia Institute of Agricultural research	Will conduct research for innovative MRV as well as improved forest management/silviculture etc	Research and outreach; Generating and dissemination new knowledge, Participation in MRV Participation in C & P taskforce
		Haromaya University	Will be responsible for generating skilled human resources and technology/knowledge generation	
		Jimma University		
		Addis Ababa University		
		Ambo University		
		Wollaga University		
		Meda Walabu University		
		Wondo Genet College		
		Adama University		
		Metu University		
		Bule Oora university		
		Ethiopian Agency of Agricultural Research	Will conduct research for innovative MRV as well as improved forest management/silviculture etc	

CSO/NGOs	All level based on existence	Ethiopian Biodiversity Institute	Will conduct research for innovative MRV as well as improved forest management/silviculture etc	
		Environment and Forest Research Institute	Will conduct research for innovative MRV as well as improved forest management/silviculture etc	
		Foresters Associations of Ethiopia	Policy lobbying	Support in project activity implementation; Participation in C & P task force;
		Oromia Development Organization	Stakeholder mobilization	
		Unions (e.g. Oromia Coffee Producer cooperative Union)	Stakeholder mobilization	
		Oromia Women Association	Stakeholder mobilization	
		Oromia Youth Association	Stakeholder mobilization	
		Oromia Chambers of commerce	Stakeholder mobilization	
		Oromia Teachers Association	Stakeholder mobilization	
		Farm Africa	Support projects through fund solicitation and supporting implementation	Support projects through fund solicitation and supporting implementation and sharing of experiences
		GIZ		
		Ethio-wetlands and NRA		
		SOS Sahel Ethiopia		
		SUNARMA		
		MELKA Mahber		
		SEDA		
		World Vision		
		CARE-Ethiopia		

		SNV		
		COOPI Ethiopian Coffee Forest Forum		

Issues for consultation and participation

The country in general and rural communities in particular in Ethiopia is strongly experiencing the negative impacts of climate change on their day to day lives. Climate change related perception studies (e.g. Deresse et al., 2008; Kassahun, 2012) conducted in various parts of the country confirm this reality. However, due to the limited knowledge and paucity of information, the depth of awareness on what causes climate change, its impacts on various sectors and how best it can be mitigated is relatively poor, particularly at grassroots levels. Moreover, understanding of the role of forests in climate change cause, mitigation and adaptation is relatively poor. Therefore, information provision on broad issues such as climate change, its causes and mitigation strategies including REDD+ and in-depth presentation and discussion of the Oromia Forested Landscape project are all relevant for most of the OFLP's stakeholders.

It is obvious that issues to be covered during the various phases of the program will advance step wise. Issues presented during the design phase should focus on broader subjects, and these should zoom in gradually into details such as MRV, benefit sharing and strategic option discussions as the project moves into the implementation phase and then emission reduction phase (Table 4). Consultation issues corresponding to the three phases of the program development are presented in table 4.

Furthermore, the consultation and participation activities for the OFLP shall cover all forested landscapes within Oromia Region with due consideration of the broad nature of stakeholders involved. On the other hand, stakeholders at regional scale are relatively better informed about the broad topics such as climate change: causes, impacts and mitigation options. Therefore, such issues are not relevant for awareness creation at such a level, while these are still very relevant at grassroots level. Therefore, issues for consultation and communication presented in table 4 should be carefully selected according to the level at which the C & P process is taking place to make it relevant to the stakeholder concerned. At regional scale relevant issues are rather those related to the nature of OFLP (landscape approach, multistage and multi-sector nature of it, etc), validating drivers of deforestation and forest degradation, discussing on strategic options suggested to address the drivers, institutional arrangements for implementing OFLP, SESA, benefit sharing, MRV and the like.

Table 4. Issues for consultation during the three phases of OFLP

Consultation phase	Purpose/objective	Themes/issues for consultation	Key issues for consultation and participation
Design phase (2015/2016)	<ul style="list-style-type: none"> enhance awareness of stakeholders on climate change, impart understanding of the role of forests in climate change adaptation and mitigation; to seek buy-in of the idea of landscape approach to improved forest management. 	<ul style="list-style-type: none"> Climate change: causes and impacts; 	<ul style="list-style-type: none"> Providing general information and knowledge on what climate change is, what causes it, its impacts on various sectors at national scale, mitigation strategies including the role of forest. This is mainly for grassroots level stakeholders; Collect feedbacks on local perception on trends and impacts of climate change; Discuss with the stakeholders possible solutions and what can be acted locally and enhance their readiness.
		<ul style="list-style-type: none"> Forests and climate change: role in adaptation and mitigation (including ecosystem services, PES-REDD+ mechanism); 	<ul style="list-style-type: none"> Confirm with local stakeholders that forests influence and be influenced by climate change, and that improving forest management plays a double role of adaptation and mitigation
		<ul style="list-style-type: none"> OFLP grievance redress structure; 	<ul style="list-style-type: none"> Collect reflection on the structure for effectiveness, impartiality etc. If necessary adjust the structure and protocol based on comments and suggestions from stakeholder
	<ul style="list-style-type: none"> In-depth discussion and consultation on the details of 	<ul style="list-style-type: none"> Oromia forest sector: trends of forest resources; drivers of deforestation and forest degradation, and their respective agents; 	<ul style="list-style-type: none"> Confirm with stakeholders the status of Oromia forest resources (trends as perceived by the stakeholders); Develop common understanding of implications of deforestation and forest degradation at various levels

	issues related to OFLP including on key issues emerging from consultants studies and program design;		<ul style="list-style-type: none"> Confirming and validating the main causes of deforestation and degradation with broad ranges of stakeholders;
		<ul style="list-style-type: none"> Institutional and governance arrangement for OFLP 	<ul style="list-style-type: none"> Discussion, evaluate and decide on the feasibility of proposed structures and if needed propose arrangements.
		<ul style="list-style-type: none"> Strategic options to address drivers of deforestation, 	<ul style="list-style-type: none"> Validate and enrich strategies needed to be put in place to reduce the rate of deforestation and degradation in the region; Assess feasibilities (practicability) including benefits and limitations of the strategic options proposed;
	<ul style="list-style-type: none"> Seek support and facilitate further inputs to the project design and implementation procedure from stakeholders 	<ul style="list-style-type: none"> OFLP and national SESA: principles and practices in REDD+ implementation, role of stakeholders, benefits, risks, risk mitigation measures, carbon right/forest tenure, benefit and cost sharing); 	<ul style="list-style-type: none"> Define and confirm with all stakeholders in the kebeles where ER will be generated their roles in the implementation of the project; Analyse perceived socio-economic impacts, risk and benefits of OFLP Validate the risk mitigation measures for effectiveness; Develop common understanding of who owns the forest, the carbon; Inform the type of benefit sharing arrangement , and How can the social and environmental impacts be monitored?

Project implementation phase (2017-2022)		<ul style="list-style-type: none"> Re-check and confirm if the institutional arrangement adopted is effective 	<ul style="list-style-type: none"> Discuss and reflect on the institutions and legal frameworks applied to OFLP governance for its effectiveness
		<ul style="list-style-type: none"> Take a proactive discussion on gender roles 	<ul style="list-style-type: none"> Define with all concerned the role of different segment of the community (women, men and youth)
		<ul style="list-style-type: none"> Reflect on effectiveness of conflicts management and Grievance redressing procedure 	<ul style="list-style-type: none"> Reflect and Confirm with stakeholders whether the proposed structure and mechanism will be or how it can be made effective Identify if there are other preferred structure as alternative
		<ul style="list-style-type: none"> Measuring/monitoring Reporting and Verification(including role and involvement of Community) 	<ul style="list-style-type: none"> Develop common understanding on the monitoring plan, and allow stakeholders to reflect on the proposed plan and design; Develop understanding on the roles and responsibilities of various stakeholders in the process of MRVs,
Emission Reduction phase	<ul style="list-style-type: none"> Maintain continuous involvement of stakeholders throughout the implementation of the OFLP to generate positive ER, and 	Discuss on all relevant issues to be raised by stakeholders as well as issues identified by OFLP coordination unit	<ul style="list-style-type: none"> Do bi-annually
		Conduct participatory monitoring (MRV) processes	<ul style="list-style-type: none"> As per the MRV plan set for the OFLP

	<ul style="list-style-type: none"> • to ensure participation of stakeholders in monitoring of implementation, MRV and monitoring of risks, mitigation measures and benefits of the project 	<p>Monitor effectiveness of the various structures including the C & P management structure, grievance structure and governance arrangement for implementing OFLP</p>	<ul style="list-style-type: none"> • Check with all concerned stakeholders whether the C & P process is effectively going on and that the structure is effective; • Check and confirm with all stakeholders whether the grievance structure is effective and if not develop a new system • Regularly (every year) collect feedback on the general operation and effectiveness of the project
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Consultation and participation outreach methods

The issues identified for consultation should be delivered effectively and timely at each administrative level and to the respective stakeholders using appropriate method and using accessible languages and style. Depending on the level at which consultation will be made and the educational status of the stakeholders a range of participatory methods and tools are proposed to be employed (Table 5). These include among others meetings, workshops, interactive media (talk shows) programmes and publicity messages, printed materials (posters, leaflets), displays and exhibits, local drama and community and national/regional TV and radio programs.

Table 5 highlights specific consultation and participation methods suitable for specific R-PP components. Most of the methods have been tested and found successful during the R-PP preparation with various forestry stakeholders in Ethiopia, and those for local level are also tested during Participatory Forestry Management Project design and implementation at various sites in the region.

Due to the diverse nature of players at the national level, separate consultations and participation initiatives shall be arranged and tailored to the interests of the specific groups (such as Parliament, gender focused groups, private sector, underserved people) using the appropriate media.

Table 5. Consultation and participation methods and tools to be used in OFLP

Stakeholder groups	Methods and tools	Strength	Weakness
Regional	<ul style="list-style-type: none"> Workshops/round table meetings; 	<ul style="list-style-type: none"> This allows face to face interaction among all stakeholders, and allows a two way communication (stakeholders and program implementers-government bodies). It helps to collect feedbacks and views of participating stakeholders particularly when techniques like group breakout sessions, fishbowl debates and other facilitation techniques are applied. It motivates stakeholders, and make them feel belongingness to the program; Have flexibility over length and frequency of discussion and sub-sessions; Can offer a series of workshops that build on one another; good in constructively and openly deal with differences of opinion among participants; provides a level communication platform for the powerful and less powerful 	<ul style="list-style-type: none"> the method is costly, and takes a lot of effort to organize effective workshops; Handling large group of stakeholders in one workshop for hands-on practice may be difficult; If not properly facilitated few may dominate discussion and affect outcomes;
	<ul style="list-style-type: none"> Panel discussions on /TV/Radio programs (National and regional TV/Radio channels) with Q&A from regional community; 	<ul style="list-style-type: none"> Effective in reaching to broad range of stakeholders simultaneously; Powerful to arise interest, awareness and excitement; Good in communicating general 	<ul style="list-style-type: none"> Limited to proving general information and objective of the program and not fit to provide details; Less interactive as many

		<p>program objectives, design, overall framework and intended outcomes;</p> <ul style="list-style-type: none"> • Combines audio and visuals (hear and see) and is effective when combined with short clips or moves as well. • Can be repeated easily with a consistent message and content any time needed; 	<p>people may not ask questions, provide comments and suggestions of their own; It is mainly one way information provision, not two way communication;</p> <ul style="list-style-type: none"> • TV/Radio message should be transmitted carefully, and mistakes must be avoided. If not done carefully using good team of experts, it has the power to be damaging as broad ranges of stakeholders are reached with it. • TV/Radio programs are often designed for general public or broad range of stakeholders, and often tailored messages to specific target audiences is difficult or costly
	<ul style="list-style-type: none"> • Use of printed materials and distribution of leaflets, policy briefs; 	<ul style="list-style-type: none"> • Posters and leaflets with visualisations and in local languages can be effective especially to raise awareness on specific component of a program; • If coupled with interaction forum such as workshop effectiveness of printed material can be increased; • Can be reviewed and re-read as many times as needed • 	<ul style="list-style-type: none"> • Little room for participation or inputs of expression views when not accompanied with workshops or discussion forums; i.e. it is less interactive, and is mostly one way unless means for feedback system exist where people can reflect their opinions and views • Less fit for most that cannot read and write (requires literacy);
	<ul style="list-style-type: none"> • Website formation and regularly updating and enriching with 	<ul style="list-style-type: none"> • This is good in that stakeholders access information at their own 	<ul style="list-style-type: none"> • Limited to those stakeholders with access to internet as well

	essential information;	<p>convenient time and space, and can access information any time they require;</p> <ul style="list-style-type: none"> • One can trace to the historical aspect of program development and also able to leave feedbacks any time • Goon in reaching the youth; • Also allow links to other important sites and programs/projects 	<p>as those who can read and write, which are actually limited today in the country</p> <ul style="list-style-type: none"> • Requires computer literacy and access; • Websites require someone to manage and facilitate them and provide content as well as technical assistance
	<ul style="list-style-type: none"> • Regular SMS messages through mobile cell phone; 	<ul style="list-style-type: none"> • Is a new and expanding means of communication and is effective in reaching, especially stakeholders in urban and network accessible areas; • Cost effective 	<ul style="list-style-type: none"> • Specific group of stakeholders, those with cell phones can be reached, • Limited text can be written, so is important just for communicating brief info such as announcement or general alert messages
	<ul style="list-style-type: none"> • Brochures 	<ul style="list-style-type: none"> • Can deliver more information or detail than what posters do, and is good for broader range of information communication; 	<ul style="list-style-type: none"> • Same weakness as any written tools
	<ul style="list-style-type: none"> • Exhibits and local dramas; 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •
Zonal	<ul style="list-style-type: none"> • Workshops/ roundtable meetings; • TV/Radio programs (community radios); • Displays of posters, and distribution of leaflets; • Exhibits and local dramas; 	Same as above	Same as above
Woreda	<ul style="list-style-type: none"> • Workshops/meetings; • Displays of posters • Distribution of leaflets prepared in various languages; • Exhibits and local dramas; • Use of printed materials and 	same as above	Same as above

	distribution of leaflets, policy briefs;		
Community	<ul style="list-style-type: none"> • Public meetings, • focus group discussion, • village meetings, • community radio, • posters; • information and education campaigns; • Audio visuals – recordings of best practices from other projects and sharing with communities; • Exhibits and local dramas; 	Same as above	Same as above

Conflicts and Grievance management strategy

REDD+ projects involve a wide range of stakeholders both forest and non-forest sectors, government, community private sector actors, NGOs and CSOs and many more. In particular, given that the OFLP is a landscape approach in which a mosaic of complex land uses and covers are managed simultaneously involving multiple arrays of stakeholders with differing interests and perceptions, it is likely that a number of complaints, grievances, disagreements or conflicts may arise from any of the project stakeholders in the process of implementation of project activities. Complaints and conflicts may also arise related to such issues like benefit sharing, land/forest tenure issues, project activity design (what to do where), assumed or actual unfair distribution and share of project resources, and many more. Conflicts and complaints may also emerge at:

- **Government and institutional level:** at the government level, grievances and conflicts may arise between different sector offices; between the same sector offices but at various levels or between government agencies, civil society organizations and private sector. The cause may vary but could include for instance, issues of participation, annual operation plan setting (quota) and sharing of roles and responsibilities, budget allocation and among government agencies. The implementation also requires adjustments in mandates. Unless the roles and institutional mandates are clearly articulated and defined, conflicts within these institutions become inevitable. Participation of local governments, civil society institutions may also ignite grievances if their roles are not clearly defined and the process of who participates in project activities, and how is not known.
- **Community and individual level:** at this level, conflicts, complaints and grievances may arise between one community group against the other; between community group and government body; between community group and individuals/private entities or between two individuals/private entities. This conflict may be related to unmet needs and expectations; resource boundary conflicts (land and forest/tree tenure issues) and cross border encroachments, poor forest governance, during negotiations on benefit sharing, land allocations; lack of clarity on tree tenure and ownership of carbon rights; due to unexpected risk and impact, etc.

Any of such complaints, conflicts and grievances should be treated properly, impartially, effectively and timely so that the implementation of the program activities and its goals and visions to be successfully achieved. This in turn requires effective grievance redress mechanism to help OFLP fulfil its social and environmental safeguard requirements and achieve its ER target. The objectives of having grievance redress mechanism are:

- to provide official platform or institutional mechanism for OFLP stakeholders to address their complaints against the program, and
- to ensure that OFLP lives to its SESA requirements and any alleged breaches of social, economic and environmental requirements are impartially and transparently addressed.

The following values should also guide and govern the operation of OFLP grievance redressing mechanism:

- Equality and impartiality
- Justice and fairness

- Speedy action and responsiveness
- Accountability and transparency
- Confidentiality
- Team work and effectiveness
- Accessibility (availability all time and at all level).

Two sets of grievance redress mechanism have been proposed for OFLP as shown in figures 2 & 3 below depending on who involves in the conflict or grievance. One is for addressing conflicts arising at individuals and/or community groups, including grievance cases of medium-large private entities/firms (commercial farms, NTFP processors, wood factories, etc.) would also be handled through this structure (Figure 2). And the second is for addressing conflicts among government institutions. As is seen in the diagrams the redress mechanism is linked to existing formal and informal institutions. These should be discussed among project stakeholders as part of the C & P process and ratified before being formalized.

In order to reduce the negative effect of the grievance or conflict on the implementation of the project activities, at each step cases should be treated swiftly. It is recommended that a party or parties involving in the conflict must get feedback response within a maximum of two weeks period, whether solved or not solved. For this, especial and tailored orientation need to be given to those institutions involved in the grievance redress mechanism.

i) **Structure for handing community or individual grievances:**

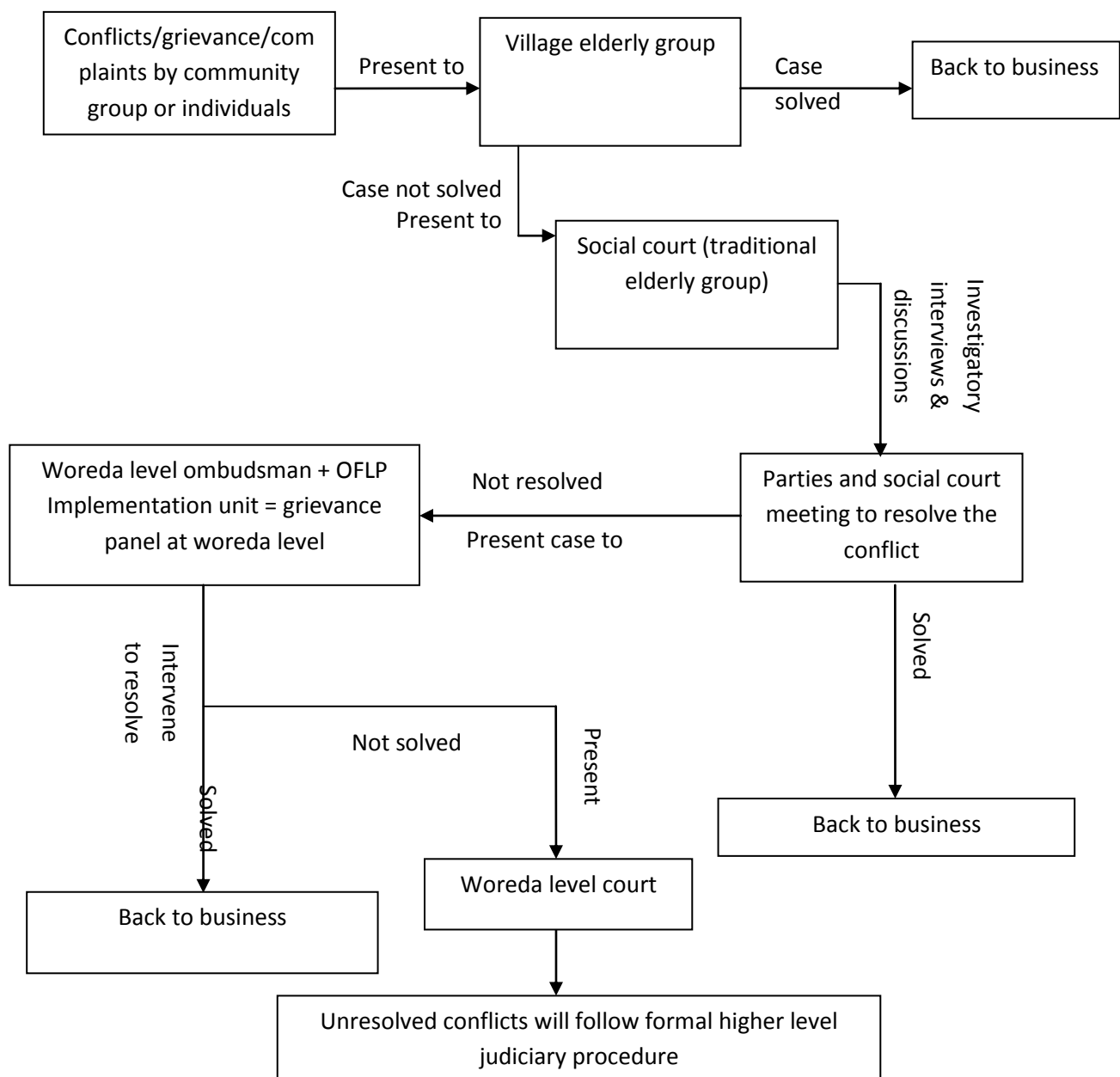


Figure 4. Structure for handling grievance raised by individuals or community

ii) **Grievance mechanism for handing inter-institution (government) grievances:**

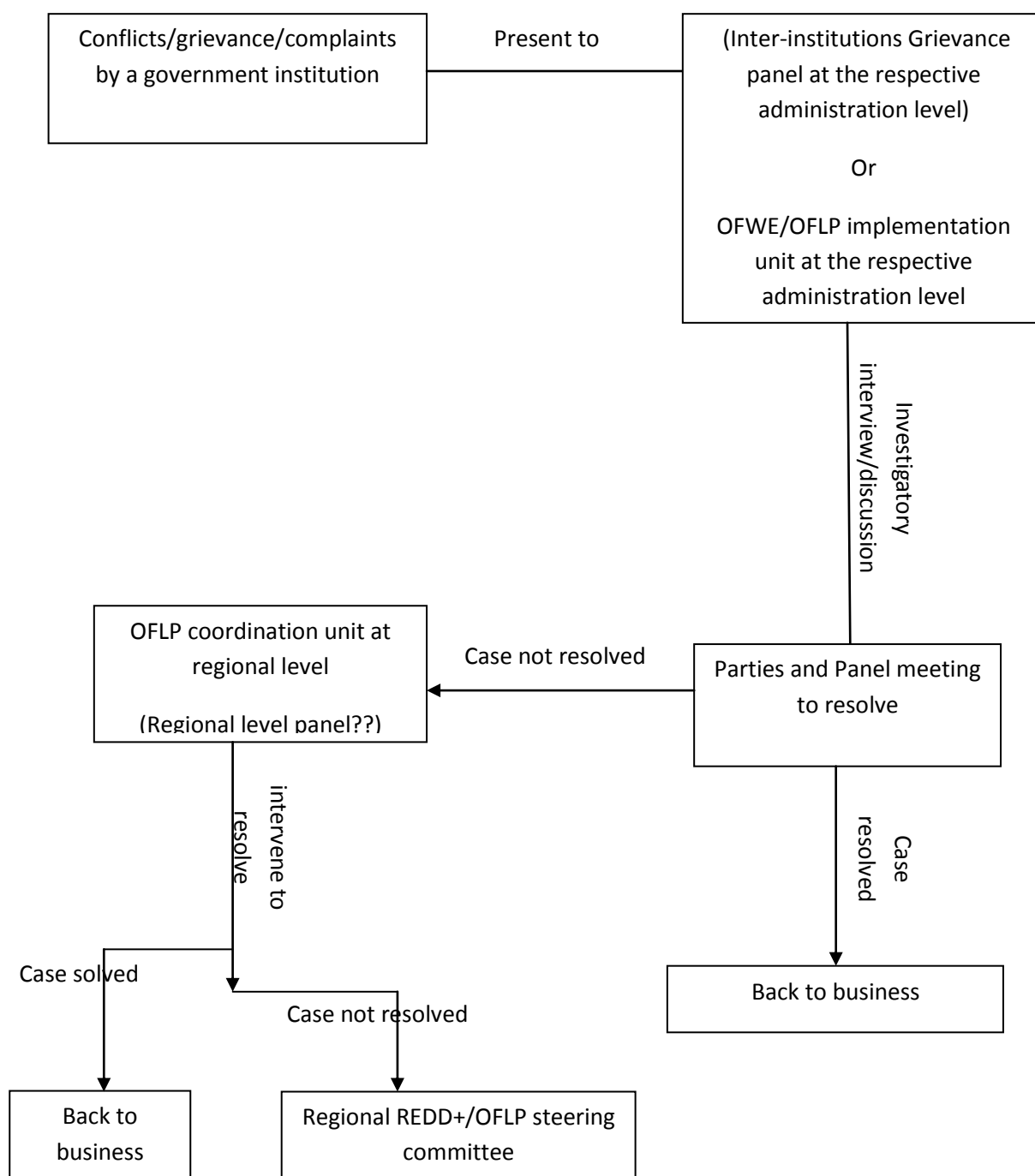


Figure 5. Structure for handling conflict among government institutions

Consultation and participation action plan

Tables 6 and 7 present action plan for the C & P process, prepared based on the outcomes of the various desk study and consultation with concerned stakeholders.

Table 6. The C & P work plan

No.	Activity	Method	who	Time frame	Output indicator
1`.	Recruit consultants (Refers to Farm Africa) to work on C & P work plan	ToR and advertisement	OFLP coordination unit	May- October 2014	C & P work plan document
2	Draft C & P submission, feedback and final document preparation		Farm Africa	September to October 2014	C & P work plan
3.	C & P plan validation stakeholder workshop at regional scale	Multi-stakeholder workshop	OFLP coordination unit/National REDD+ secretariate	February 2015	Workshop minutes including list of participants
4.	C & P plan piloting (in Illubabor and Chiro areas), and finalizing C & P work plan (including discussion on grievance redress structure)	Community meetings, woredas level workshops	Oromia REDD+ coordination unit and National Secretariat and FA	Jan-Feb 2015	Reports from at least two pilot meetings and list of participants
5.	Establishing and training of the regional Consultation and Participation Taskforce: <ul style="list-style-type: none"> • Training the TF as ToT on consultation and participation mechanism (methods and tools) and stakeholder analysis 	Stakeholder workshop	OFLP coordination unit with support of National REDD secretariat	March 2015	Minutes of the meeting indicating list of members of the C&P task force and their TOR; Training Report of the C&P task force, indicating action plan.
6.	Establishing and training of subsequent zonal and woredas level C & P taskforces (forested landscape C & P taskforce)	Workshop at subsequent level	Regional TF with support of OFLP coordination unit	April-May 2015	Minutes from the establishment meetings
7.	Prepare consultation materials based on the agreed issues for consultation;	Literature review and reports from the various preparatory studies	OFLP coordination unit	June-August 2015	Copies of documents prepared
8.	Conducting first rounds of	Workshops/public	Taskforces with		

	consultation and participation work at all levels and discuss on the design of the OFLP and its strategy: 1. Conduct regional C & P: holding stakeholder workshop	meetings	support of OFLP coordination unit		
9.	2. Conduct zonal: first stakeholder meeting	Workshops/public meetings	Taskforces with support of OFLP coordination unit	Sept-Oct 2015 (conduct more or less simultaneously at all levels)	Report of meetings at each level indicating representatives of gender and other marginalized groups;
10.	3. Conduct woredas and community level consultation	Workshops/public meetings	Taskforces with support of OFLP coordination unit		
11.	4. Conduct simultaneously community meetings with their respective TF	Workshops/public meetings	Taskforces with support of OFLP coordination unit		
12.	Consolidate feedbacks from the first rounds of C & P activities and refine the C&P work plan for OFLP	Office work	TF reports and OFLP coordination unit	Nov.- Dec. 2015	Reports of feedbacks from the C & P process
13.	Conduct second round consultation and participation activities Purpose: <ul style="list-style-type: none"> focus on project actions to reduce drivers and ensure ER 	Public meetings, <ul style="list-style-type: none"> Printed materials (distribution of leaflets, policy briefs); Regular SMS messages through mobile cell phone 	TF reports and OFLP coordination unit	During implementation phase	Reports and list of participants
14.	Engaging in continuous consultative and participation initiatives on subsequent issues identified (e.g. using radio, TV, websites, brochures, meetings, etc at all	<ul style="list-style-type: none"> TV/Radio panel discussions, Printed materials (distribution of 	OFLP coordination unit and C & P TF	Regular: bi-annual	Copies of audio-visuals recording of the TV/Radio programs; Copies of materials

	levels) to collect feedbacks and inform all stakeholders about progresses, challenges and achievements.	leaflets, policy briefs); <ul style="list-style-type: none"> • Regular SMS messages through mobile cell phone • Arranging local dramas 			distributed; Recoding of local dramas presented
15.	Conduct third phase (focus on project implementation and lessons, impacts and benefits)	TV/Radio panel discussions etc	OFLP coordination unit and C & P TF	Regular – biannual meeting	Copies of audio-visuals recording of the TV/Radio programs

Table 7. The C & P work plan budget and implementation schedule

Activity	Description and sub-activities	Budget by year (USD)			
		2014	2015	2016	2017
Publish C & P communication materials and maintain project websites	<ul style="list-style-type: none"> Communication materials (like pamphlets, brochures, leaflets, posters and other essential media) needed for effective C&P process need to be prepared, printed and distributed regularly. Lessons drawn from subsequent meetings should also be synthesized, and put on websites of the project. The website should be regularly updated; 	5000	5000	5000	5000
Establishing and Training of regional TF	<ul style="list-style-type: none"> Establish the regional task force and train them as ToT Convene a meeting of regional stakeholders to discuss and constitute the regional C&P task force and their TOR; Undertake a training of the C&P task force (as ToT); Publicize the C&P task force through the media, website and brochures to inform subsequent lower levels to recognize them 	7500			
Establish and train task forces at subsequent lower level	<ul style="list-style-type: none"> Establish the task forces at the remaining lower levels and train them on how to conduct the C&P process using the regional TF: Convene a meeting of stakeholders to the various lower levels, discuss and constitute the C&P task forces at their respective administrative level; Undertake a training of the C&P task forces; 	80000 (5000USD/ zone*16 zones)**			
Conduct first round consultation meetings at all levels to validate the C&P structures	<ul style="list-style-type: none"> Regional 	5000			
	<ul style="list-style-type: none"> Zonal 	80000			
	<ul style="list-style-type: none"> Woreda 	795000 (3000USD/ woreda*26			

		5 rural woredas)**			
Facilitating consultations to discuss the key issues/components of OFLP and collect inputs to the design of OFLP	<ul style="list-style-type: none"> • Convene one regional OFLP inception workshop and discuss on key findings of the various expert assessments (drivers of deforestation and strategic options; institutional arrangements proposed, MRV etc) ; • Convene similar meetings (18 zonal, 265 rural woreda level and 6,342 kebele level meetings) at subsequent lower level; • Communicate key issues through Media (TV/Radio) (panel discussion) and other appropriate communication channels 	10000			
		150000			
		5000			
Conduct regular (bi-annual) consultation meetings to consolidation activities of OFLP, collect feedbacks and monitor progress	<ul style="list-style-type: none"> • Convene regional TF and stakeholders every six month; • Convene subsequent TF/stakeholders consultation meetings annually (Zonal, woredas and kebele); 		5000	5000	5000
			795,000	795,000	795,000
Synthesis lessons and disseminate		2500	2500	2500	2500
Total		1140000	807500	807500	807500

* the budget comprises salary of C & P specialist plus costs related to travel and associated activities of the specialist

** the assumption here is that the OFLP is a wall to wall project covering all rural woredas and zones within Oromia. If there is deviation from this assumption, the budget will also change accordingly.

Learning and Documentation

OFLP coordination unit together with task forces established at various levels shall document and prepare minutes of all C & P meetings and panel discussions and store these in the project database. This will be in the form of electronic media, print media, workshops and meetings proceedings among others. As necessary these documents shall be made available on the project website to be maintained and updated by the coordination unit. The website shall be updated regularly (at least on a monthly basis) and shall be publicized broadly during radio programmes, on policy briefs and other communication materials produced by the coordination unit. The website shall serve the role of collecting feedbacks by allowing interactive system of collecting comments.

Furthermore, the coordination unit will synthesize and extract lessons from the C & P process and communicate the same to all stakeholders. Furthermore, all responses and views generated from consultations shall be analyzed by the coordination unit and shared with national REDD+ secretariat, regional task forces, national task forces and working groups and Steering Committee for future consideration, both in scaling up and out of REDD+ strategy at national scale, for consideration in subsequent C & P processes, and revising and adjusting some of the implementation elements of the OFLP itself.

In addition all meetings should be audio visual recorded and posted to the project website. Participant lists need to be recorded with their signature and address recorded and documented properly.

References

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Annexes: communication materials (Amharic and Afan Oromo) on the following topics

- 1) Climate change: cause and impact
- 2) Forest and climate change: mitigation and adaptation/REDD+ process
- 3) Oromia Forested landscape project: introduction
- 4) Drivers of deforestation and degradation and strategic solutions for OFLP