Ecosystem-based Adaptation to climate change in Maputo Environmental Protection Area (MEPA): Conserving and Building Resilience

Annex B.1: Stakeholder Engagement Plan

Peace Parks Foundation
ADRA Deutschland

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1. Introduction

This **Stakeholder Engagement Plan (SEP)** is designed as an integrated component of a project proposal developed for the Blue Action Fund (BAF) by Peace Parks Foundation and ADRA Germany in close collaboration with Mozambique's National Administration for Conservation Areas (ANAC) – hereafter referred to as the "Lead Project Implementors". It aims to demonstrate how the *Ecosystem-based Adaptation to climate change in Maputo Environmental Protection Area (MEPA): Conserving and Building Resilience* project (hereafter referred to as "the Project") has engaged with stakeholders during project design phases (conceptualisation and planning); and serves to guide the proposed stakeholder engagement process that will be followed during the Project's implementation and monitoring phases. Participatory planning and the sharing of accurate, accessible, and timely information with all relevant stakeholders throughout the project lifecycle is viewed as a critical component of the project's approach, which will be guided by this SEP.

Stakeholders are individuals or groups who are affected, or likely to be affected by the Project ("Project-Affected People/ Parties" – PAP's); and/or may have an interest (stake) in the project ("Interested Parties"); and/or are involved in or are able to influence its outcome, either positively or negatively. Stakeholders may include project partners; locally affected communities or individuals (including marginalised people, namely women, youth, the elderly, and People with Disabilities (PwD's) living among the poorest and most vulnerable segments of society) and their formal and informal representatives; national, regional and/or local government authorities and associated agencies; leaders; civil society organisations (CBOs); groups with special interests; the academic community; and/or other businesses/private sector[1]. The stake that each of these different individuals or groups will have in a project varies. This requires analysing and understanding the degree to which stakeholders are affected by a project (and therefore the type of engagement that is expected as a result, from a safeguards perspective), and the degree to which a stakeholder has an interest and/or influence in the project (and therefore the type of engagement that is required to ensure a successful and sustainable project).

Stakeholder engagement refers to a process of sharing information and knowledge, seeking to understand and respond to the concerns of others, and building relationships based on collaboration. Stakeholder engagement is an on-going process that builds a positive relationship between the project and its stakeholders. The intensity of stakeholder engagement can vary as a function of the likely level of impact of a project on stakeholders. The BAF Environmental and Social Safeguard Management System (ESMS) – which guides the project's approach to environmental and social risks – distinguishes between Free Prior and Informed Consent, Informed Consultation and Participation, Consultation, and Information Sharing, as examples of different types of engagement[2,] as indicated in Section 2.2 below.

Blue Action Fund, Peace Parks, ADRA Germany and other Project Consortium partners are committed to complying with national and international stakeholder engagement best practice and disclosure requirements. The SEP (comprising this document and its accompanying document, **Annex B.2 SEP Register**[3]) is a public document and will be disclosed to all Project Affected People and other project stakeholders. It is also a "living document" that will be revised and updated to account for the ongoing stakeholder engagement activities and potential changes in the Project. In Blue Action-funded projects, this safeguard instrument is annexed under the Environmental and Social Management Plan (ESMP), which serves as the umbrella Safeguard Instrument. The SEP complements the ESMP and has been

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[1] *IFC. 2007. Stakeholder Engagement: A good practice handbook for companies doing business in emerging markets.*
[2] *Refer to the Blue Action Fund ESMS Glossary of Terms and Section 2.2 below for more details on the four abovementioned categories of engagement.*
[3] *Because of local and international privacy laws, this Register cannot be freely shared and may only be made available based on formal consent to information procedures.*

developed and will be applied in conjunction with the Project's Grievance Mechanism. The BAF requirements for stakeholder engagement, and timings for these, are detailed in **Table 1**.

Table 1*: Blue Action Fund requirements for Stakeholder Engagement (Blue Action Fund E&S Safeguarding Principles and Requirements, ESMS Manual Annex B)*

Requirement	Project design		Project implementation		
	Concept note stage	Proposal stage	Inception Phase	Annual (or end of Year 1)	Project closing phase
Stakeholder identification [Criterion 2.1]	Required	Na.	Na.	Na.	Na.
Stakeholder analysis and consultation [Criterion 2.2]	Na.	Required	Na.	Na.	Na.
Stakeholder engagement [Criterion 2.3]	Na.	Required	Required	Required	Required
Disclosure and reporting [Criterion 2.4]	Na.	Required [initial disclosure]	Required [subsequent disclosure]	Required	Required

1.1 Purpose of the Stakeholder Engagement Plan

The overall aim of the SEP is to ensure that an integrated, participatory, timely and appropriate approach is taken in terms of all levels of engagement with stakeholders throughout the project lifecycle. This document has further been designed so that the project can demonstrate engagement that is effective, meaningful, consistent, comprehensive, coordinated and culturally appropriate, and in line with all the relevant Mozambican legal and regulatory frameworks, and international good practice approaches to stakeholder engagement, including the World Bank Environmental and Social Framework (WB ESF 2017), particularly Environmental and Social Standard 10 (ESS10). It will additionally outline the dialogue platform that will be established between the Project and Project Affected People to ensure that accurate, accessible, and timely information is shared, and that feedback and participation are integrated into the project design and implementation.

The objectives of the SEP are to:

1. Identify and analyse stakeholders during the project design, listing all relevant stakeholders and analysing each in relation to their potential interest in and influence on the project, as well as the project's potential impact (positive and negative) on them;
2. Actively obtain input from a broad spectrum of stakeholders at local, regional, national and international levels, with particular emphasis on PAP, through meaningful consultation;
3. Provide stakeholders with adequate, clear, timely and consistent information regarding the Project and project activities, including impacts and opportunities that may arise and proposed management measures/ solutions, as well as the manner in which they can participate in this process;
4. Provide sufficient opportunity for stakeholders to raise issues, make suggestions and voice their concerns and expectations with regard to the Project;
5. Build capacity among stakeholders to enhance their ability to interpret the information, as well as to contribute their issues of concern and suggestions for enhanced benefits;
6. Working directly with the stakeholders and in particular, the Project Affected Peoples, throughout project implementation to ensure that public concerns and aspirations are consistently understood and considered by The Lead Project Implementors; and

7. Provide stakeholders with timely feedback on whether and how their inputs were incorporated into project decisions particularly relating to management measures and strategies for enhancing benefits and including the effective and timely management of any grievances related to the project.

The plan will further facilitate:

1. Guidelines and engagement principles for project planning and implementation as overseen by the Project Steering Committee, the Project Compliance/Risk Committee, and the Project Advisory Committee, which includes community representation from the target communities (Machangulo, Messevene, Zitundo and Inhaca)
2. Establishment of an accessible complaint and feedback mechanisms that ensures that consortium members and reserve managers receive, review, and address affected communities' concerns and complaints
3. Supporting enhanced accountability on an inter-organisations (IO's) level by coordinating, supporting, and improving accountability mechanisms wherein feedback from target population is shared and promoted among IPs and other stakeholders, such as the Government when relevant, for inclusion in the response and quality service delivery
4. Ensuring target communities are provided with relevant, accessible, and timely information, in a language and format they understand, and through their preferred communications channels, make and communicate informed decisions
5. Ensuring accountability by acting on concerns, complaints and feedback and committing to respectful and dignified engagement with all parties involved
6. Implementing a conflict-sensitive approach that considers the community, mitigating any potential tensions between recipients of assistance and other community members
7. Regular engagement of target communities through a two-way participatory communication process.

Overall, the SEP will assist with building strong relationships between Peace Parks Foundation, ADRA Germany, Park Management, other consortium partners and the Project stakeholders, creating an atmosphere of mutual understanding, respect, trust, and collaboration. Active engagement will also give the Project Affected People a sense of ownership and/or a stake in decision-making process pertaining to the Project, thereby allowing the Project to gain and maintain a social licence to operate and to grow. Importantly, regular engagement will help with managing expectations of the Project Affected People and other stakeholders from the beginning of the Project and throughout implementation, thereby ensuring that any expectations are realistic and factually informed.

The structure of the SEP is as follows:

*   Introduction (this section)
*   Stakeholder identification and analysis (Section 2)
*   Stakeholder engagement, including past and planned engagement (Section 3)
*   Grievance procedures (Section 4)
*   Stakeholder register (Section 5)
*   Monitoring, evaluation, and reporting (Section 6)

2. Stakeholder Identification and Analysis

2.1 Stakeholder identification

Different stakeholders have different positions and views on the Project. As such, the Project Consortium is aware that it is important that all stakeholders are identified as early in the project design as possible, whilst remaining cognisant not to raise expectations about the potential project benefits. Stakeholder identification and analysis are the tools that were used to assess who the key role-players in this project are, and what their respective interests, influences, and the degree to which they may be impacted by the Project are.

The first step in the process of stakeholder engagement is stakeholder identification – determining who the project stakeholders are and their key groupings and subgroupings (e.g., Government, local communities, NGOs, Civil Society etc.). The objective of stakeholder identification is to establish which organisations, groups, local communities, and individuals:

- May be directly or indirectly affected (positively and negatively) by the Project and its activities, making special effort to identify those who are directly affected, including the disadvantaged or vulnerable individuals;
- May have an interest (stake) in the project;
- May have the potential to influence project outcomes or implementation because of their knowledge about the Project Affected Peoples or political influence over them for example.; and
- May be the legitimate representatives[4], including elected officials, non-elected community leaders, leaders of informal or customary community institutions, for example.

During the concept design phase, stakeholders were identified through various means, including through workshops, networking, meetings, interviews, observations referral and liaison with Affected Community leaders, local CBOs, and government authorities. Stakeholder identification is an ongoing process and will be reviewed and updated regularly as project implementation proceeds. Potential project stakeholders identified are recorded in an electronic Stakeholder Database.

In terms of local context, it is important to note that, in Mozambique, the Ministry of Land and Environment (MLE) is the entity charged with the responsibility to implement the Environment Protection and Management Law (EPML) law No. 20/97 of October 1, which is a framework for environmental law that regulates the development and harmonisation of sector-specific laws, regulations, and standards. The MLE serves as the principal authority for managing and regulating environmental quality (including environmental and social impact assessments), and it is responsible for the coordination of all activities relating to environmental protection and the sustainable use of natural resources. It also promotes environmental awareness and oversees the implementation of international conventions related to the environment.

The EPML, as well as Environmental and Social Impact Assessment Procedural Guidelines, provides for the participation of stakeholders at all phases of a project in order to ensure that their concerns and inputs are considered as part of the design, planning, implementation and closure of a project. The law makes provision for public consultation and allows affected parties to participate in the design and implementation of a project. Several sections of the EPML underscore the need for public consultation, public hearing, and identification of affected persons. For instance, article 8 of the EPML requires the project proponent or

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[4] *Note that in cases where stakeholder engagement depends upon community representatives, the Project should verify that such persons do, in fact, represent the views of such individuals and communities, and that they are facilitating the communication process in an appropriate manner.*

applicant to hold public consultation sessions with the objective to identify, inform and receive input from the affected stakeholders and interested parties.

2.2 Stakeholder analysis

A detailed stakeholder analysis followed the identification of stakeholders, which provided a more in depth look at the identified stakeholder groups. Identified stakeholder groups/stakeholders are often analysed using three criteria (outlined below), and the results of this exercise (which is often an iterative process) then inform the type of stakeholder engagement that is likely to be required, therefore forming the basis for the stakeholder engagement strategy. The three criteria used to analyse stakeholders for this Project are:

1. The potential of the project to impact the stakeholder (positively or negatively) – Impact is normally used to describe how the problem or project will impact the actor.

2. Stakeholder's interest (stake) in the project – Interest is the level of interest (stake) of the stakeholder in the problem/ issue at hand and/or the Project and its activities.

3. Stakeholder's potential to influence the Project and other stakeholders – Influence (or power) is the ability of the actor to influence the given problem, other stakeholders and/or the Project and its activities.

The type of engagement based on the Project's potential impact on the stakeholder was stated clearly in the stakeholder analysis to demonstrate that the extent and degree of engagement is commensurate with the risks and impacts of the Project, as per the BAF Standards. The categories of engagement included:

- **'Free, Prior and Informed Consent (FPIC[5])'**, if there are Indigenous Peoples potentially affected by the Project;
- **'Informed Consultation and Participation (ICP[6])'**, if there are potentially significant adverse impacts on the stakeholder in question;
- **'Consultation[7]'**, also referred to as 'meaningful consultation' if the level of impact and type of engagement is not yet clear and needs to be understood, or in cases where the potential impacts are not significant, but the stakeholders are affected nonetheless; and
- '**Information sharing'**, for all other stakeholders where there is no identified potential impact; information should be shared with stakeholders in 1-3 as well.
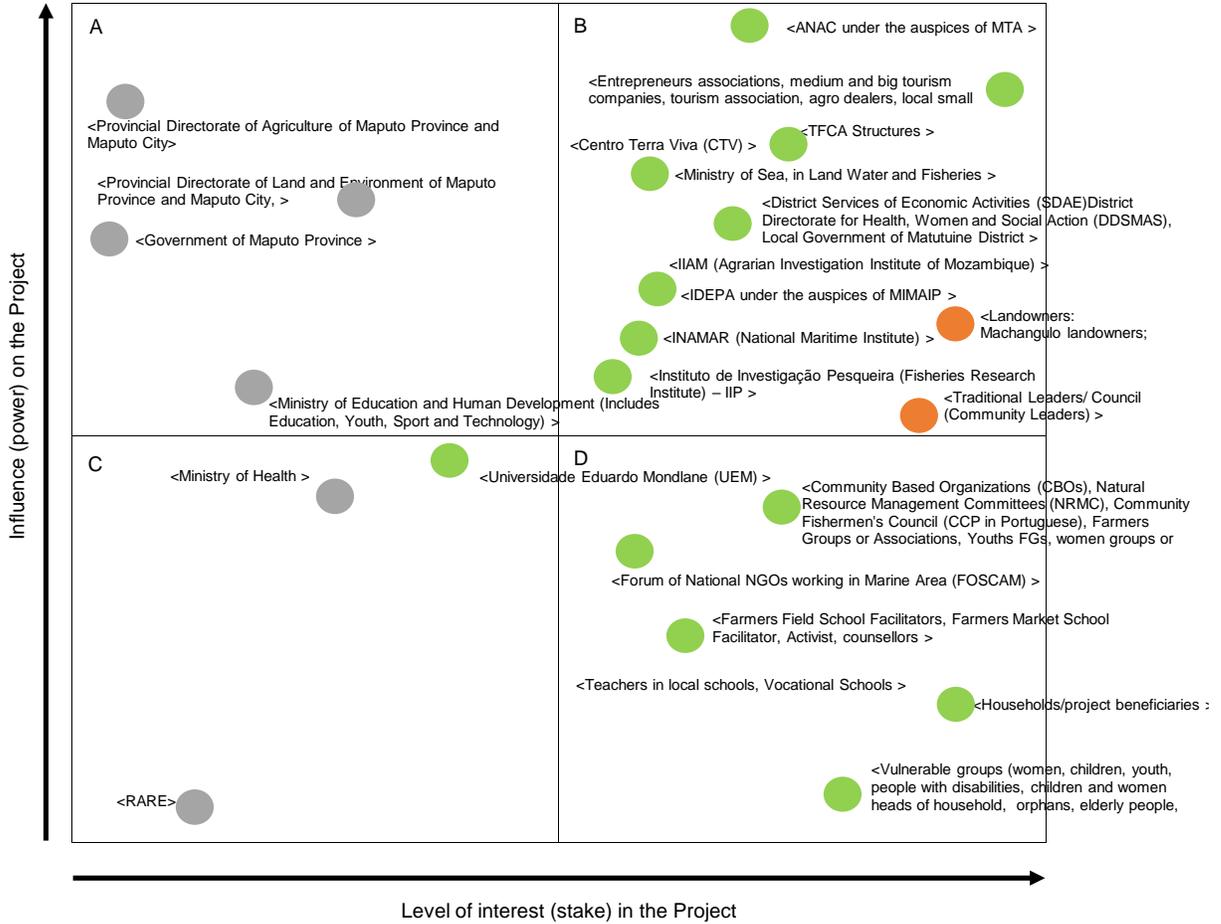
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[5] *See Blue Action Fund ESMS Glossary of Terms for definition of FPIC.*
[6] *See Blue Action Fund ESMS Glossary of Terms for definition of ICP.*
[7] *See Blue Action Fund ESMS Glossary of Terms for definition of Consultation.*

A visual summary of the stakeholder analysis conducted for the Project:

Figure 1 - Stakeholder analysis

Figure 1 - Stakeholder analysis

3. Stakeholder engagement

The disclosure of relevant project information[8] was done well in advance of the implementation of the Project, during conceptualisation and planning phases. Ongoing stakeholder engagement activities ensure that stakeholders are kept informed and have an opportunity to continue a constructive dialogue about the project and provide feedback. The Project Consortium undertakes to consult with Project Affected People regarding all updated versions of the SEP, which are under responsibility of The Lead Project Implementors, to achieve feedback on perceptions of engagement during the entire lifecycle of the Project.

Additionally, the implementation of the SEP will be subject to regular monitoring through BAF. All personal information (e.g., name and contact details) collected for the purposes of the SEP and maintained by The Lead Project Implementors will be done so in a secure manner in line with BAF's General Data Protection Regulation (GDPR) Policy. This personal information will not be included in the SEP at any time.

3.1 Stakeholder engagement already undertaken

The project area (marine protected area – MPA – Ponta da Ouro Partial Marine Reserve) was proclaimed a protected area on 14 July 2009. Peace Parks Foundation has been supporting the Governments of Mozambique, South Africa and Eswatini (previously Swaziland) since June 2000 to establish and develop the Transfrontier Conservation Area of which this MPA forms part of. The Foundation then actively became involved in supporting Mozambique's ANAC, under the auspices of the Ministry of Land and Environment (MTA) to develop, secure and protect the marine protected area's terrestrial neighbour, Maputo Special Reserve (MSR) in 2006, and PPMR in 2008. In 2018, these two Reserves operationally merged resulting in a combined protected area spanning 1,732km² and a new 15-year co-management partnership agreement between Peace Parks and ANAC.

Based on this legacy and Peace Parks' longstanding presence in the project area, the Project benefits greatly from well-established stakeholder engagement platforms and relationships that have already been established by the Foundation in close collaboration with Park Management (ANAC) and local government.

The following Project stakeholders (listed in alphabetical order) were engaged with through meetings and workshops during the conceptualisation and planning phases of the Project while it was being designed:

- AMA
- ANAC under the auspices of MTA
- Centro Terra Viva (CTV)
- Community Based Organizations (CBOs)
- Natural Resource Management Committees (NRMC)
- Local Community Fishermen's Councils (CCP's)
- Farmers Groups or Associations
- Youth groups
- Women's Savings groups
- District Services of Economic Activities (SDAE)
- District Directorate for Health, Women and Social Action (DDSMAS)

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[8] *See Blue Action Fund definition of relevant project information in the ESMS Glossary of Terms. Ensure that personal information/ data is not disclosed, as per the Blue Action Fund GDPR Policy. Also be aware of sensitive information, such as information relating to cultural heritage that could endanger the integrity of that heritage, or in conflict situations where even basic information (e.g., location of settlements) cannot be disclosed: this should be decided and understood on a project-by-project basis.*

- Local Government of Matituíne District
- Entrepreneurs, associations, medium and big tourism companies, tourism association, agro-dealers, local small companies, off takers
- Farmers Field School Facilitators, Farmers Market School Facilitator, Activist, counsellors
- Forum of National NGOs working in Marine Area (FOSCAM)
- Government of Maputo Province
- Households/proposed project beneficiaries
- IDEPA under the auspices of MIMAIP
- IIAM (Agrarian Investigation Institute of Mozambique)
- INAMAR (National Maritime Institute)
- Instituto de Investigação Pesqueira (Fisheries Research Institute) – IIP
- Machangulo landowners; and two Associations in Ponta do Ouro and 1 in Bela Vista
- Livaningo
- Ministry of Education and Human Development (Includes Education, Youth, Sport and Technology)
- Ministry of Health
- Ministry of Land and Environment
- Ministry of Sea, in Land Water and Fisheries
- Municipality of Maputo
- Provincial Directorate of Agriculture & Fishery of Maputo Province and Maputo City,
- Provincial Directorate of Land and Environment of Maputo Province and Maputo City,
- RARE
- Teachers in local schools, Vocational Schools
- TFCA Structure
- Traditional Leaders/ Council (Community Leaders)
- Universidade Eduardo Mondlane (UEM)
- Vulnerable groups (women, children, youth, people with disabilities, children and women heads of household, orphans, elderly people, etc)

3.2 Planned stakeholder engagement and disclosure during project implementation

The diversity of project stakeholders requires different engagement methodologies with different groups at different times. Some of the key methodologies, associated tools, and where each is most often useful is presented in the table below:

Common Stakeholder Engagement Methodologies

Type	Types & Tools	Most Useful Where
Meetings	Public meetings with communities	The project needs to provide project information or feedback to a group, community etc.
	Individual or small group meetings with key stakeholder groups, government agencies	To provide or collect specific information from an individual (such as a regulator) (e.g., artisanal fisheries regulations in the country)
Surveys	Household questionnaires	The project needs to establish a baseline data set because it will have direct and indirect impacts on people or communities; project will be monitoring well-being at a household level (e.g., to demonstrate livelihood restoration)
	Asset surveys	Project will impact physical assets (e.g. structures (shared or individual)), immovable fishing-related equipment) and needs to assess these for compensation and to inform livelihood restoration programs

Type	Types & Tools	Most Useful Where
	Satellite and aerial surveys	To inform project planning including avoidance and minimization efforts (e.g., Marxan-with-Zones software or Google maps)
	Perception surveys	To assess whether mitigation measures are having the intended effect and are regarded as successful by stakeholders (e.g., access restrictions are being compensated by livelihood programs, such as sustainable tourism initiatives)
Participatory Workshops	Focus group discussions	In order to provide opportunities for detailed discussion on issues outside the large group format (e.g., with fishers); especially with stakeholders who may not participate in larger group formats (e.g. women, marginalized groups)
	Participatory rural appraisals, Village or Fishing Communities profile surveys, Poverty and vulnerability mapping Wealth ranking and other forms of ranking for decision making	Few secondary sources of data are available / The project cannot undertake comprehensive household data collection. Local leaders and other stakeholders are willing to walk key areas and describe the social elements of these areas to project staff (e.g. number of fishing boats in the village, fish seasonality or fish sale processes)
Negotiating Forums	Committees with sitting members from affected communities, government, and civil society	A project proponent needs to negotiate a project process that includes economic displacement.
Written materials	Community Noticeboards / Info-centres Newsletters / info sheets FAQs	To provide regular project information in easily accessible locations (e.g., biodiversity information posters in the community)
Media	Radio Print media Social media	To disseminate information across a wide area, including regional, national, and international audiences (often in a range of appropriate languages)
Participatory methods	Role play Historic timelines and trends Seasonal calendar Daily schedules Resource mapping and village maps	Few secondary sources of data are available / The project cannot undertake comprehensive household data collection. Stakeholders are unfamiliar with a project and the project is seeking to develop a good relationship with local communities by recognizing communities' own agency, building cooperation and community ownership over the project
	Gender assessment	Women and men's roles in a society or community are distinct from one another. Women use different resources and areas than men (e.g., fishing duties are often divided by gender: men fish and women sell the fish).
	Fisheries assessment	Fisheries is the main livelihood for local communities, and it is likely to be impacted by the project due to access restrictions of any sort

In implementing the methodologies above, the Project Implementors will be careful to:

- Prevent the elite capture of stakeholder engagement processes, where only the views of powerful people or groups are garnered and addressed
- Track participation in meetings sufficiently, so that the project can adequately report on its own engagement. This can be done using:
    - Minutes, attendance sheets, and a stakeholder register

- o Record of Engagement Forms used to record formal stakeholder engagement details. This is to be used for all information sessions, FGDs, and meetings with all external stakeholders
- Track the content of meetings sufficiently, so that the project can record and manage commitments made or grievances raised and ensure stakeholder feedback informs project design. This can be done using:
  - o Formal agreements and a commitment register that track commitments made and the timelines for their completion
- Plan engagement activities with sufficient time so that they can be iterative, allowing for the results of preliminary consultations to inform later consultation, and for the results of consultation to be verified with stakeholders
- Update written communication tools, such as FAQs, social media accounts or bulletin boards, so that stakeholders do not feel out of touch with a project, or that different stakeholders develop different and conflicting understandings of a project.

During the inception phase of the project, and under the ambit of the conservation sector and relative legislations, the consortium will establish a Project Steering Committee that will be supported by an Advisory Committee (for which detailed Terms of References, including the guide tools to be used during the meetings, decision making processes, etc., will be drafted and circulated). The Steering Committee will provide strategic leadership and governance oversight and will not be engaged in the daily management of operations – its function is to take responsibility for the strategic issues associated with the various phases of the project and for monitoring project risks, quality, and achievements.

In addition to these formal engagement structures, additional engagement and information-sharing will take place through:
- Workshops
- Meetings
- Reports
- Direct engagement / informal interaction and discussions
- Joint-planning sessions
- Learning exchanges
- Social media
- Events
- Traditional media – radio, newspapers, articles

Peace Parks and ADRA will update the SEP throughout the lifecycle of the project, in particular whenever there have been changes to the project, additional stakeholder activities took place, and/or when particular milestones (e.g., agreements with communities) have been reached.

3.2.1   Background to ICP

For projects with potentially significant adverse impacts on Project Affected People, an Informed Consultation and Participation (ICP) process is appropriate. ICP involves an in-depth exchange of views and information, and an organised and iterative consultation, leading to the incorporating of the views of the Project Affected People into the decision-making process on matters that affect them directly, such as management measures (measures to avoid, minimise or compensate for identified impacts), sharing of development benefits and opportunities, and implementation issues.

The consultation process should:

- Capture all stakeholder's views (including both men's and women's), if necessary, through separate forums or engagements, and
- Reflect men's and women's different concerns and priorities about impacts, mitigation mechanisms, and benefits, where appropriate.

The Lead Project Implementors will document the consultation process and in particular, the measures taken to avoid or minimise adverse impacts on the Project Affected People. The Lead Project Implementors will also inform those affected about how their concerns have been taken into account.

3.2.2   Project ICP Process

This landscape does not have internationally defined "Indigenous People" traditionally associated with the ICP process. However, the landscape does include traditional communities that have historically been prevalent in this landscape. Therefore, the ICP principle will be applied when engaging with community stakeholders, namely:

- Households/project beneficiaries
- Traditional Leaders/ Council (Community Leaders)
- Community Based Organizations (CBOs), Natural Resource Management Committees (NRMC), Community Fishermen's Council (CCP in Portuguese), Farmers Groups or Associations, Youths FGs, women groups or associations, etc.
- Vulnerable groups (women, children, youth, people with disabilities, children and women heads of household, orphans, elderly people, etc.)

The project's ICP process will include:

- **Information:** Community meetings and dissemination of information brochures on project scope, design elements, participation mechanisms (e.g., community tourism groups), and entitlements for person affected.
- **Consultation:** Consultation take place about the project activities as such as any livelihood intervention. Furthermore, community groups as NRMC and DRR groups will gain impact by the project and require approval by traditional leaders. Critical topics as such as access to natural resources, gender role and new market actors require intensive consultation with the relating groups.
- **Decisions:** Community members determine participation and guidelines for any project decision s with support from traditional leaders and mass organizations to ensure they are inclusive, with representatives of ethnic groups, women, and other subgroups

3.3   Disadvantaged or Vulnerable Groups

In the case of disadvantaged and vulnerable groups, The Lead Project Implementors undertake to ensure that they are duly and timely consulted, making sure that their concerns are heard, taking into account individuals' and communities' specificities, and delivered in an appropriate form, manner and language. In some cases, special efforts will be made to ensure that disadvantaged or vulnerable members have

access to consultation events or discussion forums. As with other stakeholder groups, the type of engagement will align with the potential level of risks/impacts associated with the Project.

Vulnerable groups in the project area are defined as women, children, youth, people with disabilities, orphans, elderly people, and woman/child led households. These are listed as a priority, level 1 stakeholder in the stakeholder analyses and viewed as groups that may be affected (directly or indirectly) by project activities. A socio-economic baseline study is planned for the inception phase of the project (during the first six months of project implementation) during which a more detailed analyses of the Project Affected People's demographics and vulnerability scale will be determined. In the meantime, vulnerable groups formed part of the overall stakeholder engagement and information sharing processes launched during the project design and planning phases across the 23 project villages that were identified.

In cases where Project Affected People's vulnerable status may lead them to physical incapacity to participate in large-scale community meetings, the project will hold separate small group discussions with them at an easily accessible venue as a way for the project to reach out to the groups who, under standard circumstances, may be insufficiently represented at general community gatherings. The following additional methods will be adopted (as required) to adequately engage vulnerable groups and enable equitable participation:

- Map out locations and conditions of vulnerable groups across the project area (following Assessment);
- Identify leaders of vulnerable and marginalised groups to represent the interests of their interests in their specific communities;
- Map existing sites with favourable accessibility conditions for people with disabilities; and
- Organise face-to-face and focus group discussions with representatives from relevant governmental bodies including the Ministries of environment, fisheries, SDAE, Women, Children, and Social Affairs.

The involvement of local Civil-based Organisations (CBO's) will enable formalised mediation processes between conflicted parties regarding issues related to vulnerable groups. Additionally, dedicated extension support and consistent engagement on the ground will be crucial to gain community trust and willingness to be involved in natural resource management; while information will be shared by the means of simplified messaging to increase awareness and interest among all Project Affected People – including vulnerable groups. Peace Parks, ADRA and its implementation partners will also engage with and where relevant, strengthen ties with existing local structures at community, traditional leadership, and governmental services levels. A Beneficiary Feedback Mechanism (BFMs) will promote ownership and empower communities to hold stakeholders accountable, and engagement with Disabled People's Organisations (DPO's) and stakeholder platforms on furthering inclusion of Persons with Disabilities (PwD's) will amplify the voices of the most vulnerable. Inclusion and equitable access to services will enhance full participation and ownership across all the beneficiaries.

The Project will aim to integrate access to land rights for women and marginalised people as a crucial component of its livelihood approach. The project will engage and strengthen existing local structures - community, traditional, and government ministries/technical services. Traditionally, land tenure arrangements are predominantly patriarchal and governed by community leadership, leaving widows and single women or women-led households vulnerable. The following approach will be integrated and rolled out:

- Strengthening of land rights awareness and access at a community level;
- Ensuring that traditionally marginalised groups have more access to land for ecological agriculture;
- Facilitating a balance between men and women in resource management: the promotion of shared access to resources and land between men and women;
- By improving acknowledgement of their rights, women will have the power to inherit land;

- Community leaders will be responsible to engage them in land rights / generate more economies of scale;
- Supporting efforts to sensitise local and traditional leaders, officials and others with decision making power over land distribution/management and equip them with tools to protect women's rights to land;
- Conducting assessments to determine how customary complaint systems can be made gender sensitive, including the existing referral systems;
- Supporting awareness-raising and access to information for women, men and communities about existing legislation and policies, informing them about where to turn to get assistance to claim land or protection against land grabbing;
- Strengthening existing self-help groups and assisting the formation and operation of support groups;
- Encouraging women's participation in national and regional networks of community management practitioners, to promote the exchange of information and lessons learned and to give them a voice in changing the fisheries sector; and
- Introducing incentives to support women's cooperatives, communal banks (for fish marketing), and gender-sensitive local institutions.

4. Grievance Mechanism

A Grievance Mechanism[9] is a free, open, and accessible mechanism, principally designed for Project Affected People, and accessible to all project stakeholders, project staff (including contractors and their workers). It is part of a suite of a safeguard instruments that accompany the Project's Environmental and Social Management Plan (ESMP). The aim of the grievance mechanism is to provide interested and affected parties suffering adverse impacts from a project with the assurance that they have a voice, that they will be heard and assisted in an organised and timely manner. The Project Grievance System (PGS) will facilitate resolving complaints and grievances in a timely, efficient, and effective manner that satisfies all parties involved. Specifically, it will provide a transparent and credible process and will aim to produce outcomes that are fair, effective, and lasting.

Consortium members will leverage the existing grievance system created by ANAC, for the MEPA and will scale up the system to include Inhaca Island and new target communities. The key objective is to strengthen existing communication channels, including a dispute resolution mechanism between communities and Reserve Managers. Referral and contra-referral components of the grievance management system, will be improved to ensure that each issue is received, resolved, and feedback provide to affected parties.

For the Grievance Mechanism to be effective and accessible, The Lead Project Implementors will take active steps to inform all relevant project stakeholders of the existence and scope of the Grievance Mechanism and about the relevant provisions of the ESMS. It is vital that stakeholders are aware of the eligibility criteria for a grievance and the mechanism for grievance submission. This should ideally be completed during the stakeholder consultation during project design [prior to project proposal submission] and would be completed no later than the first quarter of project implementation.
The Lead Project Implementors will align the Grievance Mechanism procedures with good international practice, meaning it will be:
- Accessible: All field offices and field staff will have information on the Grievance Mechanism and how to register complaints; all stakeholders will have information on the Grievance Mechanism and how to register complaints;
- Practical: The mechanism established ensures that it is simple and viable and does not create a burden for project implementors or project stakeholders;

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[9] *For more information, please refer to the Grievance Mechanism appended to the ESMP.*

- Transparent: Decisions will be taken in a fair and transparent manner and the complainants will be kept updated of the process;
- Independent: The oversight body and designated team will be independent from project management where the grievance/ complaint originates; and
- Time Bound: The process for resolution will be comprehensive and completed in a timely manner.

This will be done by translating the Grievance Mechanism into local languages (Changana and Portuguese), ensuring that the information is delivered in a culturally appropriate way reaching all relevant stakeholder groups, including women, and vulnerable groups. Various methods will be used to raise awareness about the Grievance Mechanism and procedures including verbal communication (e.g., through consultation meetings, trainings, project website as well at local offices in the project area). In addition, grievance boxes will be placed at meetings and in training sessions.

Accessibility also requires that complaint submission, handling and recording is designed in such way that stakeholders have confidence in the mechanism and that procedures are in place to protect complainants from any form of retaliatory action, including provisions for disciplinary or other appropriate action in case of violations of this principle. Peace Parks and ADRA will ensure that all stakeholders are aware of this. Lastly, the Project requires that all staff, contractors, consultants, and responsible stakeholders who are active in project implementation must sign a Project Code of Conduct, Child Protection Policy, Protection Policy, and this Grievance Mechanism.

During the inception phase of the project, and under the ambit of the conservation sector and relative legislations, the consortium will establish a Steering Committee that will be supported by an Advisory Committee. The Steering Committee will provide strategic leadership and governance oversight and will not be engaged in the daily management of operations. The function of the Steering Committee is to take responsibility for the strategic issues associated with the various phases of the project. The Steering Committee is responsible for approving budgets, approving scope and schedule changes, and monitoring risks, quality, and timeliness. The Project Steering Committee is also expected to make key policy decisions and ensure effective oversight through receiving regular reports and reviewing the results of project monitoring and evaluations.

The **Steering Committee** will have quarterly meetings to discuss the project progress. More specifically, the Steering Committee will:

- Ensure that all interventions under the project are in line with the project objectives.
- Discuss any unexpected issues that arise in the due course of the project implementation which were not agreed upon upfront.
- Monitor the implementation of the project ensuring that any strategic changes are undertaken in a timely manner so that the project achieves its goals.
- Identify and provide advice on opportunities for scale up interventions and collaborations.
- Support the visibility of the project.
- Decide on all issues regarding the communication on the project, including level 3 grievances, and the publishing of data in reports, statements, publications, and other materials.
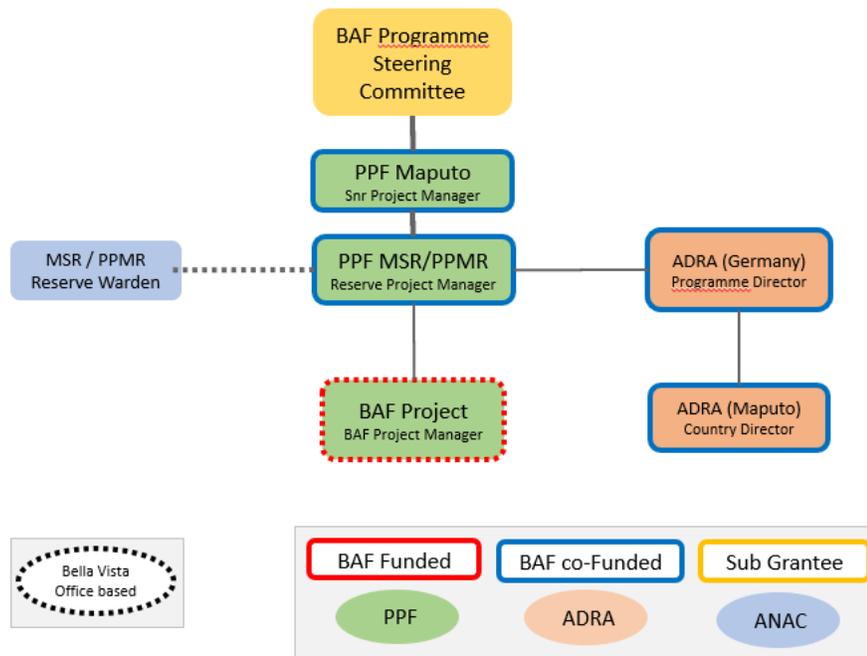
The function of the **Project Advisory Committee** is to assist the project team and the Steering Committee with the implementation of the project. The Project Advisory Committee will deal with operational issues including Level 1 grievances. The Advisory Committee will ideally consist of representatives from the following stakeholders:

- ANAC Park Representative
- Peace Parks Foundation Representative
- ADRA Representative
- BAF Project Manager
- BAF Project M&E/Compliance Officer
- Consortium implementation partner representatives from:
    - Livaningo
    - AMA
    - CTV
    - UEM
- 4 community representatives from the four administrative posts to be indicated by the communities themselves (Machangulo, Zitundo, Messevene and Inhaca)
- Local district government representatives
- EPA Representative

Detailed Terms of Reference for the Steering Committee and Advisory Committees will be drafted during the inception phase, including the guide tools to be used during the meetings, decision making processes, etc.

A **Compliance/Risk Committee** will oversee all ESMS and subsequently Grievance Mechanism and/or Process Framework related risks/impacts, as identified through the ESA and mitigated through the ESMP. This committee consists of senior Lead Implementation Partner staff who are independent from direct project implementation and will be guided by international best practice risk management standards.

5. Stakeholder Register

The Project's Stakeholder Register is essentially a database that records on-going stakeholder engagement activities, including specifics of the engagement activities, any issues raised by stakeholders requiring follow-up actions, and the status of these actions. The Stakeholder Register can also be extended to document additional information, if necessary. Where many stakeholders raise similar issues, these can be grouped as "issues" and responses to them will be tracked together in a separate section of the register.

6. Monitoring, Evaluation and Reporting

Peace Parks and ADRA will update the SEP throughout the lifecycle of the project, in particular whenever there have been changes to the project, additional stakeholder activities took place, and/or when particular milestones (e.g., agreements with communities) have been reached.

Monitoring and reporting of stakeholder engagement activities will help the Project track issues/concerns, thereby providing an understanding of trends which will help pre-empt risk management activities. Furthermore, by monitoring and evaluating the Project's performance with regard to stakeholder engagement will allow for its efficacy to be evaluated and improved where necessary.

These stakeholder activities and updates will be captured in the stakeholder register and formally evaluated on a bi-annual basis by the Project Steering Committee. Through updating the register, the project will track some basic indicators which are commonly used to monitor and evaluate the effectiveness of a Project's stakeholder engagement programme, including:

- List of stakeholder events/activities carried out during the reporting period and the stakeholders targeted (this can be combined with photographs) – Annex B.2 SEP Register, Tab 2 (Engagement to date);
- Number of participants at each event/ activity (disaggregated by gender) – Annex B.2 SEP Register, Tab 2 (Engagement to date);
- Percentage of ICP or FPIC engagement activities undertaken during the review/ reporting period – Annex B.2 SEP Register, Tab 2 (Engagement to date), or referencing the FPIC Protocol steps completed.
- Percentage of follow-up actions addressed/completed during the reporting period, percentage still open – Annex B.2 SEP Register, Tab 2 (Engagement to date);
- Proportion of year's planned stakeholder engagement completed during the reporting period – Annex B.2 SEP Register, Tab 3 (Planned engagement).

Annex B.2 SEP Register

<u>Please note</u>: Because of local and international privacy laws, this Register cannot be freely shared and may only be made available based on consent procedures.

Tab ID	Title	Purpose	Update on an annual basis?
1.1	Stakeholder analysis table	Stakeholder identification and analysis is a tool used in this project to help to identify the key actors (or stakeholders), and assess their respective interests, influences, and degree to which they might be impacted by the project.	No. Only update as and when new stakeholders are identified during project implementation, to remove stakeholders if they are no longer relevant, or if there is a change in the original analysis ratings which has been identified during project implementation.
1.2	Stakeholder analysis figure	Diagramatic representation of the stakeholder analysis.	As above.
2	Engagement to date	This table describes all of the stakeholder engagement activities that have taken place to date, including prior to project implementation. This table can be updated frequently and therefore acts as a stakeholder engagement register.	Yes.
3	Planned engagement	This table describes how stakeholder groups will be further engaged throughout project implementation in order to ensure that their views and concerns are heard and taken into account, foster constructive work relationships as well as more generally sharing of information and facilitating understanding.	Yes.