



# **Increasing socio-ecological resilience through community-led management of key coastal ecosystems in Pemba Channel, Tanzania**

## **Annex E: Stakeholder Engagement Plan Template**

Fauna & Flora International

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## **1. Introduction**

The purpose of the Stakeholder Engagement Plan (SEP) is to demonstrate how ‘Increasing socio-ecological resilience through community-led management of key coastal ecosystems in Pemba Channel, Tanzania’ (hereafter referred to as “the Project”) has engaged with stakeholders during project design (design of the concept and full proposal), and the proposed stakeholder engagement process that will be followed during the Project’s planning and implementation.

Stakeholders are individuals or groups who are affected, or likely to be affected by the Project (“Project-Affected People/ Parties”) and/or may have an interest (stake) in the project (“Interested Parties”), or be able to influence its outcome, either positively or negatively. Stakeholders may include locally affected communities or individuals and their formal and informal representatives, national or local government authorities, politicians, religious leaders, civil society organisations and groups with special interests, the academic community, or other businesses<sup>1</sup>.

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 Blue Action Fund ESMS distinguishes between Free Prior and Informed Consent, Informed Consultation and Participation, Consultation, and Information Sharing, as examples of different types of engagement<sup>2</sup>, as indicated in Section 2.2. However, these are minimum requirements, and some projects will adopt more rigorous stakeholder engagement than might be required by the Standards, for other reasons. For example, projects are increasingly opting to adopt a process of FPIC for projects that operate on local communities’ customary land or marine use areas, whereas the Blue Action Fund Standards only require this currently in projects that potentially affect Indigenous Peoples. Blue Action Fund is supportive of this broader need and application for FPIC, and any culturally and socially appropriate forms of engagement that increases community ownership and engagement in marine conservation efforts, and manages potential E&S risks and impacts.

Blue Action Fund, FFI and Mwambao are committed to complying with national and international stakeholder engagement and disclosure requirements. The SEP (comprising this document and an Excel document) 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 should complement the ESMP, and be developed and applied in conjunction with the Project’s Grievance Mechanism. The Blue Action Fund requirements for stakeholder engagement, and timings for these, are detailed in Table 1.

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<sup>1</sup> IFC. 2007. Stakeholder Engagement: A good practice handbook for companies doing business in emerging markets. Pp. 10.

<sup>2</sup> 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.

**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 a timely and appropriate approach is taken to engagement with stakeholders. The SEP outlines how the Project will further engage the various stakeholder groups throughout project design and implementation in order to ensure that their views and concerns are heard and taken into account. The purpose of having a SEP is to ensure a successful and sustainable project, and alignment of the project with 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).

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 Project Affected Peoples, 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 FFI and Mwambao; 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.

Overall, the SEP will assist with building strong relationships between FFI/Mwambao and its 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:

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

## **2. Stakeholder Identification and Analysis**

The stakeholder identification and analysis described in this section has been carried out in **Annex E.1** (the accompanying Excel document).

### **2.1 Stakeholder identification**

Different stakeholders will have different positions and views on the Project. As such, it is important that all stakeholders be identified as early on in the project design as possible, whilst remaining cognisant not to raise expectations about the potential project benefits. Stakeholder identification and analysis is a tool that helps identify the key actors (or stakeholders), and assess their respective interests, influences, and degree to which they might be impacted.

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<sup>3</sup>, including elected officials, non-elected community leaders, leaders of informal or customary community institutions, for example.

During concept design phase, stakeholders have been identified through various means.

A stakeholder mapping workshop was held with FFI and Mwambao in May 2021, to pull together all existing knowledge of stakeholders in the project site that has been assimilated through established networks,

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<sup>3</sup> 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.

relationships and project activities to date of both FFI and Mwambao on both Pemba Island and Tanzania. Further to this, additional consultations with local community actors and phone calls and in-person meetings with government actors have been carried out. The BlueAction project design phase coincided with ongoing socio-economic data collection activities for other project activities in March 2021, allowing additional information on stakeholders specific to the proposed BlueAction project area to be collected.

As part of the development of the project's safeguard instruments, an Environmental and Social Assessment (ESA) of the project has been conducted between December 2021 and March 2022 by a team of three Tanzanian consultants. This ESA included extensive consultations to further introduce the future project to a wide range of stakeholders, assess the main risks and impacts of the project's activities, and develop mitigation and management measures for those. These consultations have contributed to enrich this SEP and its accompanying SEP register ("Annex E.1").

During the inception phase further stakeholder analysis will provide additional detail of specific sub-categories within this, which will then be updated in the SEP.

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.

Identified stakeholders are listed in **Annex E.1, Tab 1.1 and 1.2 (Stakeholder Analysis)**.

## **2.2 Stakeholder analysis**

After identification follows a stakeholder analysis which provides a more in depth look at the identified stakeholder groups. Identified stakeholder groups/ stakeholders are often analysed using three criteria, and the results of this exercise (which can be repeated at any time, and 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.

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. Indicative impact categories that could be used are provided in **Table 1 of Annex E.1 (Tab 1.1)**.
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. Indicative categories that could be used to determine level of interest are provided in **Table 1 of Annex E.1 (Tab 1.1)**.
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. Indicative categories to determine level of influence are provided in **Table 1 of Annex E.1 (Tab 1.1)**.

A template for stakeholder analysis is provided in **Tab 1.1 (Stakeholder Analysis) of Annex E.1**, including a table with examples of the stakeholder groupings and stakeholders; similarly, in **Tab 1.2 (Stakeholder Analysis)** there is a diagrammatic version, **Figure 1**.

There are various ways of conducting and presenting a Stakeholder Analysis. Often in practice there are other aspects to consider regarding the type of engagement, and how this can be done, which can be taken

into account at an early stage through the 'early ideas on how to engage in the project' in **Tab 1.1 (Stakeholder Analysis)** of **Annex E.1** <sup>4</sup>.

**Tab 1.1 and 1.2 (Stakeholder Analysis)** of **Annex E.1** presents both a tabular format, and a visual format respectively for presenting a stakeholder analysis. There is no right or wrong approach, but the analysis described above, and the types of engagement per stakeholder described below, should be taken into account regardless of the approach used.

As per **Tab 1.1 (Stakeholder Analysis)** of **Annex E.1**, "Type of engagement required: category: Column L", the type of engagement based on the Project's potential impact on the stakeholder should be stated clearly in a stakeholder analysis, to demonstrate that the extent and degree of engagement is commensurate with the risks and impacts of the Project, as per the Blue Action Fund Standards. The likely categories of engagement type include:

1. **'Free, Prior and Informed Consent (FPIC<sup>5</sup>)'**, if there are Indigenous Peoples potentially affected by the Project; (this has been deemed not applicable to the project as no Indigenous Peoples are identified in the project sites)
2. **'Informed Consultation and Participation (ICP<sup>6</sup>)'**, if there are potentially significant adverse impacts on the stakeholder in question;
3. **'Consultation<sup>7</sup>'**, 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
4. **'Information sharing'**, for all other stakeholders where there is no identified potential impact; information should be shared with stakeholders in 1-3 as well.

These would be considered the minimum levels of engagement required, based on potential impact of the Project on the stakeholder, but the Project can of course surpass these Blue Action Fund Standards.

### **3. Stakeholder engagement**

The disclosure of relevant project information<sup>8</sup> should be done well in advance of the start of the Project. 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. Updated versions of the SEP, which are under responsibility of FFI and Mwambao should be consulted with Project Affected People to achieve feedback on perception of engagement during the entire life of the project.

Additionally, the implementation of the SEP will be subject to regular monitoring through the Blue Action Fund. All personal information (e.g., name and contact details) collected for the purposes of the SEP and maintained by FFI and Mwambao will be done so in a secure manner in line with Blue Action Fund's GDPR Policy. This personal information will not be included in the SEP at any time.

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<sup>4</sup> For example, stakeholders can be analysed in relation to their influence and interest, and impact, and represented on simple diagram. Some projects use four categories: (i) stakeholders with strong influence and less interest/stake – these stakeholders would normally be kept in check so that influence is not out of proportion to stake; (ii) stakeholders with strong influence and a high interest/stake – these stakeholders would normally be closely involved at all stages; (iii) stakeholders with weak influence, but a high stake – these stakeholder often require additional support for their involvement to overcome their lack of influence; (iv) stakeholders with weak influence and only weak interest – involvement of these stakeholders is unlikely to be critical to project success.

<sup>5</sup> See Blue Action Fund ESMS Glossary of Terms for definition of FPIC.

<sup>6</sup> See Blue Action Fund ESMS Glossary of Terms for definition of ICP.

<sup>7</sup> See Blue Action Fund ESMS Glossary of Terms for definition of Consultation.

<sup>8</sup> 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.

The Sections below give a brief description of stakeholder engagement actions that have already taken place as well as engagement actions to be taken to implement this SEP.

### **3.1 Stakeholder engagement already undertaken**

This section describes all of the stakeholder engagement activities that have taken place prior to project implementation.

Stakeholder engagement to date is provided in **Tab 2 (Engagement to Date)** of **Annex E.1**.

### **3.2 Planned stakeholder engagement and disclosure during project implementation**

This section 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.

Planned stakeholder engagement is provided in **Tab 3 (Planned Engagement)** of **Annex E.1**.

### **3.3 Informed Consultation and Participation**

#### **3.3.1 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.

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

#### **3.3.2 Project ICP Process**

The stakeholders potentially significantly affected by the Project, requiring ICP, are listed in **Table 3 (Tab 3)** of **Annex E.1** (Stakeholder Engagement Plan's register)

For projects with potentially significant adverse impacts on affected communities, the process of Informed Consultation and Participation (ICP) needs to be applied. ICP involves an in-depth exchange of views and information, and an organized and iterative consultation, leading to the incorporating of the views of the affected communities into the decision-making process on matters that affect them directly, like mitigation measures, sharing of development benefits and opportunities, and implementation issues.

FFI and Mwambao are committed to conducting an ICP process with all communities directly engaged in and those likely to be impacted directly by the project. Communities not directly engaged by the project but using resources on the areas targeted will also be consulted and participated, for instance on participatory mapping exercises of natural resources use (for fishing grounds and mangrove areas).

The consultation process will:

1. capture both men's and women's views, if necessary, through separate forums or engagements, and
2. reflect men's and women's different concerns and priorities about impacts, mitigation mechanisms, and benefits, where appropriate. FFI and Mwambao will document the process, in particular the measures taken to avoid or minimize risks to and adverse impacts on the Affected Communities and will inform those affected about how their concerns have been considered.

FFI and Mwambao are committed to Informed Consultation and Participation (ICP) of Project Affected Peoples (PAPs). This process will:

- a) Involve PAPs and Local Communities' representative bodies and organisations (e.g., elders and influential local leaders, village government leaders, natural resource management committees – such as SFCs/SCCs in Pemba and BMUs/VNRCs in Tanga-Mkinga) and, where appropriate, the broader community members;
- b) Provide sufficient time for PAPs and Local Communities' decision-making processes;
- c) Allow for PAPs and Local Communities' effective participation in the information and trainings ahead of the design of activities they will be involved (e.g. initial SFCs/SCCs/BMUs/VNRCs trainings when engaging in a new community to explain the CBNRM steps planned), to then design local management measures and by-laws with facilitation from the project team, and mitigation measures that could potentially affect them either positively or negatively;
- d) Regularly review the terms of the engagement of the project community by community with their representatives (SFCs/SCCs in Pemba and BMUs/VNRCs in Tanga-Mkinga), reflecting together on the most recent data collected and analysed with their active participation, and allowing time for adaptation and planning with them;
- e) Facilitate regular dissemination towards the community these SFCs/SCCs/BMUs/VNRCs represent of local results and allow time for comments, challenges and consensus building to foster broad community support and buy in.

### **3.4 Disadvantaged or Vulnerable Groups**

In the case of vulnerable groups, FFI and Mwambao-MCCC ensure they are duly and timely consulted and encouraged to directly participate, making sure that their concerns are heard, taking into account individuals' and communities' specificities, and delivered in an appropriate form, manner and language. This is done in the form of focus group discussions, key informant interviews/surveys, small group and one-on-one interactions, and gender assessments, as well as ensuring materials are in local language (Swahili).

A social group noted as vulnerable from FFI and Mwambao-MCCC's past and ongoing work on Pemba and mainland Tanzania since 2015 is women resource-users, including but not limited to: women foot fishers gleaning for macroinvertebrates; women seaweed farmers; women marine product processors; and women

collecting and harvesting resources in mangroves (e.g. wood and charcoal). Due to their reliance on natural resources and social vulnerability that limits the livelihoods they can engage in, they could be adversely impacted by project activities that lead to restrictions on the use of natural resources (e.g. management planning that results in local by-laws, temporal closures of nearshore areas etc.). As noted in section 9 of the full proposal on gender mainstreaming, additional measures to enable women's participation in the project will be developed as part of the gender action plan. This is expected to include holding separate meetings and discussions for women when appropriate, advocating for increased participation of women in decision-making positions (e.g. through quotas), and sharing of information in appropriate formats.

There is significant overlap with another vulnerable group that could be impacted by the project: resource-users involved in climate-vulnerable livelihoods such as seaweed farming and fishing for reef fish. Similarly with women resource-users, project activities could disproportionately impact these groups through measures that restrict their activities. The values and concerns of these groups will be considered, and their active participation in project activities – in particular the PMSD process as part of the climate resilient livelihood component of this project – encouraged and enabled.

Through past work on Pemba, in some target communities there is a notable group of young men engaged in illegal fishing through the use of scuba equipment. A participatory impact assessment (PIA) conducted in early 2021 identified intergenerational conflict as a challenge in one such community. It is expected that other groups involved in illegal fishing will be further identified during the project (e.g., blast-fishing in mainland Tanzania). We consider these groups to be vulnerable, as they are frequently driven to use illegal methods out of desperation and an absence of viable livelihood opportunities, and often limited representation and participation in decision-making. These groups could be impacted by project activities through increased enforcement of regulations and sanctions. These groups will be consulted and engaged as part of the project, and their participation in decision-making and representation in decision-making bodies supported, including the design of community-specific LMMA management measures (e.g. fishery closures and gear restrictions). Additionally, appropriate incentives to discourage the use of illegal fishing gears will be developed through consultation with these groups.

Other vulnerable groups identified through the ESA and FFI/Mwambao-MCCC's ongoing work in the project area include children, the elderly, poor households, and itinerant fisher groups (fishers that travel/rotate from place-to-place to undertake fishing activities, often linked to seasonality and tidal patterns).

All of the vulnerable groups described could be affected by access restrictions, as their access rights are commonly less recognised and formalised, and they also typically have limited access to livelihood diversification opportunities. It is for these reasons that in the SEP it is planned to actively engage these groups in the resource management process, so their needs are fully recognised and incorporated into decision-making processes and activities associated with this project. This engagement will also lay the groundwork for engaging these same groups in the access restriction mitigation processes used once it is clear what restrictions may be forthcoming and who will be impacted by those restrictions.

## **4. Grievance Mechanism**

As detailed in Annex F of the ESMP, a key part of the ESMS process is the development of an accessible, context-specific and culturally-appropriate Grievance Mechanism (GM) for this project, based upon the guiding principles of trust, transparency, accessibility, fairness and impartiality. The aims of the GM are to:

- Guide FFI and Mwambao-MCCC in addressing complaints, comments, questions, concerns and suggestions from Project Affected People and other rightsholders and stakeholders, related to the project and its activities in a fair and transparent, and practical manner;
- Identify and manage stakeholder concerns and thus support effective risk management for the project;
- Provide stakeholders fearing or suffering adverse impacts from the project with the assurance that they will be heard and assisted in a timely manner;

- Build and maintain trust with all stakeholders thereby creating an enabling environment in which to operate; and
- Prevent adverse consequences of failure to adequately address grievances.

The best approach to resolving grievances involves FFI, Mwambao-MCCC and the Project Affected Party reviewing the conflict and deciding together on a way forward that advances their mutual interests. This reflects the fact that local and country authorities often have better information on and understanding of the causes of disputes arising from project implementation. ‘Deciding together’ approaches are usually the most accessible, natural, unthreatening and cost-effective ways for communities and project management to resolve differences.

For the Grievance Mechanism to be effective and accessible, FFI and Mwambao-MCCC 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 (see Annex F for more details). This will be completed during the first quarter of project implementation.

FFI and Mwambao-MCCC 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;
- 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 Swahili 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 through consultation meetings and trainings, as well as at local offices in the project area(s) in Pemba, Tanga and Unguja. The development and initial dissemination process will be followed-up throughout the lifecycle of the project at different stages of engagement to ensure that stakeholders/project-affected peoples continue to be fully informed, in particular in advance of activities which could result in grievances arising, for example management measures which may limit resource use and access, livelihood engagement, and law enforcement.

Preventative mechanisms for avoiding the incidence of grievances arising in the first place are a key component in the project and beyond, including continuous dialogue and periodic meetings with stakeholders at all levels of engagement (from elected government representatives, local communities, local authorities, and NGOs). Such meetings aim to facilitate communication, ensure consultation and transparency and reduce the potential for misunderstanding and grievances. Regular meetings between the project staff and local communities will be used to document emerging concerns/issues and to advise project implementation.

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. FFI and Mwambao-MCCC will ensure that all stakeholders are aware of this. Taking these issues into account will be a key part of the further refinement and finalisation of the Grievance Mechanism in the inception phase.

## 5. Stakeholder Register

**Table 2 (Engagement to date)** in **Annex E.1 (Tab 2)** will be updated to function as a stakeholder engagement register

The Project's Stakeholder Register is the database that records on-going stakeholder engagement activities, including specifics of the engagement activities, any issues raised by stakeholders requiring follow-up (**Tab 2, Table 2, Column F** "issues discussed, and information disclosed"), 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

FFI and Mwambao will update the SEP through the lifetime of the project, in particular whenever there have been changes to the project, additional stakeholder activities 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. Projects should update the stakeholder register and planned engagement (Tabs 2 & 3) regularly, and at least on an annual basis. Through updating the register, the project can 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) - this can be tracked through updates to Annex E.1, Tab 2 (Engagement to date);
- Number of participants at each event/ activity (disaggregated by gender) - this can be tracked through updates to Annex E.1, Tab 2 (Engagement to date);
- Percentage of ICP engagement activities undertaken during the review/ reporting period - this can be tracked through updates to Annex E.1, 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 - this can be tracked through updates to Annex E.1, Tab 2, (Engagement to date);
- Proportion of year's planned stakeholder engagement completed during the reporting period - this can be tracked through updates to Annex E.1, Tab 3 (Planned engagement).
- Quantitative monitoring of Stakeholder engagement will be complemented by narrative elements which will draw links between engagement and changes observed. This will be analysed and captured across and between multiple layers of engagements (i.e. project-stakeholders, community reps-community members, government agencies-community institutions, etc.)

## Annex E.1: Stakeholder Engagement Plan Template

See attached Excel spreadsheet which has been designed to help Blue Action Fund applicants and grantee organisations organise, manage and document their stakeholder engagement process. Tables/ Figures can be presented in a Word document or other format if needed.