

Annex 15B – Stakeholder Engagement Plan

Sustainable Luangwa: Securing Luangwa’s water resources for shared socioeconomic and environmental benefits through integrated catchment management

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1. Introduction

The WWF GEF Project *Sustainable Luangwa: Securing Luangwa's Water Resources for shared socioeconomic and environmental benefits through integrated catchment management*, led by the Ministry of Water Development, Sanitation and Environmental Protection (MWDSEP) with WWF-Zambia as a key partner, seeks to protect the ecologically important Luangwa catchment from unsustainable forest uses and agricultural practices. The project will be implemented in the Luangwa Upper Sub-catchment, concentrated in northern part of Mafinga district of Muchinga Province (Fig. 1) in Zambia, given the importance of the upper catchment to the long-term water flow and quality of the river and the associated ecosystems and ecosystem services of the downstream. On-ground interventions will be concentrated around the source of the Luangwa River, in the Mafinga Hills National Forest Reserve and the surrounding agricultural land. The rich forest habitats of the headwaters provide rural communities with critical ecosystem goods and services, including wood fuel and non-wood forest products (NWFP).

The project objective will be achieved through three inter-related components.

Component 1: *Protected area management and establishment in the Luangwa sub-catchment*: will lead to the improved management of the key protected area, Mafinga Hills, within the headwaters towards protection of the Luangwa River source and the designation of a water resource protection area for increased protection of the upper sub-catchment.

Component 2: *Community management of the Luangwa sub-catchment (Mafinga District)*, will establish sustainable community management as well as environmentally sustainable livelihoods through prioritised interventions focused on the headwaters to reduce land and forest degradation.

Component 3: *Knowledge management and Monitoring and Evaluation (M&E)* will ensure that the lessons learned and best practices from the project are collected and disseminated across Zambia, and that M&E is carried out to inform project decisions and adaptive management.

The implementation will use an integrated, landscape approach to resource management and following a participatory approach and activities may include:

- a. Set up a field level technical team or service provider to facilitate community awareness and sensitisation on the project
- b. Identify different village level groups (households) and interest groups in the area
- c. Conduct a participatory problem analysis with local communities including identification of resources and potential resource conflicts
- d. Prioritise the actions needed to be conducted to ensure sustainable natural resource management
- e. Participatory management and action planning resulting in a clear and simple management/action plan
- f. The village level actions should be linked and provide an overall impact for the project area
- g. Build strong community-based implementation structures
- h. Facilitate livelihood improvement activities and enhanced ecosystem services
- i. Ensure adaptive management with monitoring, reporting and plan review

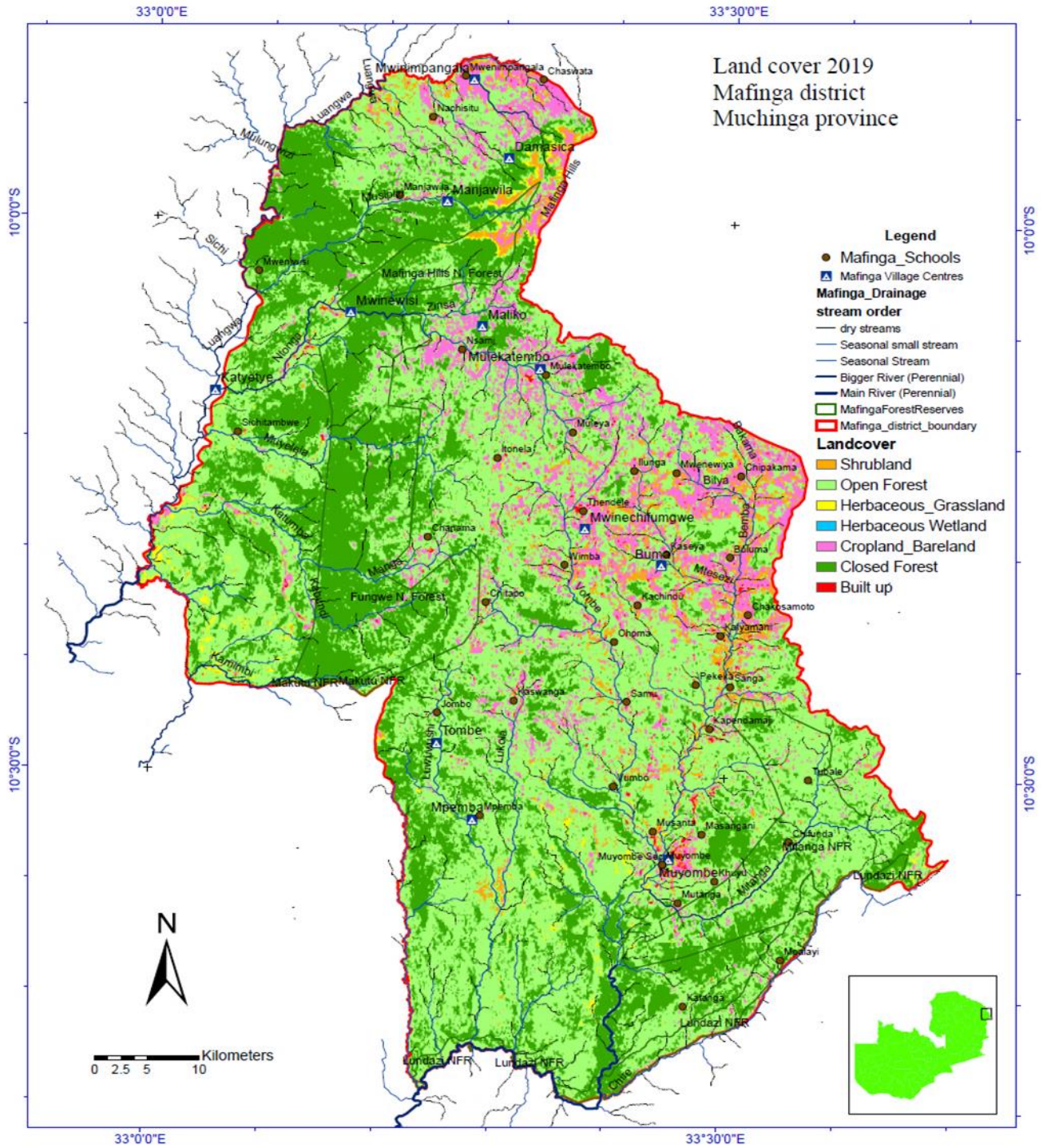


Figure 1 Mafinga District

1.1 Purpose and Scope

The Stakeholder Engagement Plan (SEP) is key to ensuring the success and sustainability of this project. The SEP builds on stakeholder consultations undertaken during the project development stage to identify key project stakeholders, their ongoing involvement in the project implementation period, and the roles and responsibilities for overseeing execution of this Plan.

The Plan seeks to define a technically and culturally appropriate approach to the process of consultation and disclosure. The goal is to improve collective and integrated decision making to ensure effective project implementation without leaving anyone behind. The plan will help facilitate an opportunity for various stakeholders to voice their opinions and concerns that may influence Project decisions. The Plan is a useful tool for managing communications between Project and its stakeholders.

The Plan takes into account both traditional ways of life and the proposed project's approach. However, it must be noted that the plan may need revision in the approach to adapt to field level experience during the implementation of the project.

2. Regulations and requirements for Stakeholder Engagement

The PMU is responsible for ensuring compliance with the GEF and WWF standards on Stakeholder Engagement, specifically the WWF [Standard on Stakeholder Engagement](#) and the associated [Procedures for Implementation of the Standard on Stakeholder Engagement](#). The WWF Standard on Stakeholder Engagement requires the Executing Agency to engage all stakeholders— including project affected groups, women and men in local communities, and local CBOs and CSOs —throughout the life of the project; communicate significant changes to project stakeholders and consult on potential risks and impacts; establish a grievance redress mechanism and register and respond to grievances throughout project execution. An overview of the benefits of stakeholder engagement, principles for effective stakeholder engagement, and stakeholder engagement considerations can be found in Annex 1.

WWF-US, as the GEF Project Implementing Agency, is responsible for oversight. The Ministry of Water Development, Sanitation and Environmental Protection (MWDSEP), as the lead Executing Agency, is responsible for executing the Stakeholder Engagement Plan and overall compliance with the WWF Standard on Stakeholder Engagement. The Safeguards and MEL Officer will maintain a stakeholder register for the Project, which shall record all stakeholders, contact details, and dates of engagement. Activity reports will be generated with details of the engagement, any other comments and follow up requirements.

The project will comply with WWF and government restrictions to prevent the spread of the COVID-19 virus. During field visits and in-country travel, all attempts to practice social distancing will be made, as well as the use of personal protective equipment (PPE).

2.1 Constitution and National Policies

Stakeholder engagement is important as it helps to ensure that stakeholders understand the actions being undertaken and that they agree to such actions. The Zambian policies and laws including the Constitution highlights issues related to the importance of recognizing stakeholders. Therefore, stakeholder engagement is very important and is provided for under policies and laws.

The Constitution of Zambia of 2016, provides for the Bill of Rights, which recognizes that every person is entitled to fundamental rights and freedoms of the individual his race, place of origin, political opinions, color, creed, sex or marital status. The Constitution also recognizes as two principles of state policy that the “state shall endeavor to provide clean and safe drinking water” and shall strive to provide a clean environment and health environment for all. These can only be provided with adequate stakeholder consultation.

The National Environmental Policy of 2007 is an enabling framework for promoting the participation of local communities, NGOs and the private sector in forest conservation and Collaborative Forest Management. It also provides that communities be assisted to set up appropriate management institutions to control the use of forestry resources on customary land on a sustainable basis. On the other hand, the National Forestry Policy of 2014 embraces social and environmental safeguards by emphasizing the important role of traditional authorities in the sustainable management of forests and equitable benefit sharing among stakeholders as well as the importance of biodiversity conservation. The National Water Policy of 2010 encourages integrated natural resources management in a catchment and the use of traditional best practices in the management of natural resources, which can only be achieved through stakeholder engagement.

2.2 National Legislation

The Environmental Management Act No. 12 of 2011, provides for Water Pollution Control, Waste Management, Air Pollution Control, Water Pollution Control and Environmental Impact Assessment guidance as well as need for stakeholder consultations in undertaking activities. The Water Resources Management Act No. 21 of 2011 stipulates that where necessary or expedient, WARMA shall empower any appropriate authority or conservancy authority to carry out any function under the Act and utilize its facilities for the better regulation and management of water resources. This can only be achieved through stakeholder consultation. The Forests Act No. 4 of 2015 states that in the process of sustainable management of forests, the Director of Forestry shall consider community participation.

3. Project Stakeholders

WWF defines stakeholders as a person or group of persons who are directly or indirectly affected by a project, as well as those who may have interests in a project and/or have the ability to influence its outcome, either positively or negatively. The identified stakeholder groups are:

- Government officials
 - Ministries and Divisions within the government of Zambia that will be affected by, or involved in this project include: The Ministry of Water Development, Sanitation and Environment Protection (Environmental Management Department and Water Resources Management Agency – WARMA), Ministry of Agriculture, Ministry of Lands and Natural Resources (Forestry Department), Ministry of Community Development and Social Services, and Provincial and District administrative government offices and Town Councils. Traditional chiefs are also included here.
- Local communities

- Local communities comprise the main beneficiaries of this project. The project will work with men and women, as well as local community groups and cooperatives living around Mafinga Hills National Forest Reserve and the headwaters of the Luangwa River in three Wards of Mafinga District: Ntonga, Musipizi and Mafinga Wards. These local communities are made up small-scale farmers who depend on the sale of agricultural produce for their income and livelihood.
- Service Providers
 - NGOs
 - The non-governmental organizations that have been identified as stakeholders in this project include WWF Zambia, the Wildlife and Environmental Conservation Society of Zambia (WECZ), and WeForest.
 - Private Sector
 - Community Markets for Conservation (COMACO)
- Multilaterals
 - The World Bank and Green Climate Fund (GCF) are financing or implementing projects related to the baseline in the geographic scope of the proposed project.

This list of stakeholders is likely to expand or change in composition as the Project moves from development to implementation. A more detailed list of stakeholders, their descriptions, and their potential roles in the project can be found in Annex 2.

4. Summary of Previous Stakeholder Engagement Activities

During the process of developing the project, stakeholder engagement was carried out to help inform the design of the project.

4.1 Kick-off Workshop

A virtual Kick-Off Workshop was convened on 15 July 2020, organized jointly by Government of the Republic of Zambia, WWF Zambia and WWF GEF Agency with 33 participants. The meeting aimed to launch the project development process for the preparation of the WWF GEF Sustainable Luangwa Project Document package and GEF CEO Endorsement Request among key stakeholders by: a) Developing a shared understanding of the project 's concept proposal; b) Explaining the project preparation process, draft timeline and final deliverables; c) Clarifying the roles and responsibilities of the Project Design Team (PDT), consultants and partners involved in the PPG process; and d) Providing a moderated Q&A session for feedback from participants. The participants included the EMD Director of MWDSEP and GEF Operational Focal Point, and the Permanent Secretary of MWDSEP and GEF Political Focal Point, representatives of related national agencies (incl. Dept of Water Resources Development, Dept of National Parks & Wildlife, Climate Change Adaptation, Agriculture), provincial and district government agencies (incl. Provincial Water Officer, WARMA Luangwa Catchment Manager, Provincial Agricultural Coordinator, Provincial Chiefs and Traditional Affairs Officer, District Planning Officer, District Forest Officer), NGOs (WECZ), private sector (COMACO, Conservation Farming Unit), etc.

4.2 Field Visits

4.2.1 October 2020

The field visits were conducted in areas near the source of the Luangwa River where the project was targeted to be implemented. The four Wards (Figure 2) located at the source of the Luangwa are:

Ntonga Ward: The Ward is made up of mostly resource-constrained farmers who depend mostly on the sale of agricultural produce for their income and livelihood. The main crops grown are maize, millet, cassava, beans, groundnuts and sweet potatoes. Some of the farmers also keep livestock such as cattle, pigs, goats and rabbits. The Ward has only one Agricultural Extension Officer, which creates a challenge in providing extension services. Almost all the feeder roads including the bridges in the area are in a bad state and accessibility in the rainy season becomes difficult especially for input supply and distribution. Generally, there is low household income in the Ward leading to food insecurity. This is due to poor markets and inadequate storage facilities for the crops. This Ward was recently split, with the formation of a new Ward called Senje.

Musipizi Ward: Just like Ntonga Ward, the people in the Ward are resource-constrained farmers who depend on the sale of agricultural produce for their income and livelihood. The main crops grown include maize while cassava, beans, groundnuts and sweet potatoes are also grown. The livestock in the area include cattle, pigs, goats and chickens. The Ward has only one Agricultural Extension Officer. The feeder roads are poor and accessing the areas during the rainy season is difficult. Markets and market linkages are poor as well in this Ward. However, there is high potential for income generation through agriculture, fisheries, livestock and forestry.

Mafinga Ward: The Ward has similar characteristics to Ntonga and Musipizi Wards. The people depend on small scale agriculture, growing crops like maize, millet, cassava, beans, groundnuts and sweet potatoes and livestock including cattle, pigs, goats and chickens. The ward has only one Agricultural Extension Officer. The feeder roads are poor.

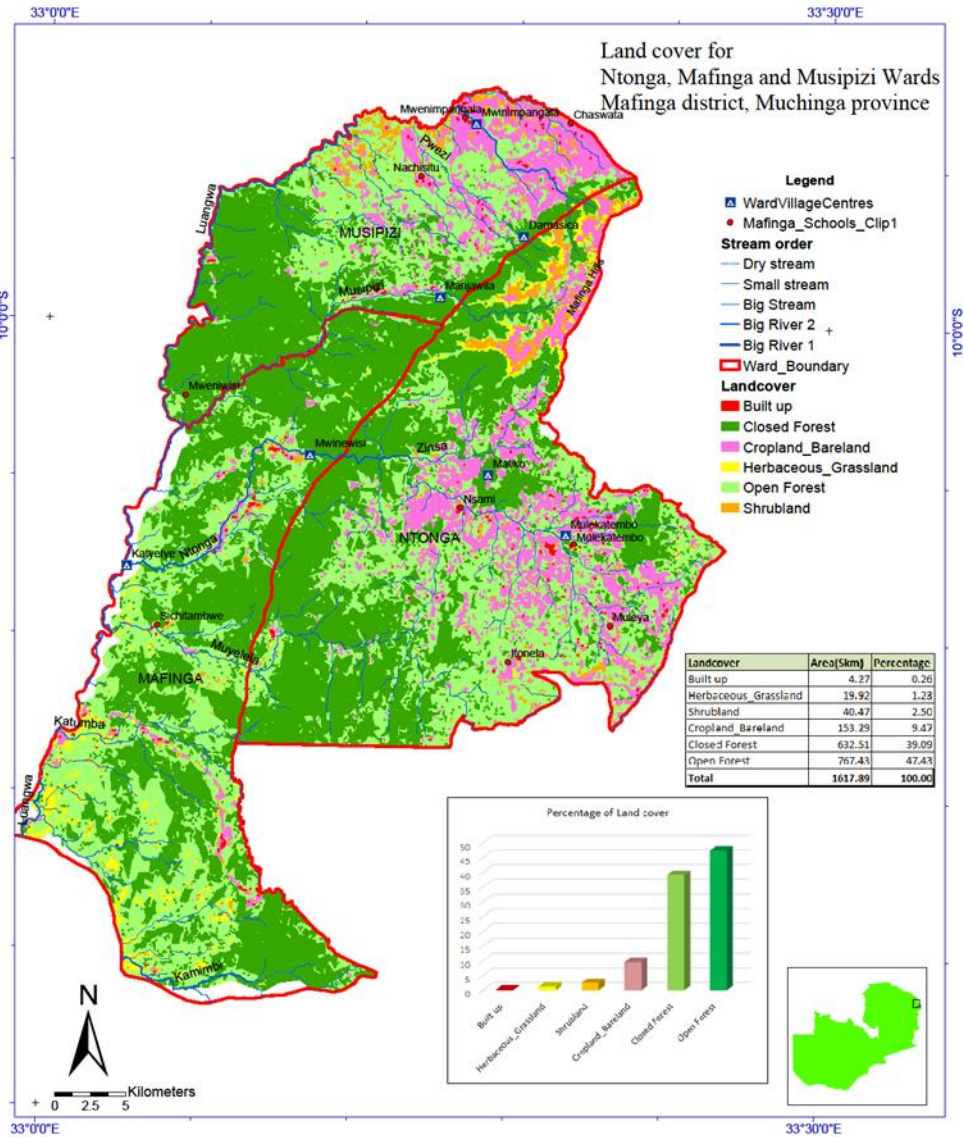


Figure 2. Ntonga (Includes Senje), Mafinga and Musipizi Wards of Mafinga District

Stakeholders provided views that were critical in the design consideration. Table 1 below details the main expectations and concerns that arose from the field visit consultations. The documentation of the consultations is provided in Annex 3: Table 6: Summary of stakeholder engagement during project development.

During the process of developing the project, there was stakeholder engagement that generated information to inform the design of the project. These stakeholders provided views that were critical in the design consideration. The key feedback coming from consultations with different stakeholders has been summarized in the matrix below (Table 1).

During the first field visit from 14th to 21st October 2020, the Chiefs that were met highlighted the need for consultative and integrated approach to natural resources management and improving livelihoods of local communities. They said it was evident that deforestation was happening. In addition, it was noted that

health facilities and schools were limited in parts of the Chiefdom. Law enforcement was weak in the management of natural resources. They recognized that finger millet growing was a major source of deforestation due to the short period of fallow. They shifted to a new area every year. Further, stakeholder expressed the importance of a well-coordinated approach to natural resource management. It was also noted that the district faced a number of challenges related to the state of roads, telephone communications, poor marketing linkages and inadequate coordination among various sectors.

At community level, the communities were concerned about limited access to markets and were dependent on the Tuesday market in Malawi. They highlighted the poor state of the roads and telephone communications, which had almost cut them off. Even health facilities in Malawi were easier to access due to poor roads. They indicated that there were limited alternative livelihoods and income generating activities due to poor connectivity. Projects operating in some parts of the District included *Transforming Landscapes for Resilience and Development (TRALARD) Project* and *Strengthening climate resilience of agricultural livelihoods in Agro-Ecological Regions I and II in Zambia (SCRALA)*. These projects are focusing on natural resource management as well as livelihood activities and market linkages. The issue of collaboration was discussed and based on the type of activities it was explained that collaboration was possible. However, the current projects are not active in the proposed project area.

The feedback from the stakeholders were reflected on in relation to biodiversity and land degradation in the area and the need to manage the source of the Luangwa. The feedback offered an opportunity to identify potential roles of various stakeholders. In addition, the feedback provided information in relation to challenges in the area which needed to be addressed in line with the objectives of the project being designed. These findings were incorporated in the design of the project through the approach to implementation and the proposed activities.

Table 1 Analysis of Stakeholders' Expectations and Concerns – October 2020 Field Visit

STAKEHOLDER GROUP	KEY EXPECTATIONS	KEY CONCERNS	RECOMMENDATIONS
Government	<ul style="list-style-type: none"> • Improved livelihoods of local communities • Improved water resource and forest management • Improved data generation and sharing of information • Integrated approach to natural resource management 	<ul style="list-style-type: none"> • Inadequate capacity of technical staff to deliver project • Inadequate participation of local communities • Too much expenditure going into technical activities and not improving livelihoods of local communities 	<ul style="list-style-type: none"> • Capacity development of staff • Effective monitoring of results and impact on communities • Facilitate an integrated approach to natural resource management
Local Communities	<ul style="list-style-type: none"> • Full and effective participation of Local communities • Sustainable management of natural resources • Increased household incomes • Improved livelihoods 	<ul style="list-style-type: none"> • Failure to impact on community livelihoods • Elite capture • Inadequate markets for agriculture and natural resources products • Slow process of project implementation and use of finances 	<ul style="list-style-type: none"> • Effective capacity development of local community structures • Use of effective participatory approaches and methodologies • Support to local communities through incentives like linking to markets and direct support to community investments
Traditional Leaders	<ul style="list-style-type: none"> • Improved management of natural resources • Improved livelihoods of communities • Keeping the traditional practices and norms 	<ul style="list-style-type: none"> • Not effectively informed about project implementation • Limited incentives for community participation 	<ul style="list-style-type: none"> • Include representatives of the Chiefs in some key committees • Timely update of the Chief in terms progress of project implementation
Vulnerable Groups	<ul style="list-style-type: none"> • Participation in livelihood activities • Inclusion in decision making groups 	<ul style="list-style-type: none"> • Loss of incomes and livelihoods • Not considered in project activities 	<ul style="list-style-type: none"> • Assess the groups and provide platform to engage • Ensure they participate in decision making processes • To be considered in Committees
Non-Governmental Organisations (NGOs)- Local and International	<ul style="list-style-type: none"> • Improved livelihoods through enterprise development among local communities • Increased community participation • Improved natural resource management 	<ul style="list-style-type: none"> • Inadequate transparency • Limited direct benefits to local communities 	<ul style="list-style-type: none"> • Summarise technical documents into easy to read and based on local languages • Increased awareness among local communities

Private Sector	<ul style="list-style-type: none"> • Availability of products to trade in and organized groups for easy availability of products • Favourable policy in the implementation of the project to facilitate their participation 	<ul style="list-style-type: none"> • Poor quality of products • Poor road network • Producers inability to meet the demands • Inadequate incentives for their participation 	<ul style="list-style-type: none"> • Capacity development for local community producers • Engage private sector in understanding their needs
District Project Coordination Unit	<ul style="list-style-type: none"> • Effective project implementation 	<ul style="list-style-type: none"> • Poor flow of funds • Restricted expenditure on needed supply for effective community participation • Job insecurity 	<ul style="list-style-type: none"> • Need for periodic consultations with the Project staff • Clear job contracts to be developed

4.2.2 May 2021

The second field visit was conducted from 17th to 21st May 2021, the main objectives being to validate the draft project document with local stakeholders and conduct social and environmental safeguards consultations and risk assessments. The field trip aimed to fill the gaps in baseline information that may have been noted in the first trip. The trip allowed further discussion with the main stakeholder partners and their current activities. It confirmed that COMACO is not operating in the proposed project area and that they mainly operate in areas with crops of interest. In addition, it was noted that Ntonga Ward was recently split into two to create another Ward called Senje. It was mentioned that the vision of the province supported by projects would be to create economic hubs in the district, which would help improve the livelihoods of local communities through bulking centers, processing plants and marketing institutions. However, the details have yet to be determined. WECSZ baseline activities around Mafinga Hills NFR were reviewed, and it was noted that out of the 10 beacons identified only 4 were worked on. This new information helped update the SEP and Project Document. This was done through revising the activities and approach of the project.

4.3 Validation Workshop

A virtual Validation Workshop was convened at the end of the PPG phase on 11 August 2021, organized jointly by Government of the Republic of Zambia, WWF Zambia and WWF GEF Agency with 34 participants. The meeting aimed to finalize all the key elements of the project design and secure agreement and support for the project by key partners, including the opportunity for feedback from participants. The participants included the EMD Director of MWDSEP and GEF Operational Focal Point, EMD Director of Planning (Chair), WWF Zambia Country Director; WWF US/GEF Agency, representatives of the Project Design Team, other MWDSEP and WWF Zambia staff, key partners – Dept of Forestry, Ministry of Agriculture, Muchinga Provincial government (Planning, Water Development, Forestry, Chiefs and Traditional Affairs), Mafinga District (District Council, District Administration, Planning, Forestry, Chiefs and Traditional Affairs), and representatives of COMACO, WECSZ, TRALARD, SCRALA and ZIFLP.

5. Stakeholder Engagement Plan

Stakeholder analysis determines the likely relationship between stakeholders and the Project and helps to identify the appropriate consultation methods for each stakeholder group during the life of the project. Some of the most common methods used to consult stakeholders include:

- Phone or email;
- One-on-one interviews;
- Workshop or focus group discussions;
- Distribution of pamphlets and newsletters;
- Public meetings;
- Newspaper or magazines; and
- Radio.

When deciding the frequency and the appropriate engagement technique to use in consulting a particular stakeholder group, three criteria may be considered:

- The extent of impact of the project on the stakeholder group;
- The extent of influence of the stakeholder group on the project; and
- The culturally acceptable engagement and information dissemination methods.

In general, engagement is directly proportional to impact and influence, and as the extent of impact of a project on a stakeholder group increases, or the extent of influence of a particular stakeholder on a project increases, engagement with that particular stakeholder group should intensify and deepen in terms of the frequency and the intensity of the engagement method used.

All engagement should proceed on the basis of what are culturally acceptable and appropriate methods for each of the different stakeholder groups. For example, when consulting government official communication is preferred, while communities prefer public meetings, and informal focus group discussions facilitated by posters, non-technical pamphlets and other visual presentation aids including models and videos.

There are a variety of engagement techniques used to build relationships with stakeholders, gather information from stakeholders, consult with stakeholders, and disseminate project information to stakeholders. When selecting an appropriate consultation technique, culturally appropriate consultation methods, and the purpose for engaging with a stakeholder group should be considered.

5.1 Stakeholder Engagement Plan for Project Execution

The purpose of the Stakeholder Engagement Plan is to ensure appropriate and consistent involvement of an inclusive range of diverse stakeholders, including women and men in target communities, in every stage of the project implementation, supporting effective communication and working relationships. This will involve using various methods of engagement, providing a range of techniques specifically tailored to the stakeholder group for effective and meaningful engagement and to ensure participation of vulnerable groups. The Project Management Unit (PMU) will ensure that the views and inputs of stakeholders are taken into consideration throughout project implementation.

Table 2 Stakeholder Engagement Plan for Project Execution

STAKEHOLDER GROUP	POTENTIAL ROLE ¹	ENGAGEMENT STRATEGY	FREQUENCY	FOLLOW-UP STRATEGY
Ministry of Water Development, sanitation and Environmental Protection (MWDSEP) <ul style="list-style-type: none"> Water Resources Management Agency (WARMA) 	<ul style="list-style-type: none"> National Coordination of Project with WARMA as a technical support provider Facilitate establishment of Water Catchment Action Groups for water catchment area management 	<ul style="list-style-type: none"> Official Correspondence Direct meetings Dialogue and negotiations Online engagement Training Workshops Field days and visits Radio and Television Electronic publications and press releases on the project web-site 	<ul style="list-style-type: none"> Quarterly through Steering and Technical Committee meetings 	<p>There will be need to have a focal point person at national level since the Ministry is key in the project:</p> <ul style="list-style-type: none"> This will be key in the Technical and Steering Committees. Therefore, will be part of the planning and decision-making process. They will also be responsible for finances to the project.
Ministry of Lands and Natural Resources <ul style="list-style-type: none"> Forestry Department 	<ul style="list-style-type: none"> Community awareness raising and mobilisation Support for the creation of Community Forest Management Groups (FMG) Provide technical support to other stakeholders (community, NGO, Private sector) in the District Monitor activities Law enforcement with communities Support communities in the development of Forest Management Plans 	<ul style="list-style-type: none"> Official Correspondence Direct meetings Dialogue and negotiations Online engagement Training Workshops Field days and visits Radio and Television Electronic publications and press releases on the project web-site 	<ul style="list-style-type: none"> Quarterly and through implementation of some of the project activities 	<ul style="list-style-type: none"> The development of the community structures to management forest resources and undertake enterprises will be influenced by policies and laws under the Forestry Department. Therefore, the Department will be engaged through being part of the Technical and Steering Committee. In addition, will be part of the field level activity implementation.
Ministry of Agriculture	<ul style="list-style-type: none"> Community awareness raising and mobilisation Facilitate Farmer Input Support Programme; Promote Climate Smart Agriculture 	<ul style="list-style-type: none"> Official Correspondence Direct meetings Dialogue and negotiations Online engagement Training Workshops Field days and visits Radio and Television 	<ul style="list-style-type: none"> Quarterly and through implementation of some of the project activities 	<ul style="list-style-type: none"> The Department will be important in the promotion of sustainable agricultural practices that will help in increasing crop production, reduce soil erosion and link local communities to markets. Therefore, in order to continue improving livelihoods, they

¹ Roles to be finalized during the sub-granting process

	<ul style="list-style-type: none"> • Provide technical support to other stakeholders (community, NGO, Private sector) in the District • Monitor activities 	<ul style="list-style-type: none"> • Electronic publications and press releases on the project web-site 		will be part of the technical and steering committees.
Ministry of Community Development and Social Services	<ul style="list-style-type: none"> • Community awareness raising and mobilisation • Facilitate literacy classes • Facilitate village banking activities 	<ul style="list-style-type: none"> • Official Correspondence • Direct meetings • Dialogue and negotiations • Online engagement • Training Workshops • Radio and Television • Electronic publications and press releases on the project web-site 	<ul style="list-style-type: none"> • Quarterly and through implementation of some of the project activities 	<ul style="list-style-type: none"> • Initiatives aimed at improving livelihoods of local communities and facilitating local level financing like village banking is coordinated through the Department. Therefore, it would be important that the Department is involved in the technical committee as well as field level implementation.
District Administration (Mafinga)	<ul style="list-style-type: none"> • Both have potential to host the project Implementation Unit • Facilitate formulation and implementation of by-laws and policies • Support and facilitate natural resources management programmes • Integrate CFM into district development plans 	<ul style="list-style-type: none"> • Official Correspondence • Direct meetings • Dialogue and negotiations • Online engagement • Training Workshops • Field days and visits • Electronic publications and press releases on the project web-site 	<ul style="list-style-type: none"> • Quarterly through Steering and Technical Committee meetings 	<ul style="list-style-type: none"> • The Office facilitates development of the Central government. Therefore, they will be updated periodically and will be involved in field visits in order to be updated in the development. The Office will also participate in ensuring accountability in the implementation of the project. They may chair one of the Committees.
Local Government <ul style="list-style-type: none"> • Mafinga Town Council 	<ul style="list-style-type: none"> • Facilitate project monitoring through the District Development Coordinating Committee (DDCC) 	<ul style="list-style-type: none"> • Official Correspondence • Direct meetings • Dialogue and negotiations • Online engagement • Training Workshops • Field days and visits • Electronic publications and press releases on the project web-site 	<ul style="list-style-type: none"> • Quarterly through Technical Committee meetings and participating in some planning activities 	<ul style="list-style-type: none"> • The Office facilitates development of the local government. Therefore, they are key in ensuring local level development. They will be part of the Technical Committees through the District Planner. Filed visits will help in providing direction of the projects based on the Integrated District Development Plan.
Local Communities	<ul style="list-style-type: none"> • Demand support for creation of natural resource management structures 	<ul style="list-style-type: none"> • Participatory methods • Focus Groups meetings • Direct meetings 	<ul style="list-style-type: none"> • Participate in project activities on a regular basis. 	<ul style="list-style-type: none"> • These form the purpose of the project implementation. Therefore, they will be engaged continuously during the implementation of the project. Decision

	<ul style="list-style-type: none"> • Identify and define boundaries for natural resource conservation and management • Active participation in project activities • Develop criteria and plans for equitable benefit sharing of costs and benefits • Facilitated to develop and Implement action plans • Support needs assessment • Develop enterprises • Law enforcement 	<ul style="list-style-type: none"> • Dialogue and negotiations • Field days and visits • Surveys, polls and questionnaires • Posters and radio • Brochures, leaflets, posters • Non-technical summary documents and reports 		<p>making processes will depend on their needs.</p> <ul style="list-style-type: none"> • Implementation on field activities and enterprise development will depend on them.
Cooperatives in Mafinga	<ul style="list-style-type: none"> • Support and facilitate community engagement in identifying market • Identify potential service providers • Storage and marketing of products for farmers through linkages 	<ul style="list-style-type: none"> • Participatory methods • Focus Groups meetings • Direct meetings • Dialogue and negotiations • Field days and visits • Surveys, polls and questionnaires • Posters and radio • Brochures, leaflets, posters • Non-technical summary documents and reports 	<ul style="list-style-type: none"> • Participate in some of the planning meetings and project activities 	<ul style="list-style-type: none"> • The Cooperatives if well organised would form the basing for effective enterprise development. The important issue of bulking in order to increase and offer organised marketing for the local community products will depend on them. These will have to be engaged at the beginning of the project and capacity development will be continuous .
Common Markets for Conservation (COMACO)	<ul style="list-style-type: none"> • Provide sensitisation and awareness raising extension services • Support an out-grower scheme by providing markets for products • Capacity development for cooperatives 	<ul style="list-style-type: none"> • Official Correspondence • Direct meetings • Dialogue and negotiations • Online engagement • Training Workshops • Field days and visits 	<ul style="list-style-type: none"> • Quarterly and participate in project activities on a regular basis. 	<ul style="list-style-type: none"> • Potentially they are a service provider that can implement an out-grower scheme under which cooperatives would be engaged to supply products. Therefore, early engagement to identify potential and willingness would be important. If considered for the project, will be engaged continuously.
WeForest	<ul style="list-style-type: none"> • Awareness raising on community management • Support development of community capacities for good governance and markets 	<ul style="list-style-type: none"> • Official Correspondence • Direct meetings • Dialogue and negotiations • Online engagement • Training Workshops 	<ul style="list-style-type: none"> • Participate through partner WECSZ 	<ul style="list-style-type: none"> • Potentially they are a service provider that can implement capacity development for local communities. They also have the potential to facilitate designing potential enterprises in forest

	<ul style="list-style-type: none"> • Support problem analysis process • Provide sensitisation and awareness raising extension services • Link communities to government and finances • Community and resource mobilization • Link communities to markets 	<ul style="list-style-type: none"> • Field days and visits 		resources including payment for ecosystem services (sale of carbon credits). Therefore, early engagement to identify potential and willingness would be important. If considered for the project, will have to be engaged continuously.
Transforming Landscapes for Resilience and Development (TRALARD) Project	<ul style="list-style-type: none"> • Collaborate in building market linkages for a greater impact • Joint Management meetings through the District Development Coordinating Committee (DDCC) • Sharing experiences in project implementation 	<ul style="list-style-type: none"> • Official Correspondence • Direct meetings • Dialogue and negotiations • Online engagement • Training Workshops • Field days and visits 	<ul style="list-style-type: none"> • Quarterly through Technical Committee meetings 	<ul style="list-style-type: none"> • This is a project currently focusing activities in Muyombe. However, they target to reach out to the whole districts but in selected areas. They are implementing activities similar to the Sustainable Luangwa Project. Interactions with the project would result in avoiding duplications but also complement each other for greater results.
Strengthening climate resilience of agricultural livelihoods in Agro-Ecological Regions I and II in Zambia (SCRALA)	<ul style="list-style-type: none"> • Collaborate in building market linkages for a greater impact • Joint Management meetings through the District Development Coordinating Committee (DDCC) • Sharing experiences in project implementation 	<ul style="list-style-type: none"> • Official Correspondence • Direct meetings • Dialogue and negotiations • Online engagement • Training Workshops • Field days and visits 	<ul style="list-style-type: none"> • Quarterly through Technical Committee meetings 	<ul style="list-style-type: none"> • The project is designed to implement activities in the whole district but selected areas. They are not yet in the area near the source of the Luangwa. They are implementing activities similar to the Sustainable Luangwa Project. Interactions with the project would result in avoiding duplications but also complement each other for greater results.

5.2 Disclosure

As a standard practice, the draft Stakeholder Engagement Plan will be in English and will be released for public review for a period of at least 30 days. The draft Stakeholder Engagement Plan will be disclosed on the websites of the Executing Agencies. Electronic copies of the draft Stakeholder Engagement Plan will be placed on the website of the Ministry of Water Development, Sanitation and Environmental Protection and the WWF Zambia Country office website. This will allow stakeholders with access to Internet to view information about the planned development and to initiate their involvement in the public consultation process

If possible, some meetings and local radio programmes in English or one of the three main local languages in the area (Nyika, Lambya and Tumbuka) will be conducted. Placement of printed copies of the draft Stakeholder Engagement Plan in public domain and dates are to be confirmed by Executing Agencies (MWDSEP and WWF Zambia). Distribution of the disclosure materials will be done by making them available at venues and locations convenient for the stakeholders and places to which the public have unhindered access. Free printed copies of the draft Plan in English should be made accessible for the general public at the following locations:

- District Commissioner's Office;
- Council Secretary's Office;
- Project Office;
- Community Centers in Project sites; and
- Other designated public locations to ensure wide dissemination of the materials.

The final Stakeholder Engagement Plan will remain in the public domain for the entire period of project implementation and will be updated on a regular basis as the project progresses through its various phases, in order to ensure timely identification of any new stakeholders and interested parties and their involvement in the process of collaboration with the project. The methods of engagement will also be revised periodically to maintain their effectiveness and relevance to the project's evolving environment. The outline presented in the table below summarizes the main stakeholders of the project, types of information to be shared with stakeholder groups, as well as specific means of communication and methods of notification.

Table 3 below provides a description of stakeholder engagement and disclosure methods recommended to be implemented during stakeholder engagement process.

Table 3 Stakeholder Information Sharing and Disclosure

STAKEHOLDER GROUP	PROJECT INFORMATION SHARED	MEANS OF COMMUNICATION/ DISCLOSURE
Line Ministries, Departments and statutory boards	<ul style="list-style-type: none"> ● Stakeholder Engagement Plan; ● Regular updates on Project development; ● Project Documents; ● Progress Reports; ● Evaluation Reports 	<ul style="list-style-type: none"> ● Dissemination of hard/soft copies at municipal administrations. ● Official Communication. ● Project Meetings. ● Multi-stakeholder workshops.
Non-governmental Organizations	<ul style="list-style-type: none"> ● Stakeholder Engagement Plan; ● Public Grievance Procedure; ● Progress Reports 	<ul style="list-style-type: none"> ● Public notices. ● Electronic publications and press releases on the project web-site. ● Dissemination of hard copies at designated public locations. ● Press releases in the local media. ● Consultation meetings and workshops. ● Information leaflets and brochures.
Service Providers	<ul style="list-style-type: none"> ● Stakeholder Engagement Plan; ● Public Grievance Procedure; ● Progress Reports ● Tender or procurement announcements. 	<ul style="list-style-type: none"> ● Electronic publications and press releases on the Project web-site. ● Information leaflets and brochures. ● Procurement notifications.
Community Stakeholders	<ul style="list-style-type: none"> ● Stakeholder Engagement Plan; ● Public Grievance Procedure; ● Progress Reports 	<ul style="list-style-type: none"> ● Public notices. ● Electronic publications and press releases on the Project web-site. ● Dissemination of hard copies at designated public locations. ● Press releases in the local media. ● Consultative meetings ● Participatory focus group meetings ● Field Days
Project Employees	Employee Grievance Procedure; Updates on Project development	<ul style="list-style-type: none"> ● Staff handbook. ● Email updates covering the Project staff and personnel. ● Regular meetings with the staff. ● Posts on information boards in the offices and on site. ● Reports, leaflets.

5.3 Resources and Responsibilities

The implementation of the Stakeholder Engagement Plan will be part of the responsibilities of the Project Management Unit at District level. A Project Manager will be recruited to the PMU who will oversee implementation of the Stakeholder Engagement Plan at an overall project level. A Safeguards, Monitoring, Evaluation and Learning Officer will support the Project Manager in communications, stakeholder engagement, and documentation of consultations and stakeholder feedback throughout the project implementation period. Resources will be drawn from the project and used to carry out the activities.

With support from the PMU, MWDSEP and WWF Zambia, other potential service providers such as WECSZ and COMACO will conduct trainings and awareness raising activities with local communities and farmers on project topics (e.g., community forest and natural resource management, fire management, conservation agriculture, etc.) and ensure proper stakeholder consultation. Budget has been provided for staff time, travel, and workshops to support this engagement.

5.4 Monitoring, Evaluation and Reporting

Progress against the Stakeholder Engagement Plan will be monitored and reported on throughout implementation. The Project will maintain a database and activity file detailing all public consultation, disclosure information and grievances collected throughout the project, which will be available for public review on request (with names and any sensitive information redacted for privacy). The following comprises the monitoring and reporting activities to be undertaken with respect to stakeholder engagement:

- The SEP will be periodically reviewed and updated as necessary at the annual Reflection Workshop. The review will ensure that the list of project stakeholders and methods of engagement remain appropriate.
- Activities related to stakeholder engagement will be documented and reported by the PMU on a half-yearly basis as part of regular reporting. The project Results Framework and the Annual Work Plan and Budget will track beneficiaries of the project and activities related to the Stakeholder Engagement Plan
- Progress against the Stakeholder Engagement Plan will be evaluated in the project's mid-term and terminal evaluations, as well as by WWF GEF Agency annual supervision missions and reports. The PSC will take part in monitoring the project's compliance to the Stakeholder Engagement Plan at least once a year.

Project progress and reports will be shared based on a Communications Plan.

6. Grievance Redress Mechanism

A grievance is a concern or complaint raised by an individual or group negatively affected by project activities. A Grievance is not: (a) A question or suggestion for the project; or (b) An appeal or request for assistance.

Both concerns and complaints can result from either real or perceived impacts of the project's operations, and may be filed in the same manner and handled with the same procedure outlined in the GRM. Therefore, an effective and independent Grievance Redress Mechanism that collects and responds to stakeholders' inquiries, suggestions, concerns, and complaints is necessary to the project. The Sustainable Luangwa Project may have direct and indirect effect on a large number of communities and stakeholders living within or outside the project implementation areas.

6.1 The Objectives of GRM

The Objectives of the grievance mechanism are:

- (i) To provide stakeholders with a clear process for providing comment and raising grievances;
- (ii) To allow stakeholders the opportunity to raise comments or concerns anonymously through accessible channels;
- (iii) To structure and manage the handling of comments, responses and grievances, and allow monitoring of effectiveness of the mechanism; and
- (iv) To ensure that comments, responses and grievances are handled in a fair and transparent manner.

The Project Management Unit will establish specific roles and responsibilities related to the process below at the project inception workshop for resolving any and all grievances related to the project, which will require approval from the NSC. All grievances will be reviewed and responded to in writing within 7 working days of receipt.

6.2 Project Level Grievance Resolution Mechanism

The GRM shall constitute an integral part of Sustainable Luangwa and assist the PMU in identifying and addressing the needs of local communities. Both complaints and responses shall be recorded in the Grievance Register for monitoring. If the claimant is not satisfied with the response, the grievance may be appealed in writing to the focal point at MWDSEP or to the WWF US GEF Agency.

The GRM should be constituted as a permanent and accessible institutional arrangement for addressing any grievances arising from the implementation of project activities. It is in the interest of the Sustainable Luangwa Project to ensure that all grievances or conflicts that are related to the Sustainable Luangwa project activities are appropriately resolved at the lowest level possible, without escalation to higher authorities or the initiation of court procedures. Project Affected Communities will therefore be encouraged to approach the Project's GRM for dispute settlement.

6.3 GRM Principles and Types of Grievances

This will include seven steps described below and demonstrate a typical grievance redress mechanism. The GRM shall operate based on the following principles:

- (i) Fairness: Grievances are assessed impartially, and handled transparently.

- (ii) Objective and independence: The GRM operates independently of all interested parties in order to guarantee fair, objective, and impartial treatment to each case.
- (iii) Simplicity and accessibility: Procedures to file grievances and seek action are simple enough that project beneficiaries can easily understand them.
- (iv) Responsiveness and efficiency: The GRM is designed to be responsive to the needs of all complainants. Accordingly, officials handling grievances must be trained to take effective action upon, and respond quickly to, grievances and suggestions.
- (v) Speed and proportionality: All grievances, simple or complex, are addressed and resolved as quickly as possible. The action on the grievances or suggestion is swift, decisive, and constructive.
- (vi) Participation and inclusiveness: A wide range of affected people – particularly communities and vulnerable groups – are encouraged to bring grievances and comments to the attention of the project implementers. Special attention is given to ensure that poor people and marginalized groups, including those with special needs, are able to access the GRM.
- (vii) Accountability and closing the feedback loop: All grievances are recorded and monitored, and no grievance remains unresolved. Complainants are always notified and get explanations regarding the results of their complaint. An appeal option shall always be available.

Complaints may include, but not be limited to, the following issues:

- (i) Allegations of fraud, malpractices or corruption by staff or other stakeholders as part of any project or activity financed or implemented by Sustainable Luangwa;
- (ii) Environmental and/or social damage/harm caused by projects financed or implemented (including those in progress) by Sustainable Luangwa;
- (iii) Complaints and grievances by permanent or temporary workers engaged in project activities.

Complaints could relate to resource efficiency; negative impacts on public health, environment or culture; destructive of natural habitats; disproportionate impact on marginalized and vulnerable groups; discrimination or harassment; violation of applicable laws and regulations; destruction of physical and cultural heritage; or any other issues which adversely impact communities or individuals in project areas. The grievance redress mechanism will be implemented in a culturally sensitive manner and facilitate access for vulnerable populations.

6.4 GRM Procedures

Sustainable Luangwa will be administered by the PMU. The Safeguards & Monitoring, Evaluation and Learning Officer will be in charge of the operation of the GRM at the PMU and will be responsible for collecting and processing grievances that relate to activities in the landscape. The GRM will operate according to the following procedures.

1. Submitting complaints: Project Affected People or interested stakeholders can be submitting grievances or complaints directly to the PMU through a variety of communication channels, such as phone, regular mail, text messaging/SMS, or in-person, or by visiting the local PMU offices. It is important to enable to separate channels for complaint submissions in order to ensure that project affected people have sufficient opportunities to lodge their complaints to impartial and neutral authorities.

2. Processing complaints: All grievances submitted to the PMU shall be registered and considered. A tracking registration number should be provided to all complainants. To facilitate investigation, complaints will be categorized into four types: (a) complaints relating to non-performance of Sustainable Luangwa obligations and safeguards-related complaints; (b) complaints referring to violation of law and/or corruption while implementing project activities; (c) complaints against authorities, officials or community members involved in the Sustainable Luangwa project management; and (d) any complaints/issues not falling in the above categories.
3. Acknowledging the receipt of complaints: Once a grievance is submitted, the the Safeguards & Monitoring, Evaluation and Learning Officer at the PMU shall acknowledge its receipt, brief the complainant on the grievance resolution process, provide the contact details of the person in charge of handling the grievance, and provide a registration number that would enable the complainant to track the status of the complaint.
4. Investigating complaints: The Safeguards & Monitoring, Evaluation and Learning Officer at the PMU will gather relevant information, conduct field visits as necessary, and communicate with all relevant stakeholders as part of the complaint investigation process. For instance, complaints on land issues and local issues would be directed for investigation at the level of Village Headman, except in cases where they cannot be impartial, such as if they or any relatives are named in the grievance. The PMU dealing with the investigation shall ensure that the investigators are neutral and do not have any stake in the outcome of the investigation. A written response to all grievance will be provided to the complainant within 10 working days. If further investigation is required, the complainant will be informed accordingly and a final response will be provided after an additional period of 10 working days. Grievance that cannot be resolved by grievance receiving authorities/office at their level should be referred to a higher level for verification and further investigation.
5. If the grievance is in any way related to the behavior or actions of the Safeguards & Monitoring, Evaluation and Learning Officer, it may be submitted directly to the Project Manager, another member of the PMU, or it may be submitted directly to the WWF GEF Agency.
6. Appeal: In the event that the parties are unsatisfied with the response provided by the GRM, he/she/they will be able to submit an appeal to the MWDSEP within 10 days from the date of submission.
7. Monitoring and evaluation: The Safeguards & Monitoring, Evaluation and Learning Officer will prepare semi-annual reports with full information on the grievances received and their investigation status which the Project Manager shall submit to the WWF GEF Agency and the NSC as part of the regular project progress reporting.

Information about channels available for grievance redress shall be widely communicated in all project affected communities and with all relevant stakeholders. The contact details (name, phone number, mail and email address, etc.) of the Safeguards & Monitoring, Evaluation and Learning Officer in the Sustainable Luangwa PMU should be disseminated as part of all public hearings and consultations, in the local media, in all public areas in affected communities, or project activity area sites.

The GRM seeks to complement, rather than substitute, the judicial system and other dispute resolution mechanisms. All complainants may therefore file their grievance in local courts or approach mediators or

arbitrators, in accordance with the legislation of Zambia. In addition to the project specific GRM, a complainant can submit a grievance to the WWF GEF Agency.

6.5 WWF GEF Agency Grievance Mechanism

A grievance can also be filed with the Project Complaints Officer (PCO), a WWF US staff member fully independent from the Project Team, who is responsible for the WWF Accountability and Grievance Mechanism and who can be reached at:

Email: SafeguardsComplaints@wwfus.org

Mailing address:

Project Complaints Officer
Safeguards Complaints,
World Wildlife Fund
1250 24th Street NW
Washington, DC 20037

The PCO will respond within 10 business days of receipt, and claims will be filed and included in project monitoring.



Stakeholders may also submit a complaint online through an independent third – party platform at <https://report.whistleb.com/sw/wwf>.



6.6 Grievance Redress and Record Keeping

In order to ensure that each grievance is traceable and addressed in a quickest possible time, the Project Management Unit shall establish a grievance uptake record-keeping procedure, with the following items recorded:

- Individual reference number
- Name of the person submitting the complaint, question, or other feedback, address and/or contact information (unless the complaint has been submitted anonymously)
- Details of the complaint or concern
- Date that the complaint or concern was raised
- Name of person assigned to deal with the complaint (acknowledge to the complainant, investigate, propose resolutions, etc.)
- Details of proposed resolution, including person(s) who will be responsible for authorizing and implementing any corrective actions that are part of the proposed resolution
- Date when proposed resolution was communicated to the complainant (unless anonymous)
- Date when the complainant acknowledged, in writing if possible, being informed of the proposed resolution
- Details of whether the complainant was satisfied with the resolution, and whether the complaint can be closed out

Suggested Grievance Redress and reporting Mechanism for sustainable Luangwa project

	Focal Point Unit/Organizations	Focal Persons	Roles and Responsibilities	
			When a complaint is submitted	Recording complaints
National	<ul style="list-style-type: none"> ○ National Project Implementation Unit (PIU) 	<ul style="list-style-type: none"> ○ Minister ○ National Focal Point 	<p>The National Focal Point Officer will try to address it.</p> <ul style="list-style-type: none"> • When resolved, the Officer who raised the issue will be informed. • If not resolved, the complaint will be reported to Minister. 	<ol style="list-style-type: none"> 1. Record the complaint submitted in the national-level grievance record. 2. Review monthly monitoring submitted by the provincial-level, and enter all complaints with the status will be recorded in the national-level grievance database.
				
Provincial	<ul style="list-style-type: none"> ○ Provincial Planning Sub-Committee 	<ul style="list-style-type: none"> ○ Assistant Director Planning (Provincial Planner) 	<p>The planner and the project manager will discuss the issue and try to address it at the provincial level.</p> <ul style="list-style-type: none"> • When resolved, the person who raised the issue will be informed. • If not resolved, the complaint will be reported to the National Focal Point person. 	<ol style="list-style-type: none"> 1. Record the complaint submitted in the monitoring form. 2. Submit the project’s monthly monitoring form including a record on complaints to the national-level Focal Point Person.
				
District	<ul style="list-style-type: none"> ○ District Planning Sub-Committee 	<ul style="list-style-type: none"> ○ District Project Coordinator 	<ul style="list-style-type: none"> • When resolved, the person who raised the issue will be informed. 	<ol style="list-style-type: none"> 1. Record the complaint submitted in a monitoring form. 2. Submit the project’s monthly monitoring form including a

		<ul style="list-style-type: none"> If not resolved, the complaint will be reported to the Provincial Planner 	record on complaints to the Provincial PIU	
				
Ward	<ul style="list-style-type: none"> Ward Development Committee 	<ul style="list-style-type: none"> Ward Development Committee Chairperson 	<ul style="list-style-type: none"> When resolved, the person who raised the issue will be informed. If not resolved, the complaint will be reported to the District Planner. 	<ol style="list-style-type: none"> Record the complaint submitted in a simple form. Submit the record of complaints to the District Planning Sub-Committee
				
Zone/ Community	<ul style="list-style-type: none"> Traditional Structure Facilitator 	<ul style="list-style-type: none"> Project Focal Point Village head/Area Induna Facilitator 	<p>The focal persons at the community level will discuss and try to address it within the community</p> <ul style="list-style-type: none"> When resolved, the person who raised the issue will be informed. If not resolved, the complaint will be reported to the Ward Development Committee Chairperson. 	<ol style="list-style-type: none"> Record the complaint submitted in a simple form. Submit the record of complaints to the Ward Development Chair Committee.

Annex 1: An Overview of Stakeholder Engagement

Stakeholder Engagement

Stakeholder Engagement is expected to be free of manipulation, interference, coercion, and intimidation, and conducted on the basis of timely, relevant, understandable and accessible information, in a culturally appropriate format. It involves interactions between identified groups of people and provides stakeholders with an opportunity to raise their concerns and opinions (e.g., by way of meetings, surveys, interviews and/or focus groups), and ensures that this information is taken into consideration when making project decisions. Effective stakeholder engagement will depend on mutual trust, respect and transparent communication between the project and its stakeholders. It will therefore, improve the project's decision-making and performance by:

- a. **Cutting costs:** Effective engagement can help project proponents avoid costs, while its absence can be costly both in terms of money and reputation;
- b. **Managing risk:** Engagement helps project proponents and communities to identify, prevent, and mitigate environmental and social impacts that can threaten project viability;
- c. **Enhancing reputation:** By recognizing the importance of local communities and other stakeholders and committing to environmental protection, project staff and funding agencies involved in financing the project can boost their credibility and minimise risks;
- d. **Avoiding conflict:** Understanding current and emerging issues such as tension around influx and employment opportunities;
- e. **Identifying, monitoring and reporting on impacts:** Understanding a project's impact on stakeholders, evaluating and reporting back on mechanisms to address these impacts; and
- f. **Managing stakeholder expectations:** Consultation also provides the opportunity for project staff to become aware of and manage stakeholder attitudes and expectations.

Principles for Effective Stakeholder Engagement

Effective stakeholder engagement is based on set of principles that define core values underpinning interactions with stakeholders. Some of the key principles to consider include:

- a. **Respect** is created when the rights, cultural beliefs, values and interests of stakeholders and neighbouring communities are recognised;
- b. **Transparency** is demonstrated when community concerns are responded to in a timely, open and effective manner;
- c. **Trust** is achieved through open and meaningful dialogue that respects and upholds a community's beliefs, values and opinions.
- d. **Commitment** is demonstrated when the need to understand, engage and identify the community is recognised and acted upon early in the process;

- e. **Integrity** occurs when engagement is conducted in a manner that fosters mutual respect and trust; and
- f. **Inclusiveness** is achieved when broad participation is encouraged and supported by appropriate participation opportunities.

Stakeholder Engagement Considerations

In order to ensure effective stakeholder engagement, the following need to be considered:

- a. **Securing stakeholder participation:** Cultural norms and values can prevent stakeholders from freely participating in meetings. Often there are conflicting demands within a community, and it can be challenging for a project to identify stakeholders who are representative of common interests. This might be avoided by consulting local community leaders and local staff who have worked in the area for some time, who may be sensitive to local power dynamics, which requires project staff developing an awareness of the local context and implementing structures to support and foster effective stakeholder engagement;
- b. **It takes time and resources:** It takes time to develop and build trust-based relationships with stakeholders. It is important that from the beginning relationships with stakeholders should develop and grow, and that these relationships should be nurtured and not fostered to fade. No willing stakeholder should be excluded from the process of engagement. Some stakeholders will need to be educated on various aspects of the engagement process in order to ensure effective engagement but may also need to understand complex issues that may require specialised and technical knowledge. These demands can increase the cost of consultation.
- c. **It raises expectations:** Stakeholders can have unrealistically high expectations of benefits that may accrue to them from a project. As such project staff from the beginning must be clear on what they can and cannot do, establishing a clear understanding of their roles and responsibilities. However, it must be noted that local communities may not just protect the environment because it provides good air, there must be an incentive to enhance their participation.
- d. **Consultation fatigue:** Field experience show that there is evidence to suggest that stakeholders can easily tire of consultation processes especially when promises are unfulfilled, and their opinions and concerns are not taken into consideration. Often stakeholders feel their lives are not improving as a result of a project and this can lead to consultation meetings being used as an area to voice complaints and grievances about the lack of development. Consultation process need to be used as an opportunity to manage expectations, clear misconceptions, disseminate accurate project information, and gather stakeholder opinions which must be used in the planning process.

The Plan therefore, is expected to assist project staff to overcome some of these considerations of stakeholder engagement and attain the overarching goal of free, prior and informed consultation.

Annex 2: Summary of Stakeholders

Table 4 Summary of Stakeholders and potential roles

STAKEHOLDER	DESCRIPTION	POTENTIAL ROLE
Ministry of Water Development, sanitation and Environmental Protection (MWDSEP) <ul style="list-style-type: none"> Water Resources Management Agency (WARMA) 	The Ministry is responsible for the development and management of water resources, provision of water supply and sanitation as well as environmental management.	<ul style="list-style-type: none"> National Coordination of Project with WARMA as a technical support provider. Facilitate establishment of Water Catchment Action Groups for water catchment area management
Ministry of Lands and Natural Resources <ul style="list-style-type: none"> Forestry Department 	The Department is responsible for research, restoration of degraded and depleted areas and extension services provided for under the National Forestry Policy of 2014 and the Forests Act No. 4 of 2015 to enforce law and order regarding the management of forests and their exploitation	<ul style="list-style-type: none"> Community awareness raising and mobilisation Support for the creation of Community Forest Management Groups (FMG); Provide technical support to other stakeholders (community, NGO, Private sector) in the District Monitor activities Law enforcement with communities Support communities in the development of Forest Management Plans
Ministry of Agriculture	The Department of Agriculture is responsible for the pivotal role of providing agriculture extension services in order to promote adoption of improved farming technology for farmers to achieve high production, productivity, maintain and improve the agriculture resource base.	<ul style="list-style-type: none"> Community awareness raising and mobilisation Facilitate Farmer Input Support Programme; Promote Climate Smart Agriculture Provide technical support to other stakeholders (community, NGO, Private sector) in the District Monitor activities
Ministry of Community Development and Social Services	The MCDSS aims at empowering people to recognize their own ability to understand themselves and their environment, change their attitudes positively, so that they can take a leading role geared at increased responsibility in improving and managing their living conditions effectively and efficiently.	<ul style="list-style-type: none"> Community awareness raising and mobilisation Facilitate literacy classes Facilitate village banking activities
District Administration (Mafinga)	The office of the District Commissioner (DC) is the highest office of the Civil Service in the district. The office coordinates government programmes and interprets and	<ul style="list-style-type: none"> Both have potential to host the project Implementation Unit

	ensures that government policies and programmes are understood and implemented, respectively.	<ul style="list-style-type: none"> Facilitate formulation and implementation of by-laws and policies;
Local Government <ul style="list-style-type: none"> Mafinga Town Council 	Overall, Mafinga council is headed by the Council Chairperson. However, In terms of administration and implementation of council policies, the council is headed by the Council Secretary, who is assisted by heads of department.	<ul style="list-style-type: none"> Support and facilitate natural resources management programmes; Integrate CFM into district development plans Facilitate project monitoring through the District Development Coordinating Committee (DDCC)
Local Communities	These are communities living in the proposed project sites. They include women, men and youths. The local communities also include individuals that may be working for various government institutions, NGOs and private sector and living in the targeted areas.	<ul style="list-style-type: none"> Demand support for creation of natural resource management structures Identify and define boundaries for natural resource conservation and management Active participation in project activities Develop criteria and plans for equitable benefit sharing of costs and benefits Facilitated to develop and Implement action plans Support needs assessment Develop enterprises Law enforcement
Cooperatives in Mafinga	These are Organisations established by local communities aimed at improving their livelihoods and especially market linkages and productivity of local communities. At the moment these are mainly involved in Farmer Input Support Programmes but with potential to be transformed.	<ul style="list-style-type: none"> Support and facilitate community engagement in identifying market Identify potential service providers Storage and marketing of products for farmers through linkages
Wildlife Education and Conservation Society of Zambia (WECSZ)	WECSZ is a charitable an NGO promoting the conservation and management of natural resources.	<ul style="list-style-type: none"> Participatory field level identification of project sites and households Awareness raising, sensitisation and training of community members Participatory Planning and development of actions plans
Common Markets for Conservation (COMACO)	COMACO is an out grower social enterprise, which combines with conservation activities and good agricultural practices	<ul style="list-style-type: none"> Provide sensitisation and awareness raising extension services Support an out-grower scheme by providing markets for products Capacity development for cooperatives

WeForest	This is an NGO operating in Zambia on the Copperbelt and spreading to Mafinga in 2021. Their goal is to successfully undertake forest land restoration in areas of operation. They promote Community Forest Groups to support sustainable management	<ul style="list-style-type: none"> ● Awareness raising on community management ● Support development of community capacities for good governance and markets ● Support problem analysis process; ● Provide sensitisation and awareness raising extension services; ● Link communities to government and finances; ● Community and resource mobilization; ● Link communities to markets;
Transforming Landscapes for Resilience and Development (TRALARD) Project (funded by World Bank and implemented by Ministry of National Development Planning)	The Project is under the Ministry of National Development and Planning. The Ministry Coordinates and prepares national development plans. The TRALARD Project aims to integrate various sectors for coordinated outputs moving away from the sectoral approach. The project intends to address agriculture, forestry, development of district plans and alternative livelihoods. Implementation target is for the whole district.	<ul style="list-style-type: none"> ● Collaborate in building market linkages for a greater impact ● Joint Management meetings through the District Development Coordinating Committee (DDCC) ● Sharing experiences in project implementation
Strengthening climate resilience of agricultural livelihoods in Agro-Ecological Regions I and II in Zambia (Funded by Green Climate Fund through Ministry of Agriculture)	This initiative focuses on smallholder farmers in two agro-ecological regions covering the five provinces of Eastern, Lusaka, Muchinga, Southern and Western. It will take a value-chain approach and help to provide a number of benefits, including increased access to climate information services, support for climate-resilient agricultural inputs and practices, sustainable water management, and alternative livelihoods. Implementation target is for the whole district.	<ul style="list-style-type: none"> ● Collaborate in building market linkages for a greater impact ● Joint Management meetings through the District Development Coordinating Committee (DDCC) ● Sharing experiences in project implementation

Annex 3: Summary of Stakeholder Engagement during project development

Table 5 Summary of Field Visit October 2020

DATE	VENUE	OBJECTIVE	SUMMARY OF MEETING OUTCOMES	PARTICIPANTS
12th October 2020	Chinsali	To pay a curtesy call on the Office of the Provincial Permanent Secretary and explain the purpose of the field trip	<ul style="list-style-type: none"> • The Provincial Office supported the initiative to visit the project sites in order to understand the area • Need for coordinated approach • Deforestation is a great change • Noted that Department of Water Development and WARMA did not have offices in Mafinga • Promised to provide support 	<ul style="list-style-type: none"> • Deputy Permanent Secretary • The Lusaka Project Development Team • Assistant Director Planning (Provincial Planner) • Water Development Officer
13th October 2020	Mafinga District	To conduct one to one meetings with various Heads of Departments on the design of the Project	<ul style="list-style-type: none"> • Understood the operations of the various Department potentially linked to the project 	<ul style="list-style-type: none"> • Mafinga District Commissioner • WESZ Mafinga Officer • District Project Leads for SCRALA and TRALARD
14th October 2020	Chiefs Palace	To pay curtesy call on the Acting Chief Mwenechifungwe and brief him on the proposed project	<ul style="list-style-type: none"> • Welcomed the Team and indicated that Deforestation was considered a serious problem in his Chiefdom and something needed to be done • The Chief said integrated approach to management of natural resources was key to avoid conflicts 	<ul style="list-style-type: none"> • Chief Mwenewisi • Chief's Advisor • The Lusaka Project Development Team • District representatives
15th October 2020	District Stakeholder Workshop (Mafinga)	To present the design of the project and get feedback from district stakeholders	<ul style="list-style-type: none"> • Need for integrated approach • Working terrain was difficult and hence Officers spend nights and yet it's within the district • Gender capacity building was important, especially that women were disadvantaged due to polygamy 	<ul style="list-style-type: none"> • Heads of Government line Ministries at District level • Councilors representing 3 Wards (Mafinga, Ntonga and • NGOs

			<ul style="list-style-type: none"> • The Project could be hosted in the District Commissioner's office of the District Council • District Technical Committee not very effective in monitoring projects due to limited resources and conditionality of projects • River bank cultivation common • Siltation of the Luangwa river was serious 	<ul style="list-style-type: none"> • Acting Chief Mwenechifungwe • Chief Representative • The Lusaka Project Development Team
16th October 2020	Mukundalonde Village	To conduct focus group meetings to understand the challenges and aspirations of local communities	<ul style="list-style-type: none"> • Communities willing to participate in the Project • Need to improve livelihoods • Need to work on the poor roads and communication network • Polygamy was source of labour but resulted in challenges especially for the women • Need for Gender awareness and sensitization • Millet growing a major source of deforestation • Few people visit the source of Luangwa and mainly outsiders • Limited markets for products • Malawi the major market for the crops and honey • Briefcase business men buying at poor prices • Observed extraction of water from the Luangwa river for brick making through small channels 	<ul style="list-style-type: none"> • Community members of Mukundalonde, Maliko, Mupupa and Inzinza villages • Community members of Damasika Village • Community members of Nachisitu area • Villages surrounding Manjawila School • The Lusaka Project Development Team
17th October 2020	Damasika Village			
17th October 2020	Nachisitu.			
18th October 2020	Manjawila School			
18th October 2020	Chiefs Palace (Mafinga)	To pay a curtesy call on the newly installed Chief Mwenewisi and brief him on the proposed project	<ul style="list-style-type: none"> • Millet was a challenge to sustainable forest management • Need to find an alternative to growing of finger millet • Inadequate capacity development for community members on natural resource management • Weak law enforcement • Inadequate schools in the area • Need to enhance service provision e.g., schools in order to enforce gender related initiatives e.g. early marriage • The Chief was assured that the concerns would be taken into account in the design of the project 	<ul style="list-style-type: none"> • Chief Mwenewisi • Chief Advisor • The Lusaka Project Development Team • District representatives

19th October 2020	Maliko Village	To set camp in preparation for a 4-hour walk to the source on the Luangwa river.	<ul style="list-style-type: none"> • A number of streams noted during the walk • The top of the Mafinga Mountain is mainly grassland with patches of trees • A network of streams noted from the top of the Mountain 	<ul style="list-style-type: none"> • The Lusaka Project Development Team • District representatives • Village support team
18th October 2020	Mafinga	To understand the operations of WECSZ on the potential role of the Institution	<ul style="list-style-type: none"> • Dealing with environmental education and implementation of project • Involved in community mobilization and capacity development 	<ul style="list-style-type: none"> • Coordinator, Wildlife and Environmental Conservation Society of Zambia
20th November 2020 23rd November 2020	Phone call And WARMA Office (Lusaka)	To understand the field operation of WARMA and potential implementing arrangements for GEF7 Project	<ul style="list-style-type: none"> • Inadequate coordination • Aware of the Project but limited knowledge on the project • Confirmation that WARMA and Ministry had discussion over the Coordination of the Project 	<ul style="list-style-type: none"> • WARMA Technical Managers
3rd December 2020	Phone call (Mafinga)	To understand operations of TRALARD and potential linkages	<ul style="list-style-type: none"> • Operation areas of the project, potentially covering the whole district • Potential areas for linkages in agriculture and forest management • Community investments and capacity development 	<ul style="list-style-type: none"> • District Coordinator (TRALARD)
4th December 2020	Phone call and One to one Meeting (Mafinga)		<ul style="list-style-type: none"> • Potential areas of linkages • Potential to scale down in areas where GEF7 would be operating 	<ul style="list-style-type: none"> • National Coordinator (TRALARD)
3rd December 2020	Phone call (Lusaka)	To understand operations of COMACO and potential linkages	<ul style="list-style-type: none"> • Activities implemented by COMACO are supportive to the project being designed • Currently focusing on Muyombe • COMACO willing to be engaged and support project implementation (out grower) • However, terrain not good and expensive to run vehicles especially Mafinga • If project can support COMACO, will to be part of service providers 	<ul style="list-style-type: none"> • Chief Executive Officer (COMACO)
4th December 2020	Phone call (Mafinga)	To understand operations of SCRALA and potential linkages	<ul style="list-style-type: none"> • Activities concentrated in 18 camps of Agriculture • Activities similar to proposed project • Only 3 camps operational at the moment and not sure when they will link up to the proposed project sites 	<ul style="list-style-type: none"> • District Coordinator (SCRALA)

			• May supplement each other in implementation	
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Table 6: Summary of Field Visit May 2021

DATE	VENUE	OBJECTIVE	SUMMARY OF MEETING OUTCOMES	PARTICIPANTS
17 th May 2021	Chinsali	To conduct a consultative meeting with the provincial heads	<ul style="list-style-type: none"> • Highlighted the need for economic hubs in the districts if development was to be enhanced • Emphasized the need to work together with TALARD and SCRALA during implementation to avoid duplication of activities 	<ul style="list-style-type: none"> • Provincial Heads: Forestry, Agriculture, Planning, Community Development,
18 th May 2021	Chinsali and Isoka	To make follow-up on the operations of COMACO in the districts of Chinsali, Isoka and Mafinga	<ul style="list-style-type: none"> • Provision of information of operation areas in the three districts; • Outline of key crops COMACO deals in • Areas of operations • Implementation arrangements at field level 	<ul style="list-style-type: none"> • COMACO field coordinators
19 th to 21 st May 2021	Maliko, Damaska and Nachisitu	To conduct focus group meetings to understand issues of safeguards among local communities	<ul style="list-style-type: none"> • Assessed safeguards issues linked to the project • Feedback on marketing and private sector involvement in the area 	<ul style="list-style-type: none"> • Community members of Maliko, • Community members of Damasika Village • Community members of Nachisitu area