

# STAKEHOLDER ENGAGEMENT PLAN

Food Systems, Land Use and Restoration in Tanzania's Forest Landscapes

## 1. Introduction

### 1.1 Background to the Project

The Government of the United Republic of Tanzania (URT) through the Forest and Beekeeping Division (FBD) of the Ministry of Natural Resources and Tourism (MNRT) has secured a funding allocation from the GEF under Food Systems, Land Use and Restoration (FOLUR) Impact Program. The funding for the project is received by the Government through the Ministry of Finance and Planning. The project covers both Zanzibar and mainland Tanzania, focusing on a two priority landscapes, Kilombero landscape on mainland Tanzania and North/A Districts in Zanzibar, combined with national-level interventions to address trade and value chain aspects in support of the long-term economic viability of these landscapes, and Tanzania's agricultural development at large.

More specifically, the project seeks to address the degradation of Tanzania's rich forest lands, freshwater and wetland systems and the related loss in forest health and biodiversity, which has detrimental effects on the delivery of ecosystem services (including carbon sequestration) and related livelihood and economic opportunities. The proposed project represents an integrated approach that combines aspects of sustainable food systems and deforestation free supply chains, with broader landscape level planning, management and restoration for the preservation of ecosystem services in some of Tanzania's key rice cultivation areas.

The Forest and Beekeeping Division (FBD) of the Ministry of Natural Resources and Tourism (MNRT) will be the National Executing Agency implementing the Project on behalf of the URT. The FBD will be responsible for coordinating and oversight of all primary national executing partners, regulatory authorities, regional and district authorities, private sector, NGOs, CSOs, local communities. Other primary executing partners to this project include Rufiji Basin Water Board (RWBB), Vice President's Office (VPO) – Division of Environment (DoE), President's Office - Regional Administration and Local Government (PMO-RALG), National Land Use Planning Commission (NLUPC), Tanzania Forest Services (TFS) Agency, TAWA (Ifakara), National Carbon Monitoring Centre, Sokoine University of Agriculture (NCMC/SUA), Southern Agricultural Growth Corridor for Tanzania (SAGCOT) Secretariat, Tanzania Agricultural Research Council, Tanzania Forest Research Institute (TAFORI), North A and North B Town Councils, Ministry of

Agriculture, Irrigation, Natural Resources and Livestock (MAINRL), Second Vice President's Office (VPO) – Department of Environment (DoE), Zanzibar water Authority (ZAWA), Ministry of Lands, Housing, Water and Energy - Department of Urban and Rural Planning, Zanzibar Utility Regulatory Authority (ZURA) and Zanzibar Commission for Tourism (ZCT).

## 1.2 The Project Objective and Components

The overarching objective of the project is to promote integrated land and water management, restoration, and sustainable rice value chains to prevent deforestation in priority landscapes in Tanzania. The project has 4 components, which are:

- **Component 1 - Development of integrated landscape management (ILM) systems:** involves the application of an ILM approach, including developing land-use plans and related water protection plans, and operationalize their implementation by creating an enabling environment. Here, the project will seek to strengthen the development of an ILM approach for the target landscapes, through a multi-stakeholder process, in order to provide for a landscape management framework that gives space for rice production.
- **Component 2 - Promotion of sustainable food production practices and responsible value chains:** The component will seek to support the development of sustainable and socially inclusive value/supply chains for the rice production sector, including the development of supporting governance, finance and market approaches that will drive sustainable value chains.
- **Component 3 - Conservation and restoration of natural habitats:** will involve the development and implementation of concrete landscape restoration activities in the target landscapes, including the creation of enabling conditions for upscaling.
- **Component 4 - Project Coordination and M&E:** focuses on coordination, cooperation, and M&E, including knowledge sharing, learning, and synthesis and communication of experiences nationally and regionally (see following section).

## 2. Regulations and Requirements.

The content presented here for the stakeholder engagement plan have been prepared for the Tanzania FOLUR Child Project for the sake of guiding stakeholder engagement during development/design, planning, implementation and closure of the project. In this regard, the plan lays out standards, guidelines and concrete activities for the project to ensure transparency, inclusion, accountability, integrity, and effective participation of all affected parties by the project. The Tanzania FOLUR Child Project leading proponent is FBD/MNRT and is ultimately responsible for the implementation of this Stakeholder Engagement Plan. The development and implementation of this stakeholder engagement plan is guided by GEF Policies and Guidelines, WWF-US policies (as GEF Project Agency) and the Government of United Republic of Tanzania requirements. The principle requirements in this regard are summarized below.

## 2.1 GEF requirements

The GEF has in place two instruments on stakeholder engagement: Policy on Stakeholder Engagement (2017),<sup>1</sup> and Guidelines on Implementation of the Policy on Stakeholder Engagement (2018),<sup>2</sup> which further defines the policy and resources necessary for implementation. These instruments have in place mandatory requirements and procedures for GEF Partner Agencies and recipient government agencies to ensure transparency, inclusion, accountability, integrity, and effective participation of stakeholders and public for all projects financed by the GEF.

As spelled out in the policy, the intention of these instruments is two-fold: to strengthen the design and implementation of GEF-Financed activities through effective stakeholder engagement thereby reducing risks and addressing the social and economic needs of affected parties; and to ensure country ownership of the project and developing stronger partnerships with civil society, local communities, private sector through harnessing their knowledge, experience and capabilities of affected and interested individuals and groups throughout the project cycle.

The policy outlines 6 requirements for governments and other executing partners implementing GEF financed activities, which are:

- Stakeholders are identified early in project and engaged throughout the project cycle
- The engagement of stakeholders should include mechanisms that allow stakeholders to express their views and receive feedback on project plans, benefits, risks, impacts, and mitigation measures that may affect them.
- The engagement of stakeholders be gender responsive; free of manipulation, interference, coercion, discrimination and intimidation; and responsive to the needs and interests of disadvantaged and vulnerable groups.
- Throughout the project cycle, a public register of stakeholder engagement is developed, maintained and disclosed. In cases where confidentiality is necessary to protect stakeholders from harm, statistical information is recorded and made publicly available.
- Stakeholders to the project are given access to timely, relevant and understandable information about activities implemented, and there are clear procedures in place to request information.
- Where GEF-financing supports an activity implemented by the Agency, such support is clearly identified and related non-confidential information is made publicly available and easily accessible.

## 2.2 WWF-US requirements

The WWF Standard on Stakeholder Engagement ensures that WWF is committed to meaningful, effective and informed stakeholder engagement in the design and implementation of all GEF and GCF projects.

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<sup>1</sup>[https://www.thegef.org/sites/default/files/council-meeting-documents/EN\\_GEF.C.53.05.Rev\\_01\\_Stakeholder\\_Policy\\_4.pdf](https://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.C.53.05.Rev_01_Stakeholder_Policy_4.pdf)

<sup>2</sup> [https://www.thegef.org/sites/default/files/documents/Stakeholder\\_Engagement\\_Guidelines.pdf](https://www.thegef.org/sites/default/files/documents/Stakeholder_Engagement_Guidelines.pdf)

WWF's commitment to stakeholder engagement arises from internal standards such as WWF's Project and Program Standards (PPMS), as well as WWF's commitment to international instruments such as United Nations Declaration on Indigenous People (UNDRIP). Stakeholder engagement, in this regard, is recognized as a range of activities and interactions with stakeholders throughout the project cycle and is an essential aspect of good project management.

In addition to WWF's Standard on Stakeholder Engagement, WWF has developed and adopted a comprehensive Environmental and Social Safeguards Framework (ESSF) to ensure consistent, comprehensive application of safeguards across all projects supported and implemented by the entire WWF Network. To comply with the WWF ESSF, the project will follow the policies, standards, guidance and procedures as detailed in the Environmental and Social Safeguards Integrated Policies and Procedures (SIPP). Specifically relevant for the Stakeholder Engagement Plan is the [Standard on Stakeholder Engagement](#) and the associated [Procedures for Implementation of the Standard on Stakeholder Engagement](#).

The ESSF framework requires all WWF supported projects to commit to consult and engage potentially affected stakeholders (or parties) and to disclose information related to the project in a transparent manner. This commitment extends the requirement for the project to have grievance mechanisms in place for stakeholders to lodge concerns and receive feedback.

The ESSF framework requires projects to initiate stakeholder consultation at a very early stage of project design and put mechanisms in place that allow communication with affected stakeholders in a form and language that are understandable and accessible to diverse groups.

Other WWF instruments that emphasize stakeholder engagement are: WWF Policy on Poverty and Conservation (2009) which reaffirms WWF's commitment to ensure that communities affected by the project take part in defining problems and solutions in the development and conservation; and WWF Gender Policy (2011) which require projects to taken into account gender perspective in stakeholder engagement.

### 2.3 Tanzania Government requirements:

Being a 'non-union matter', the agriculture and majority of environmental issues (forestry, wildlife, fisheries, water and land) are governed separately between mainland Tanzania and Zanzibar. For this case, the requirements for stakeholder engagement plans are guided by separate legislation.

- In Tanzania mainland, section 178 (part XIV) of the Environmental Management Act (EMA) of 2004 has set a number of requirements that provides legal rights to the public to be informed timely of development of any project; to participate in decisions of project design; and to present oral and written comments on proposed projects. Similarly, the Agriculture policy (2013) under section emphasizes the need for farmers to be involved through their organizations (cooperatives, associations or groups) to participate in project development and implementation given their recognized role to empower farmers.

- In Zanzibar, Section 37 of the Environmental Management Act of 2015 explicitly states that every person has the right to access environmental information of environmental related projects. Similarly, the Agricultural Sector Policy (2003) reaffirms government commitment to have a consultative and participatory approach to stakeholders in the agriculture sector at all levels. The policy emphasizes the need to involve and build partnership with stakeholders in particular the local communities, local NGOs, farmers' associations and the private sector due to build ownership and benefit from existing extension services.

### 3. Summary of previous stakeholder engagement activities

The project has already gone through a number of stakeholder engagement activities during the development phase. An overview of the key events and engagements is presented in Appendix 1. Activities included workshops and stakeholder meetings, field-level consultations, individual consultations with key project stakeholders and partners, presentations and interactions with other existing forums. The field-level consultations included meetings with a range of local stakeholders, community groups, site visits, field inspections, and focus group discussions. The consultation of stakeholders for this project began in early stages and went through in-depth discussions for almost two years.

As such, the project design process involved in-depth engagement with key stakeholders in the project. The earlier foundations of the project were laid during a stakeholder workshop organized in November 2017, when key Government stakeholders from both Zanzibar and mainland Tanzania came together to discuss the idea for the project and engage in an in-depth co-design process. Since then, the project has involved a number of stakeholder engagement processes, including:

1. Key workshops and stakeholder meetings:
  - a. Nine project design and preparation workshops for national level stakeholders and partners where held over the course of the 2½ year project development period (November 2017, Zanzibar; May 2018, Dodoma; June 2018, Dar es Salaam; September 2018, Morogoro; March 2019, Zanzibar; October 2019, Zanzibar and Ifakara; January 2020, Zanzibar and Dodoma).
  - b. A project preparation Kick-off Workshop for the Project Preparation Team and other key stakeholders was held in July 2019 to provide an orientation on the GEF Project Preparation process and requirements (July 2019, Zanzibar).
  - c. Biweekly virtual meetings of the Project Preparation Team (PPG period).
  - d. A project validation workshop (October 2020, Dodoma).
  - e. Meetings of the Project Design Steering Committee (January 2020, Dodoma; June 2020, Dodoma).
2. Field-level consultations (including meetings with a range of local stakeholders, community groups, site visits, field inspections, and focus group discussions), including:
  - a. Field visits by the Project Preparation Team– to assess the situation in the target landscapes, identify key threats and barriers, gather initial baseline information on

- selected areas, inform site selection as well as to collect community and other local stakeholders views and concerns on issues and proposed activities (October 2019).
- b. Various field visits by gender and safeguards specialists in the context of the gender and safeguards assessment work (March – June 2020).
3. Individual consultations with key project stakeholders and partners to discuss specific issues, obtain baseline data, review indicator targets, comments on activities, etc. Over 100 individual meetings were held over the period of the project design, involving meetings with:
    - a. Central Government Authorities
    - b. Local Government Authorities
    - c. Technical research and knowledge institutions/centers
    - d. Bilateral and multilateral donors
    - e. Non-Government Organizations active in the sectors addressed by the project
    - f. Private sector partners and their representative business associations
    - g. Financial institutions and service providers
    - h. Representatives of local communities
  4. Presentations and interactions with other existing forums, including among others:
    - a. Presentation of the project concept to the Union Meeting on Cooperation and Implementation of International Agreements (February 2018, Dar es Salaam).
    - b. Presentation and discussion of the concept at the GEF National Constituency Workshop (January 2019, Dodoma).
    - c. Presentation and discussion of the project concept at the Kilombero Multi-Stakeholder Platform meeting (October 2019, Ifakara).

To facilitate close engagement of stakeholders in the design process, a number of key mechanisms were established:

1. A high level Project Steering Committee, constituted by the Directors of MNRT/FBD (chair), MoA, VPO, VPO-2, MAINRL/DFNR and MFP. The key functions of this Committee were to
  - oversee the appropriate design of the project in line with Government priorities
  - guide the Project Design Team in their assignment; and
  - endorse the final project documents
2. An Ad Hoc Project Design Working Group, constituted by the designated technical focal points from all project partners. The responsibilities of this group were to:
  - advise the Project Design Team in its assignment
  - provide input into the project design from the perspectives of the project partners
  - participate in the project design and validation workshops; and
  - ensure wider outreach to the respective constituencies of the project partners
3. A Project Preparation team, constituted by WWF, the Lead Consultant and associate project design consultants, as well as selected technical experts from the key technical partners, in particular MNRT/FBD, MoA, NLUPC, SAGCOT Secretariat, MAINRL/DFNR, VPO-2, the Zanzibar Commission of Land (CoL) and NCMC.

Based on these mechanisms, the project was designed through a co-design process, which meant that objectives, outcomes, strategies and approaches were all jointly designed and decided upon between the key stakeholders. A number of key points should be mentioned in this regard:

- A key outcome of consultations at political level included the opportunity provided by the project to strengthen the linkages and coordination between the Zanzibar and mainland Tanzania with regard to both rice sector development and related conservation aspects. The Tanzania FOLUR Child Project is seen as a key vehicle to drive for more coherent Government policies and strategies in this regard. A key decision resulting from this was the choice for selecting one target landscape each for Zanzibar and mainland Tanzania.
- The choice of landscapes was a crucial aspect of the project, and the subject of multiple debates with stakeholders on both the Zanzibar and mainland Tanzania side. The eventual choice for Kilombero and Unguja was guided primarily by Government plans for rice sector development in these two landscapes.
- Similarly, the choice for rice as a target crop was driven by current Government policies for doubling rice production in the country, both for domestic supply and its export potential.
- At community level, furthermore, consultations rendered important feedback with regard to previous experiences with regard to the promotion of SRI as an approach towards more efficient rice production. Based on feedback from the community groups, as well as discussions with partner organizations in the agricultural sector, an extensive analysis of experiences with the promotion of SRI technology was commissioned (see **Error! Reference source not found.** to the project document), which provides the basis for strategies laid out in Component 2 of the project.
- Similarly, experiences expressed by communities with regard to earlier attempts at ILM, helped design Component 1 of the project in a way that the technical process of land use planning should be combined with an adequate level of community engagement, capacity building and awareness raising, to ensure that the plans coming out of these processes are adequately 'owned' by communities.

The close engagement of stakeholders in the project preparation process as presented above ensured a high level of ownership across the various project partners and beneficiaries, and therefore an important basis for the multi-sectoral and multi-stakeholder approach foreseen for the project.

#### 4. Project Stakeholders.

The stakeholders identified for this project, as detailed in Appendix 2, are clustered into the following groups:

- **Government:** This includes Ministries, Regulatory Authorities and Agencies, Local Government Authorities at Regional and District level and Research Institutes with either mandate or interest in delivering the interventions related to the project. These include the principle project

partners, responsible for the implementation of activities and working directly with local communities in the project sites.

- **Local Communities:** This is where the engagement plan will mostly focus given that the project will affect either directly or indirectly all members of the communities. The local communities cited here are the populations currently residing and with permanent residence in the project sites (villages and shehias) in the two landscapes of Kilombero and Unguja North.
- **Civil Society Organizations (CSOs):** This constitutes non-state actors both locally and internationally working in project areas or on interventions related to the project objectives. Similar to the government in terms of potential role, the majority of CSOs will be partners to the project for implementation and thus directly engaging with the local communities in the project sites.
- **Private Sector and Financial Investors:** This includes companies and firms with interest in engaging in businesses and financial investments aspects related to the project objectives.
- **Politicians:** This include members of parliament, regional commissioners, district commissioners, councilors, village/Shehia chairpersons in the project area and within the districts who are representatives of local communities living in the project area.

These stakeholders will be informed about and engaged in the project as per the plan described further in this document. The process to identify and reflect on roles and responsibilities of stakeholders is a continuous process. The list provided here will be treated as a living document for the purpose of selecting changing social, economic and political environments throughout the project cycle.

## 5. Stakeholder Engagement Plan

A detailed systematic stakeholder engagement plan is presented in Appendix 2, providing details of the different groups of stakeholders, the proposed methods and topics of engagement, as well as the timing and frequency of such engagement. The more strategic-level aspects of this stakeholder plan are further outlined in the following sections.

### 5.1 Objectives of the stakeholder engagement plan

The Executing Agency, MNRT/FBD, intends to implement the project in a transparent, inclusive manner and in a way that reflects realities on the ground. In this regard, this Stakeholder Engagement Plan provides guidance to ensure inclusion, transparency and continuous engagement with the beneficiaries and other stakeholders during development and implementation of the project. The specific objectives of the Stakeholder Engagement Plan are to:

- establish mechanisms that ensure high level of ownership across project partners, affected and interested parties throughout the project life cycle to align with the multi-sectoral and multi-stakeholder project approach;
- facilitate close engagement and grievances mechanisms of stakeholders in the further development and throughout implementation and closure of the project;

- establish time frame and methods that ensure stakeholder consultation and disclosure of project information through the project life cycle; and
- establish and manage communication and engagement mechanisms across partners, affected and interested parties in a transparent, timely and clear manner.

## 5.2 Proposed Strategy to incorporate views of women and other relevant groups (minorities, elderly, young other marginalized groups)

The project will use the following methods to ensure that the views of women and vulnerable groups are incorporated in the project design, planning and implementation of activities at community level:

- A combination of methods will be used when consulting and engaging local communities, whilst respecting all participants' views and knowledge, including: focus group discussions using various criteria depending on situation (per economic activity, age group, gender, geographical locations etc.); key informants discussions with emphasis on women and nomadic groups on specific topics (e.g. to understand historical perspective of certain activities, perspectives of vulnerable groups such as the nomadic groups of Maasai and Barabaig who might not be present in communities at any given time, gender perception and realities etc.); and Village/Shehias assembly meetings. In pursuing these methods, the project will ensure that there is enough time, flexibility (e.g. due to disability, some may come from far) to ensure there is participation of all intended members of communities. This will avoid the risks of women and other relevant groups being excluded to take part due to being excluded from public gatherings due to their disability, gender orientation, economic activity, religion or tribalism.
- In consulting and engaging women, nomadic communities and other vulnerable groups, communication will be adapted to ensure that it fits the local context and helps build confidence. In all meetings, Swahili will be used and where necessary, translation will be used to Swahili and tribal languages using members of the communities. The discussions at community level will be led by community members and officials from the district government.
- A register will be kept, updated regularly and feedback systems developed to ensure that women and other relevant groups (minorities, elderly, young other marginalized groups) are fully included in consultations, benefit from the project and informed on the progress on the project.

## 5.3 Proposed methods to receive feedback and to ensure ongoing communications with stakeholders

- All stakeholders that have been consulted and identified will be kept in the register and updated regularly. These stakeholders will be kept abreast with information on project implementation reports and encouraged to provide feedback by individuals taking part in implementation of the project through various means including phone calls, emails, informal meetings among others. The fact that almost all stakeholders identified by the project have interest in the project areas will facilitate easy engagement and outreach throughout the project cycle.
- National ministries and agencies that are primary partners to the project will provide feedback on the project through meetings (or workshops), including the various technical and steering

committees set up under the project, in designing and implementing activities throughout the project cycle. The primary partners will also provide feedback through direct engagement with the PMU and two LCUs during development and execution of activities throughout the project cycle.

- The project institutional arrangement has allocated responsibilities for all parties to monitor and collect feedback from communities and other stakeholders throughout the project cycle. This set-up will allow for collection, analysis, follow-up, accountability and integration of feedback provided.
- The PMU, LCU, executing partners and partners will take notes during village/shehias meetings, interviews, focus group discussions when exercising their responsibilities with communities. These field notes will be used to write and analyse field reports and monitoring reviews to provide feedback to the project implementation.
- The politicians including leaders of regional and local government authorities will be involved to provide feedback through speeches during officiating workshops, launch of reports and forums. The politicians will also be engaged and consulted to provide their feedback through visits to the district and regional offices during executing of various activities of the project. The hosting of LCU at district level will provide a day-to-day engagement with politicians.
- As it has been done during the design process of the project, all other stakeholders (e.g. CSOs, private sector) that have already been identified will be invited to workshops and meetings as per thematic topics and their interests to provide inputs and feedback during designing activities, implementation, monitoring and evaluation of the project. These stakeholders will be involved through individual consultation (phone calls, emails), sharing of reports (workshops, monitoring) where feedback can be provided to PMU.
- The national level government ministries, agencies and members of PMU and LCU will also represent the project in various local and international multi-stakeholder meetings, forums and workshops (e.g. Kilombero Multi-Stakeholder Platform) where feedback can be provided. This engagement will allow for feedback from various invited stakeholders, forge new partnerships and identification of new stakeholders beyond that have been identified.

#### 5.4 Other engagement activities for the plan

Other engagement activities for the plan will include the following:

- Training and capacity building across project partners, affected and interested stakeholders. The project will also build capacity on existing multi-stakeholder processes and established forums to provide room for partnerships and consultation with stakeholders beyond those directly affected by the project.
- Implementation of engagement approaches indicated in the engagement plan as presented in Appendix 2 to ensure that all stakeholders and relevant groups can understand project technical information irrespective of their education level and background. In addition, the project will develop, manage and ensure quality assurance of communication and associated materials to be disclosed to stakeholders throughout the project cycle.

- In all meetings (individual, site visits, workshops, focus group discussions, key informants), records will be kept and documented for analysis and various reports will be prepared. The documentation will also be used to keep stakeholders informed at different levels on progress, challenges, risks, and emerging opportunities.
- The district and communities will take part in designing, making decision and providing feedback throughout the project cycle. The identified district and community level state and non-state actors are not only beneficiaries (or effected parties) but also partners to the project.
- The engagement of the project at community level will include village/shehia assembly meetings (open meetings), meetings with village/shehia committees (e.g. agriculture, natural resources), focus group discussions and key informants. The communities will be notified and engaged through both traditional (local) and modern methods in light of the quality of phone networks, weather and road accessibility to ensure adequate outreach to all groups (including people with disability and who can't read). The traditional methods to be used in notification to villagers to attend meetings will include mbiu (as commonly used in Tanzania mainland) or upatu (as commonly used in Zanzibar) which involve the use drum-beat, metal-beat, trumpet or walking to sub-villages, and through mosques and churches. The modern methods will include publication of information of various developments and on planned meetings on village/shehias notice boards, notification of meetings through phone, letters, public address using speakers and microphones, and dispatch of leaflets/letters using motorcycles. The information for meetings will be provided in advance to the district, ward and village/shehias level.
- At community level, village/shehias level leaders will assume many responsibilities in execution of activities and therefore act as a useful bridge to ensure constant and continuous engagement with members of the community. The village/shehias leaders will include government officials, and elected leaders including various committees that formulate part of the village/shehias governance. The engagement at community level will also include responsibilities for officials at ward level, extension officers and community development officers.

## 6. Timetable.

The schedule and locations where various stakeholder engagement activities including consultation, disclosure, and partnerships will take place is included in Appendix 2. The dates by which such activities will be undertaken is provided but not in specific terms as the engagement will be updated.

As outlined before, the implementation of this stakeholders engagement began at very early stages of project document development to ensure ownership, confidence, and reflection of priorities over time.

The stakeholders engagement will continue throughout the project cycle including during identification of beneficiaries (including women and other relevant groups) and during periodic monitoring to allow for reflection of the progress, adjustment and corrections.

## 7. Resources and Responsibilities

The Executing Agency, MNRT/FBD, has the overall responsibility and oversight to carry out stakeholder engagement activities which include consultation and disclosure. Their role, apart from overall responsibility and an oversight, will include supporting the PMU at national level in:

- disclosing and providing project implementation reports and other key documents on agreed timeline and in transparent way;
- managing and authorizing disclosure of information related to the project on all communication methods; and
- leading national consultation level processes for national activities with project partners.

The role of engaging stakeholders devolves to all project partners in implementing their activities, with MNRT/FBD providing an oversight role at national level, and the Project Coordinator being personally responsible for managing the relationship with project stakeholders, and more broadly the effective implementation of the Stakeholder Engagement Plan. The Project Coordinator will be supported, among others, by a Gender and Safeguards Specialist (on consultancy basis).

The LCUs, which is part of the PMU at landscape level, will be at the front line of the project and engaging with affected parties (direct and indirect) on a daily basis. The roles LCUs will include the implementation, monitoring and supervision of the stakeholder engagement plan at the level of the target landscapes, in coordination with the central PMU based at MNRT/FBD. The key responsibility, in this regard, lies with the respective Landscape Programme Coordinators, working in collaboration with other technical staff.

Other resources to enable implementation of this plan will include the following:

- In this engagement plan, the role of WWF-US as GEF Agency will be to make sure the project comply with policies and requirements of those of GEF and WWF; to monitor the project in accordance with the proposed stakeholder engagement plan and provide recommendations for improvement; and facilitate disclosure and publication of information and reports from the project as authorised by MNRT/FBD.
- Monitoring of this plan, as defined further below, will be the responsibility of MNRT/FBD and the PSC.
- Along the project cycle, some activities may be commissioned out to independent agencies (and/or consultants) to avoid bias, ensure transparency and credibility, and enable feedback to improve grievance mechanisms. The role of independent agencies (and/or consultants) will include providing an independent view of the progress of the engagement plan; collecting, documentation and ensuring that concerns by affected parties are incorporated throughout the project cycle; facilitate and support FBD and LCU in implementing this plan in an independent way but adhering to GEF policies on safeguards and stakeholder engagement.

## 8. Grievances Mechanism.

MNRT/FBD will inform and engage the communities to provide guidance and assurance in which those affected by the project implementation can submit/express their grievances (claims or concerns) and seek resolution. The grievances mechanism will be simple, understandable and seek to protect the complainant for sensitive issues. Along all steps of reporting and resolving claims and concerns, MNRT/FBD will ensure that there is proper and timely documentation of all steps and decisions taken. This will ensure that confidence, fairness, transparency and lessons to avoid future in project implementation.

Details of the grievance mechanisms to be established by the project are presented in the Environmental and Social Impact Framework in Annex 12 to the project document.

In addition to the project-level grievance mechanism, stakeholders may submit a grievance to the WWF GEF Agency. Instructions are provided on WWF website (as below) with contact details and procedures.

All grievances will be reviewed and responded to in writing within 10 working days of receipt. Both complaints and responses will be recorded into the project monitoring. If the claimant is not satisfied with the response, the grievance may be submitted directly to the WWF US - GEF project agency.

A grievance can be filed with the Project Complaints Officer (PCO), a WWF 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: [SafeguardsComplaint@wwfus.org](mailto:SafeguardsComplaint@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 or over the phone through EthicsPoint, an independent third-party platform at <https://secure.ethicspoint.com/domain/media/en/gui/59041/index.html>.

## 9. Monitoring and Reporting.

The target beneficiaries and project affected groups will not only be the source of information but also provide situational analysis for monitoring and reporting purposes. Given this, the process to monitor and report on progress of the stakeholder engagement will include and involve target beneficiaries and affected groups throughout the project cycle.

Throughout the project, the following will be involved in monitoring:

- Activities related to stakeholder engagement will be documented and reported by the PMU and LCUs on a half-yearly basis (as part of regular reporting). The monitoring visits and meetings

conducted will be documented and feedback reported back to the local communities (through means already identified) and stakeholders with concerns or interest in the site or activity.

- Independent third parties may be invited to confirm the implementation of this stakeholder engagement plan and other project targets. This will enable transparency, build confidence and encourage open opinions.
- WWF GEF Agency will also take part in monitoring for the purpose of supporting the project and support on issues affecting timely and quality project implementation. WWF US GEF Agency will review the quality of outputs and progress against the stakeholder engagement plan.
- The PSC will also take part in monitoring the project's compliance to the plan at least twice a year and advises (or take decisions) appropriately and as per the standards set forward for the stakeholders engagement plan.

## Appendix 1: Overview of pre-project stakeholder engagement events

Date and location and of consultation	Group and type of stakeholders involved	Type and form of Information disclosed	Key issues discussed and raised concerns	Response to issues raised
14-15 November 2017: Stone Town, Zanzibar	FBD, TFS, DFNR, DoE (Zanzibar)	Minutes of the meeting; priorities from each departments/agencies/ministries; presentations; group and plenary discussions	Development of initial concept note based on deliberations from a 5 <sup>th</sup> Timber Trade Stakeholders Forum in Zanzibar held in June 2017 in Zanzibar  Key decision of the meeting was a go ahead on the development of a GEF concept, facilitated by WWF	WWF initiated the development of concept note based on agreed priorities  WWF's role as implementing agency was formalized through an exchange of letters between MNRT/FBD and WWF Tanzania
13 Dec 2017: Dodoma	FBD, DFNR, TFS, DoE	Draft concept note; presentations; group discussions; plenary	Draft concept note; Review of the draft concept note and developing next steps  Key issue raised was the need to escalate the project concept to Ministerial level.	To revise the concept note  FBD to present concept note to the Union Meeting on Cooperation and Implementation of International Agreements (February 2018)
24 May 2018: Dodoma	FBD, DFNR, TFS, DoE	Draft concept note; presentations; group discussions; plenary	Revised concept note, discussions and decisions on partnerships beyond forest (basis for June 2018 meeting)	Further development of concept note; communication of the concept note within MNRT (TFS, FBD), DoE and DFNR (and home ministry)

Date and location and of consultation	Group and type of stakeholders involved	Type and form of Information disclosed	Key issues discussed and raised concerns	Response to issues raised
12 June 2018: Dar-es-Salaam	National ministries and departments from mainland and Zanzibar: agriculture, water, land, fisheries, forest, wildlife; President's Office (Regional administration and local government; Vice President's Office (Environment) and Second Vice President (Environment)	Draft project concept note; Presentations; presentations; group discussions; plenary	The first national level multi-stakeholder meeting beyond forest; revising project concept note and putting this into PIF format(objectives, components); collating views and inputs from other ministries; To identify other important stakeholders	To revise the project concept note to incorporate inputs from agriculture, water, land and other key sectors; To conduct meetings with other identified stakeholders; To share the revised concept note ahead of Sept 2019 meeting
27-28 September 2018, Morogoro	National Ministries; Regulatory Authorities; Research institutes; Private Sector; and CSOs (IUCN, WWF-CARE alliance)	Draft project concept note with multi-sectoral and new partners; presentations; group discussions; plenary	Project concept note; initial discussion on project sites including criteria to be used for selection; discussions and decision to go for FOLUR Impact Program application; concern was raised on limited availability of baseline information	Each ministry and partner institutions to provide write ups for each component; identify their potential role and responsibility; and to share baseline information of other ongoing and planned projects/initiatives

Date and location and of consultation	Group and type of stakeholders involved	Type and form of Information disclosed	Key issues discussed and raised concerns	Response to issues raised
March 2019, Stone Town, Zanzibar	National Ministries; Regulatory Authorities; Research institutes; Private Sector; and CSOs (IUCN, TRAFFIC, WWF-CARE alliance); District and regional governments (North A and North B)	Draft project document in PIF format with multi-sectoral and new partners; presentations; group discussions; plenary; phone outreach to community representatives and other absentees to the meeting	Deep dive on development of full project document; fact checking and collecting inputs from the district level authorities; discussions on budget based on allocation	
July 2019, Zanzibar and Dodoma	National Ministries; Regulatory Authorities; Research institutes; Private Sector; CSOs (IUCN and WWF-CARE alliance, (Farmers associations); District governments	Project document; GEF policies and guidelines; initial list of stakeholders; presentations; plenary; group discussions	Kick-off workshop for the project development: Introduction and familiarisation of GEF-OFP for Tanzania; review and updating list of stakeholders; feedback and inputs gathering	Share the kick-off workshop

Date and location and of consultation	Group and type of stakeholders involved	Type and form of Information disclosed	Key issues discussed and raised concerns	Response to issues raised
October 2019, Zanzibar and Ifakara	National Ministries; Regulatory Authorities; Research institutes; Private Sector; CSOs (IUCN, TFCG, ReForest Africa, AWF, WWF-CARE alliance, Farmers associations); District and regional governments (North A and North B; Kilombero, Ifakara and Morogoro) and community representatives; Private Sector	Draft project document in PIF format with updated information; baseline information; roles and responsibilities; presentations; group discussions; plenary; phone outreach to community/district representatives and other absentees to the meeting	Sharing the draft project document and confirmed opportunity for FOLUR impact program; presentation of criteria of project sites and discussions on potential specific villages; deep dive on reviewing the project document and components; fact checking and collecting inputs from the district level authorities, local communities, farmers and rice traders associations	<p>Incorporate inputs provided during this consultative meeting to update the project components, activities, roles and responsibilities;</p> <p>Further consult with all primary project partners and others to gather inputs on identified gaps</p>
January 2020, Zanzibar and Dodoma	Project Development focal points from National Ministries, Regulatory Authorities, Research institutes and District governments	Hard copy review of project components; review of project sites, baseline information, and roles and responsibilities; review of stakeholders list; presentations; group discussions; plenary	Review and consolidation of further inputs of the project components; detailed discussion, description and consolidation of views of project sites	Incorporate inputs provided during this consultative meeting of focal points (and invited government officials)

## Appendix 2 Overview of stakeholders and strategies for engagement

Stakeholder identification			Engagement strategy		
Name of stakeholder	Stakeholder Group	Interests (stake) in the project	Form of engagement	Focus of engagement	Timing and frequency
Ministry of Agriculture, Irrigation, Natural Resources and Livestock (MAINRL) and relevant sub-departments, Zanzibar	Government - Ministries, Regulatory Authorities and Agencies	Leading executing agency in Unguja  Interest in project contribution to Govt. priorities, policies and strategies under its mandate	Workshops, in person, email, phone calls  Representation in PSC  Representation in Unguja LAC	Project implementation (strategic direction, workplans, budgets, progress monitoring, issue resolution)  Grievance redress mechanism  Alignment with Govt priorities, policies and strategies	Continuous engagement  Bi-annual PSC meetings  Bi-annual meetings of the Unguja LAC
Second Vice President's Office (VPO) – Department of Environment (DoE) - Zanzibar	Government - Ministries, Regulatory Authorities and Agencies	National GEF Focal point for Zanzibar  Interest in project contribution to Govt. priorities, policies and strategies under its mandate	Workshops, in person, email, phone calls  Representation in PSC  Representation in Unguja LAC	Project implementation (strategic direction, workplans, budgets, progress monitoring, issue resolution)  Grievance redress mechanism  Alignment with Govt priorities, policies and strategies	Continuous engagement  Bi-annual PSC meetings  Bi-annual meetings of the Kilombero LAC
Ministry of Lands, Housing, Water and Energy (MLHWE), Zanzibar	Government - Ministries, Regulatory Authorities and Agencies	Co-executing Agency for catchment management planning in Unguja landscape	Workshops, in person, email, phone calls  Representation in PSC	Project implementation (strategic direction, workplans, budgets, progress monitoring, issue resolution)	Continuous engagement  Bi-annual PSC meetings  Bi-annual meetings of the Unguja LAC

Stakeholder identification			Engagement strategy		
Name of stakeholder	Stakeholder Group	Interests (stake) in the project	Form of engagement	Focus of engagement	Timing and frequency
		Interest in project contribution to Govt. priorities, policies and strategies under its mandate	Representation in Unguja LAC	Grievance redress mechanism  Alignment with Govt priorities, policies and strategies	
Ministry of Natural Resources and Tourism (MNRT)	Government - Ministries, Regulatory Authorities and Agencies	Lead Executing Agency through its Forest and Beekeeping Division (FBD)  Interest in project contribution to Govt. priorities, policies and strategies under its mandate	Workshops, in person, email, phone calls  Representation in PSC  Representation in Kilombero LAC	Project implementation (strategic direction, workplans, budgets, progress monitoring, issue resolution)  Grievance redress mechanism  Alignment with Govt priorities, policies and strategies	Continuous engagement  Bi-annual PSC meetings  Bi-annual meetings of the Kilombero LAC
Ministry of Agriculture	Government - Ministries, Regulatory Authorities and Agencies	Co-executing Agency for agricultural value chain component in Kilombero landscape  Interest in project contribution to Govt. priorities, policies and strategies under its mandate	Workshops, in person, email, phone calls  Representation in PSC  Representation in Kilombero LAC	Project implementation (strategic direction, workplans, budgets, progress monitoring, issue resolution)  Grievance redress mechanism  Alignment with Govt priorities, policies and strategies	Continuous engagement  Bi-annual PSC meetings  Bi-annual meetings of the Kilombero LAC

Stakeholder identification			Engagement strategy		
Name of stakeholder	Stakeholder Group	Interests (stake) in the project	Form of engagement	Focus of engagement	Timing and frequency
Ministry of Finance and Planning	Government - Ministries, Regulatory Authorities and Agencies	National supporting for the project - contracting, funding disbursement	Workshops, in person, email, phone calls Representation in PSC	Project accountability in alignment with Govt finance and procurement policies  Project budget and disbursements to executing partners	Bi-annual PSC meetings Ad hoc engagement as needed
Ministry of Lands, Housing and Human Settlement Development – through NLUPC	Government - Ministries, Regulatory Authorities and Agencies	Co-executing Agency for ILM component in Kilombero landscape  Interest in project contribution to Govt. priorities, policies and strategies under its mandate	Workshops, in person, email, phone calls Representation in PSC Representation in Kilombero LAC	Project implementation (strategic direction, workplans, budgets, progress monitoring, issue resolution)  Grievance redress mechanism  Alignment with Govt priorities, policies and strategies	Continuous engagement Bi-annual PSC meetings Bi-annual meetings of the Kilombero LAC
Ministry of Water and Irrigation – through RBWB	Government - Ministries, Regulatory Authorities and Agencies	Co-executing Agency for ILM component in Kilombero landscape  Interest in project contribution to Govt. priorities, policies and strategies under its mandate	Workshops, in person, email, phone calls Representation in PSC Representation in Kilombero LAC	Project implementation (strategic direction, workplans, budgets, progress monitoring, issue resolution)  Grievance redress mechanism	Continuous engagement Bi-annual PSC meetings Bi-annual meetings of the Kilombero LAC

Stakeholder identification			Engagement strategy		
Name of stakeholder	Stakeholder Group	Interests (stake) in the project	Form of engagement	Focus of engagement	Timing and frequency
				Alignment with Govt priorities, policies and strategies	
Ministry of Industry and Trade	Government - Ministries, Regulatory Authorities and Agencies	Interest in project contribution to Govt. priorities, policies and strategies under its mandate	Workshops, in person, email, phone calls Representation in Kilombero LAC	Alignment with Govt priorities, policies and strategies	Ad hoc engagement as needed Bi-annual meetings of the Kilombero LAC
TFS; TAWA	Government - Ministries, Regulatory Authorities and Agencies	Interest in project contribution to Govt. priorities, policies and strategies under its mandate	Workshops, in person, email, phone calls Representation in Kilombero LAC	Alignment with Govt agency priorities, policies and strategies	Ad hoc engagement as needed Bi-annual meetings of the Kilombero LAC
Zanzibar Commission for Tourism (ZCT); ZAWA; ZURA; National Irrigation Commission	Government - Ministries, Regulatory Authorities and Agencies	Interest in project contribution to Govt. priorities, policies and strategies under its mandate	Workshops, in person, email, phone calls Representation in Unguja LAC	Alignment with Govt agency priorities, policies and strategies	Ad hoc engagement as needed Bi-annual meetings of the Unguja LAC
President's Office - Regional Administration, Local Governments and Special Departments;	Government - Regional administration	Interest in project contribution to Govt. priorities, policies and	Workshops, in person, email, phone calls	Alignment with Govt agency priorities, policies and strategies	Ad hoc engagement as needed

Stakeholder identification			Engagement strategy		
Name of stakeholder	Stakeholder Group	Interests (stake) in the project	Form of engagement	Focus of engagement	Timing and frequency
Regional Commissioner NorthA&B		strategies under its mandate	Representation in Unguja LAC		Bi-annual meetings of the Unguja LAC
North A, North B District Authorities	Local Government Authorities	Executing partner in activities within the landscapes  Interest in implementation of concrete work at district level	Workshops, in person, email, phone calls  Representation in Unguja LAC	Implementation of project activities at landscape level  Alignment with local Govt priorities, policies and strategies	Continuous engagement  Bi-annual meetings of the Unguja LAC
Kilombero District Authorities	Local Government Authorities	Executing partner in activities within the landscapes  Interest in implementation of concrete work at district level	Workshops, in person, email, phone calls  Representation in Kilombero LAC	Implementation of project activities at landscape level  Alignment with local Govt priorities, policies and strategies	Continuous engagement  Bi-annual meetings of the Kilombero LAC
Tanzania Agricultural Research Institute (TARI); NCMC (SUA); TAFORI; Institute of Resource Assessment (IRA); Dakawa Rice irrigation scheme; International Rice Research Institute (IRRI)	Government - Research Institutes	Interest in technical findings and results of the project as a basis for science-based policy making  Interest in sharing experiences and lessons from and to the project	Workshops, in person, email, phone calls  Representation in Kilombero and Unguja LAC respectively	Implementation of project activities at landscape level  Lessons learnt from project activities	Ad hoc engagement as needed  Bi-annual meetings of the Kilombero and Unguja LACs

Stakeholder identification			Engagement strategy		
Name of stakeholder	Stakeholder Group	Interests (stake) in the project	Form of engagement	Focus of engagement	Timing and frequency
Members of parliament, Councillors, Village/Shehia chairpersons, regional commissioners, district commissioners,	Politicians	Interest in project contribution to Govt. priorities, policies and strategies	Workshops, in person, email, phone calls  Representation in Kilombero and Unguja LAC respectively	Alignment with Govt agency priorities, policies and strategies	Ad hoc engagement as needed  Bi-annual meetings of the Kilombero and Unguja LACs
Shehia's in North A, North B; Villages and Ward in Kilombero districts  (including nomadic groups in the area who may not be residents of villages)	Communities	Interest in the direct benefits derived from the project	Target-group discussions, village meetings, training and awareness raising events	Project activities and potential benefits from engagement in the project	Ad hoc engagement as needed  Regular consultation meetings (at least quarterly)
Southern Agricultural Growth Corridor for Tanzania (SAGCOT) Secretariat/Rice Council of Tanzania (RCT)	Private Sector partners and business organizations	Interest in possibilities for private sector engagement in the project, as well as benefits for the rice sector in general	Workshops, in person, email, phone calls  Representation in Kilombero LAC	Components of work geared at private sector engagement in the rice sector  Alignment with SAGCOT Green Print	Ad hoc engagement as needed  Bi-annual meetings of the Kilombero LAC
Zanzibar Association for Tourism Investors (ZATI); Tanzania Agriculture Development Bank (TADB); Local Financial Institutions (CRDB, NMB, TPB etc); Kilombero	Private Sector partners and business organizations	Interest in possibilities for private sector engagement in the project, as well as benefits for private sector in general	Workshops, in person, email, phone calls  Representation in Kilombero and Unguja LACs respectively	Components of work geared at private sector engagement in the rice sector as well as landscape restoration and management	Ad hoc engagement as needed  Bi-annual meetings of the Kilombero and Unguja LACs

Stakeholder identification			Engagement strategy		
Name of stakeholder	Stakeholder Group	Interests (stake) in the project	Form of engagement	Focus of engagement	Timing and frequency
Plantations Ltd (KPL); Dick Lukaka Company					
Care-WWF Alliance	Civil Society Organizations	<p>Executing partner for the Unguja landscape</p> <p>Interest in the project's contribution to long-term sustainable landscape management</p> <p>Interest in lessons learnt from the project for upscaling elsewhere</p>	<p>Workshops, in person, email, phone calls</p> <p>Representation in Kilombero and Unguja LACs</p>	All components of work	<p>Continuous engagement</p> <p>Bi-annual meetings of the Kilombero and Unguja LACs</p>
International Union for the Conservation of Nature (IUCN)	Civil Society Organizations	<p>Executing partner for the Kilombero landscape</p> <p>Interest in the project's contribution to long-term sustainable landscape management</p> <p>Interest in lessons learnt from the project for upscaling elsewhere</p>	<p>Workshops, in person, email, phone calls</p> <p>Representation in Kilombero and Unguja LACs</p>	All components of work	<p>Continuous engagement</p> <p>Representation in Kilombero and Unguja LACs</p>
ANGOZA, MECA, MTANDAO WA VIKUNDI VYA WAKULIMA TANZANIA (MVIWATA); Reforest Africa; Tanzania Forest Conservation	Civil Society Organizations	Interest in contributing to project activities on the ground, including linkages with other work programs	<p>Workshops, in person, email, phone calls</p> <p>Representation in Kilombero and Unguja LACs as appropriate</p>	On-the-ground work under component 2 and 3 in particular; interests may vary	<p>Ad hoc engagement as needed</p> <p>Bi-annual meetings of the Kilombero and Unguja LACs</p>

Stakeholder identification			Engagement strategy		
Name of stakeholder	Stakeholder Group	Interests (stake) in the project	Form of engagement	Focus of engagement	Timing and frequency
Group; Zanzibar Climate Change Alliance (ZACCA); Agricultural Marketing Cooperative Societies (AMCOS); Africa Wildlife Foundation; TNC; AGRA					
World Bank, FAO, IFAD, TASAF, Korean International Cooperation Agency (KOICA); International Rice Research Institute (IRRI); UN Environment, Embassies and donor agencies (USAID, EU, Sida)	Others stakeholders	General interests in linkages with projects and programs under their mandate	Workshops, in person, email, phone calls	General project implementation and linkages with other initiatives	Ad hoc engagement as needed