

THE UNITED REPUBLIC OF TANZANIA

**MINISTRY OF COMMUNITY DEVELOPMENT, GENDER, WOMEN AND SPECIAL GROUPS
(MCDGWSG)**



Program for Advancing Gender Equality in Tanzania (PAMOJA)

P178813

STAKEHOLDER ENGAGEMENT PLAN

SEPTEMBER 2025

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1. Introduction

This document presents the Stakeholder Engagement Plan (SEP) for the PAMOJA Project being implemented in the United Republic of Tanzania (URT). The SEP is designed to ensure that all affected and interested parties are meaningfully informed, consulted, and engaged throughout the project life-cycle. It provides a comprehensive overview of the project, including the regulatory and institutional framework guiding the PAMOJA project implementation, stakeholder identification and analysis, previous and ongoing engagement activities, information disclosure strategy, grievance redress mechanism (GRM), roles and responsibilities, as well as monitoring, evaluation, reporting, and budgetary arrangements.

1.1. Overview of Pamoja Program

The URT is implementing the *Pamoja Project* also known in Swahili as **Pamoja” (Meaning “Together”)**. The project is implemented through the Ministry of Community Development, Gender, Women and Special Groups (MoCDGWSG) and the President’s Office Regional Administration and Local Government (PO-RALG) on the Mainland, in collaboration with the Ministry of Community Development, Gender, Elderly, and Children (MoCDGEC) in Zanzibar.

The project is financed through an IDA credit of USD 100 million and is designed to advance and promote gender equality in Tanzania. Its duration is five-years (2024/25 to 2028/29). The project key objective is to address the social and economic dimensions of gender inequality while also strengthening the enabling environment to address gender inequality issues. It addresses gender equality at multiple levels ranging from the individual to the institutional/policy level but with a strong focus on the community level setting as well as on the individual, household, or firm level in Tanzania Mainland. The PAMOJA is aligned with national priorities, particularly supporting the implementation of Tanzania’s Third National Five-Year Development Plan (2021/22–2025/26) and the emerging Development Vision 2050, while reinforcing the country’s commitment to Sustainable Development Goal 5 (Gender Equality). It is expected to directly benefit approximately 319,850 women and indirectly reach around 399,000 individuals, including household members.

To build on the achievements made since the project’s launch on April 30, 2025, the Kreditanstalt für Wiederaufbau (KfW), German Financial Cooperation, has agreed to provide additional financing of EUR 9 million to complement the US\$100 million IDA-funded Program. By building on the foundation established by the parent project (PAMOJA), this funding will enable the government to broaden the reach of GBV prevention and response interventions to more councils, enhance multi-sectoral service delivery, and strengthen systems for long term sustainability. It will also integrate disability inclusive services and focus on capacity building at both community and council levels which will ensure a more comprehensive and equitable approach to addressing GBV.

Specifically, on prevention of GBV, the additional financing will support the adaptation and testing of '***Bandebereho Model***' in Tanzania to a total of 15 councils. The ***Bandebereho Model*** is a gender transformative program developed in Rwanda by Promundo in collaboration with the **Rwanda Men's Resource Centre (RWAMREC)**. The word Bandebereho in Kinyarwanda means "role model" or "someone to look up to". It is primarily designed to prevent Gender-Based Violence (GBV) and promote men's positive engagement in **maternal and child health, caregiving, and gender equality**. This model has been successfully implemented in Rwanda through the Ministry of Health and Civil Society Organisation (CSO) partnership and aims to promote positive fatherhood and gender equality in order to shift gender power imbalances and reduce intimate partner violence.

Therefore, the additional financing (AF) is designed to extend the scope of the main PAMOJA project across all 40 councils where the project is being implemented. This supplementary support will not only **accelerate learning and foster innovation** but will also play a crucial role in the **development of a national protocol on GBV prevention**, thereby promoting **safer and more inclusive communities nationwide**.

1.2. Components of the Pamoja Parent Project

The PAMOJA parent project is structured around three key components:

- (i) ***Component 1: Promoting Economic Opportunities for Women and Adolescent Girls***: This component will invest in activities aimed at (1) strengthening community-based institutions towards enhanced economic opportunities, and (2) delivering services to support and enable economic opportunities. This component will support two sub-components; Sub-component 1.1: Strengthening community-based institutions towards enhanced economic opportunities and Sub-component 1.2: Service delivery for economic opportunities.
- (ii) ***Component 2: Strengthening Gender-Based Violence Prevention and Response***: This component will invest in activities aimed at (1) shifting social norms and enabling behavior change towards gender equality and GBV prevention at the community level, and (2) strengthening GBV response services. This component will support two sub-components; Sub-component 2.1: Shifting social norms and enabling behavior change towards gender equality and GBV prevention at the community level and Sub-component 2.2.: Strengthening GBV response services.
- (iii) ***Component 3: Institutional Development, Policy Dialogue and Project Management***: To further strengthen an enabling environment for gender equality and women's empowerment, this component will finance activities related to (1) institutional development and (2) policy dialogue. It will further finance three (3) sub-components regular project management and monitoring and evaluation activities; Sub-component 3.1:

Institutional Development, Sub-component 3.2: Policy Dialogue and Sub-component 3.3: Project management, monitoring and evaluation.

1.3. Additional Financing Main Activities

Through the Additional Financing supported by KfW (German fund), Component 2 will be scaled up to expand GBV prevention activities from 10 councils to 15 councils. Services for GBV response will also be enhanced within these 15 councils, including multi sector services such as police, justice, and disability inclusive interventions. The Additional Financing (AF) main activities including:

- (i) Strengthening case management systems and stronger referral systems across additional sectors in the targeted prevention districts
- (ii) Capacity building of service providers on additional service providers such as the police, justice services, legal aids etc.
- (iii) Enhancement of service delivery infrastructure at district level to complement some of the community level interventions. This may include the development of One Stop Centers where there is a need and in alignment with project rehabilitation of offices of CDOs and SWOs and complementing community level interventions undertaken by the parent project.
- (iv) Creating response services that are accessible to people living with disabilities as this is a group often more vulnerable to violence and underserved by existing services.

Consequently, AF funds will support targeted interventions across five districts for prevention and fifteen councils for response activities. Key areas of implementation include:

- (i) Training healthcare providers and doctors in survivor care and forensic evidence collection,
- (ii) Strengthening mental health and psychosocial support services,
- (iii) Equipping and rehabilitating One Stop Centers,
- (iv) Enhancing legal and police support for timely GBV case resolution, and
- (v) Ensuring disability-friendly services.

Overall, the additional €9 million from KfW will expand the PAMOJA project in Mainland Tanzania by broadening GBV prevention and response interventions, enhancing multi-sectoral service delivery, and strengthening systems for long-term sustainability. With a focus on disability-inclusive services and capacity building at community and council levels, this funding will support a more comprehensive and equitable approach, accelerate learning and innovation, and contribute to developing a national GBV prevention protocol, ultimately fostering safer and more inclusive communities nationwide.

1.4. Objective/Description of the SEP

To integrate the Additional Financing provided by KfW (German funding), the government is currently updating the SEP which was prepared by PAMOJA parent project. The overall objective of this SEP is to define a program for stakeholder engagement, including public information disclosure and consultation throughout the entire project cycle. The SEP outlines the ways in which the project team will communicate with stakeholders and includes a mechanism by which people can raise concerns, provide feedback, or make complaints about project activities or any activities related to the project.

SEP updating is done in compliance with the World Bank ESS10, Tanzanian legal requirements, and good international practices in gender focused programs. It is designed to provide stakeholders with timely, relevant, understandable, and accessible information, and to engage in consultations that are culturally appropriate and conducted without manipulation, interference, coercion, discrimination, or intimidation.

2. Regulatory and Institutional Frameworks Governing Stakeholder Engagement

Tanzania's national safeguard laws and international best practice establish stakeholder engagement as a mandatory requirement, particularly through Environmental Impact Assessments, public hearings, and the right to access information. Similarly, international best practices on stakeholder engagement are reflected in the safeguard policies and operational standards of leading development finance institutions and organizations as detailed below:

2.1. Environmental Management Act, 2004 (Act No. 20 of 2004)

The act provides a strong legal foundation for stakeholder engagement in development projects in Tanzania. The Act places the National Environmental Management Council (NEMC) at the center of this responsibility. Under Section 17(1)(i) and (j), NEMC is mandated to promote public participation in environmental decision making and to ensure that stakeholders are consulted before development undertakings are approved. This establishes consultation and inclusivity as key principles of environmental governance.

In addition, Section 18(1)(d) requires that public hearings be conducted before decisions are made on projects likely to have significant environmental and social impacts. This provision ensures that potentially affected communities and interest groups have a platform to voice their views, concerns, and recommendations. The Act further embeds consultation requirements through its provisions on Environmental Impact Assessment (EIA) under Sections 89 to 93. These sections make it mandatory for project proponents to disclose information related to proposed projects and to engage communities in meaningful consultation. Affected persons are given the opportunity to review and comment on project details, thereby influencing decision making and ensuring that development is carried out in a transparent and accountable manner.

Lastly, Section 178 establishes the right of every person to access environmental information and to participate in environmental management matters. This not only strengthens accountability but also empowers citizens to contribute to sustainable development and the protection of their environment. Together, these provisions underline Tanzania's commitment to inclusive environmental governance, where stakeholder engagement is a legal obligation rather than a discretionary practice. They form the core legal framework that guarantees consultation with communities and stakeholders in development projects that could affect the environment and the social wellbeing of local populations.

2.2. World Bank ESS10: Stakeholder Engagement and Information Disclosure

The **Environmental and Social Standard 10 (ESS10)** of the **World Bank Environmental and Social Framework (2017)** deals with **Stakeholder Engagement and Information Disclosure**. Its objectives are focused on ensuring meaningful consultation, transparency, and responsiveness in projects supported by the Bank. Specifically, ESS10 aims to:

- (i) *Promote Stakeholder Engagement*: Ensure that project affected parties and other stakeholders are meaningfully engaged throughout the project lifecycle, from planning to implementation and monitoring.
- (ii) *Enhance Disclosure of Information*: Facilitate timely and accessible disclosure of relevant information about the project, including potential risks and impacts, so stakeholders can make informed decisions and provide feedback.
- (iii) *Enable Participation of Vulnerable Groups*: Guarantee that marginalized or vulnerable groups have opportunities to participate in consultation processes and that their concerns are appropriately addressed.
- (iv) *Provide a Framework for Grievance Redress*: Establish mechanisms for stakeholders to raise concerns or grievances related to the project and ensure these are addressed in a timely, transparent, and effective manner.
- (v) *Support Continuous Communication*: Promote ongoing, meaningful, and culturally appropriate communication with stakeholders throughout the project lifecycle, including monitoring and evaluation phases.
- (vi) *Foster Social Accountability*: Strengthen transparency and accountability in project decision-making by integrating stakeholder input into project design and management

In essence **ESS10** objectives provide the backbone for an SEP by ensuring it is **structured, transparent, inclusive, responsive, and accountable**, which increases stakeholder trust and reduces risks of conflict or opposition to the project. ESS10 strengthens a Stakeholder Engagement Plan (SEP) by ensuring meaningful, inclusive, and transparent engagement. It promotes systematic consultation, timely information disclosure, and participation of vulnerable groups, while integrating grievance mechanisms and continuous communication to enhance responsiveness and accountability throughout the project life-cycle.

2.3. International Best Practice on Stakeholders Engagement

Global best practices in stakeholder engagement are embedded within the safeguard frameworks and operational policies of major development finance institutions and organizations. The African Development Bank (AfDB), through its Integrated Safeguards System (ISS), for example, requires the consultation and active involvement of affected communities in environmental and social assessments. Similarly, the Asian Development Bank (ADB) under its 2009 Safeguard Policy Statement, calls for establishment of meaningful consultation and transparent disclosure of information as core requirements in environmental and social impact assessment processes.

Within Europe, the European Investment Bank (EIB) has adopted a comprehensive Stakeholder Engagement Standard to ensure that funded projects protect human rights, safeguard the environment, and foster inclusive development. In parallel, the Green Climate Fund (GCF) highlights the importance of active stakeholder participation in climate initiatives, with particular emphasis on gender equality and the inclusion of vulnerable groups in decision-making. The United Nations Development Programme (UNDP) also sets a high standard through its Social and Environmental Standards (SES), which mandate free, prior, and informed consent (FPIC) for Indigenous Peoples and promote inclusive, culturally sensitive consultation processes.

Collectively, these institutions affirm stakeholder engagement as a central pillar of sustainable development, grounded in the principles of inclusivity, transparency, accountability, and respect for human rights.

3. Stakeholder Identification and Analysis

The Parent SEP had identified, mapped and analyzed stakeholders. Affected parties will now also include local communities, leaders, CSOs, and GBV service providers in the five additional councils being integrated under the Additional Financing.

Stakeholders in the five new councils Bunda DC, Ukerewe DC, Shinyanga DC, Monduli Dc and Urambo Dc will be engaged in alignment with existing SEP structures. This includes women and their partners (couples) during the period of pregnancy or early parenthood, CDOs, SWOs, local police gender desks, health facilities, paralegals, traditional and religious leaders, and disability associations active in the new areas. Couples will be recruited through health centers, local leaders, and community structures. Vulnerable groups: The SEP will also expand its focus to ensure that women, girls, and persons with disabilities in the five additional councils are meaningfully engaged and benefit equally from prevention and response interventions.

3.1. Methodology

In order to meet best practice approaches, the project will apply the following principles for stakeholder engagement:

- **Openness and Life-Cycle Approach:** Public consultations for the project(s) will be arranged during the whole life cycle, carried out in an open manner, free of external manipulation, interference, coercion, or intimidation.
- **Informed Participation and Feedback:** Information will be provided to and widely distributed among all stakeholders in an appropriate format; opportunities are provided for communicating stakeholder feedback, and for analyzing and addressing comments and concerns.
- **Inclusiveness and Sensitivity:** Stakeholder identification is undertaken to support better communications and build effective relationships. The participation process for the projects is inclusive. All stakeholders at all times are encouraged to be involved in the consultation process. Equal access to information is provided to all stakeholders. Sensitivity to stakeholders' needs is the key principle underlying the selection of engagement methods. Special attention is given to vulnerable groups that may be at risk of being left out of project benefits, particularly women, the elderly, persons with disabilities, displaced persons, and migrant workers and communities, and the cultural sensitivities of diverse ethnic groups.
- **Gender-Trans-formative Methodologies** such as uses interactive methods such as reflection, role plays, and discussions, promotes male role models exemplifying non-violence and equality, and engages the community to challenge norms that tolerate GBV.
- **Flexibility:** If social distancing, cultural context (for example, particular gender dynamics), or governance factors (for example, high risk of retaliation) inhibits traditional forms of face-to-face engagement, the methodology should adapt to other forms of engagement, including various forms of internet- or phone-based communication.

3.2. Affected Parties and Other Interested Parties¹

To achieve the objective of preventing gender-based violence (GBV) through the adaptation and testing of the 'Bandeberho Model,' the target participants will be men aged 21–35 and their partners, typically during pregnancy or early parenthood. Other affected parties are local communities, community members, health care givers and doctors, training healthcare providers, health facilities, and Police Stations, One Stop Centers, police and justice officials, and people working with disability groups.

The following individuals and groups fall within this category are Civil Society Organizations (CSOs), Women Groups/Organizations (WGOs), Local Community Secondary Schools (LCSSs), Traditional leaders (Chiefs), Local civil and religious leaders, People Living with Disabilities (PWDs), Community-Based Agents (CBAs) Women Groups (WGs), Individual Women-Led Businesses Community saving groups (IWBCSGs), Associations and Grassroots Women Entrepreneurs (AGWEs), Business Development Service Providers (BDSPs), Crisis Shelter/ Safe House, psychosocial support & other GBV service providers including CSOs & NGOs, Local Police, Legal Aid & Court, Counsellors, Case Workers, Health Care Local Health facilities,

Community Health Workers (CHWs), Workers & Officials Local Community School such as Social Welfare Officers (SWOs) and Community Development Officers (CDOs).

Furthermore, Technical Partner (Part of Project Steering Committees) & other MDAs such as the Ministry of Agriculture, President Office, Regional Administration and Local Government Authority, Ministry of Education, Science and Technology, Ministry of Health, Ministry of Constitution and Legal Affairs, Ministry of Home Affairs, Ministry of Industry and Trade, National Bureau of Standards, and Investment and Planning Commission will also be affected.

The projects' stakeholders also include parties other than the directly affected communities, including UN Women, Tanzania Media Women's Association (TAMWA), Tanzania Women's Lawyers Association (TAWLA), Tanzania Gender Networking Programme (TGNP), the local population who can benefit indirectly from the different components of the PAMOJA Project, Consultants who can support in the delivery of the PAMOJA Project; business owners and providers of services, goods, and materials that will be involved in the project; mass media and associated interest groups, including local, regional and national printed and broadcasting media, digital/web-based entities, and their associations; local NGOs; Other surrounding and ongoing projects in the subproject location; other national & International NGOs related to women empowerment; the public at large; hospital administrators; elected officials and local politicians; suppliers, contractors, and workforce; and national and local media participants/influencers of social media.

3.3. Disadvantaged/Vulnerable Individuals or Groups²

Within the Project, vulnerable or disadvantaged groups may include but are not limited to the following: elderly people, persons with disabilities and their caretakers, Tanzania Federation of Disabled People's Organizations and women-headed households. This group also includes pastoralist, hunter, and gatherer communities, including the Hadzabe, Akie, Sandawe Maasai, Taturu and Barabaig in the Tanzanian context.

Vulnerable groups within the communities affected by the Project may be added, further confirmed, and consulted through dedicated means, as appropriate. Description of the methods of engagement that will be undertaken by the project is provided in the following sections.

4. Design of Program' Bandebereho Model and Stakeholder Engagement Mechanisms

Design Mechanism: During implementation in the five new councils Bunda DC, Ukerewe DC, Shinyanga DC, Monduli Dc and Urambo Dc special consultations will be conducted through small group sessions targeting men aged 21–35 and their partners. Engagement will also focus on informing and mobilizing couples and households for Gender Based Violence (GBV)

prevention interventions using the *Bandebereho* model being piloted and scaled under the project.

To implement '*Bandebereho Model*,' couples will receive training on a range of topics, including positive masculinity and challenging harmful gender norms, prevention of intimate partner violence (IPV) and gender-based violence (GBV), effective communication and conflict resolution, shared caregiving and household responsibilities, maternal, newborn, and child health (including antenatal care, family planning, and child nutrition), sexual and reproductive health and rights (SRHR), as well as stress management and mental well-being.

Recruitment Procedures: Couples will be recruited via health centers, local leaders, and community structures, and will take part in both men's group sessions and joint couples' sessions, with the number of each determined during the planning of the model.

Engagement Activities. The following activities will be implemented:

- **Identification of Stakeholders:** this will involve mapping and categorizing primary and secondary stakeholders, including men aged 21–35, their partners, community leaders, health workers, local authorities, and relevant civil society organizations.
- **Information Disclosure:** provide participants with clear information about the PAMOJA AF and particularly the proposal to test **Bandebereho Model** to prevent Gender-Based Violence (GBV) and promote men's positive engagement in **maternal and child health, caregiving, and gender equality. The main objectives of Bandebereho Model**, involved activities, potential benefits, and possible risks to all stakeholders will be clarified.
- **Consultation and Participation:** Organizing participatory sessions for men, couples, and community members to gather feedback, discuss project implementation, and encourage joint problem-solving. This includes men's group sessions, couples' sessions, and community meetings
- **Engagement with Vulnerable Groups:** Ensuring targeted outreach and support for marginalized or vulnerable groups, including people with disabilities, to ensure inclusiveness in participation.
- **Grievance Redress Mechanism (GRM): Informing participants on PAMOJA GRM** to facilitate aggrieved people raise concerns, provide feedback, or report grievances related to the project, with timely response and resolution.
- **Monitoring and Reporting:** Regularly tracking stakeholder engagement activities, documenting outcomes, and using feedback to adjust project strategies and enhance effectiveness.
- **Capacity Building:** Strengthening the capacity of stakeholders, including health workers and community leaders, to actively support project goals, promote positive masculinity, and reinforce GBV prevention practices.

Engagement Approach will mainly employ gender transformative methodologies, including reflection, role plays, open discussions, and real-life scenario practice, while promoting male role models who exemplify non-violence, equality, and responsible fatherhood, and actively

engages the wider community to challenge and change norms that tolerate gender-based violence (GBV).

To strengthen multi-sectoral service delivery and promote long term sustainability, the program will also engage council health facilities, One Stop Centers, police and justice officials, and disability groups. These stakeholders will be briefed on the purpose of the PAMOJA Additional Financing (AF), their roles in achieving the objectives, and the mechanisms for their active participation.

4.1. Summary of Stakeholder Engagement Done During Project Preparation

During the preparation of the parent PAMOJA project, the following public consultations were conducted; an initial consultative meeting was conducted with thirty (30) participants in the Arusha region. Participants were the MoCDGWSG, Ministry of Constitution and Law, Ministry of Lands, Ministry of Agriculture, Office of the Prime Minister Policy, Parliament, Employment, Youth and Disabled, Office of the Vice President Union and Environment, Ministry of Education, Ministry of Finance and Planning, representatives from Zanzibar and the World Bank. Key issues discussed and agreed upon included as priority areas of the Project Document were economic empowerment, sexual violence and violence against children (GBV & VAC), traditions and customs related to gender issues (gender and social norms), behavioral change, and policy and legal reforms.

In addition to the above-mentioned consultations, consultation meetings with project-affected parties and beneficiaries were conducted in seven zones, covering the five (5) regions of Mwanza, Dodoma, Tabora, Mpanda and Lindi. The consultations involved a total of 110 representatives and leaders from different clusters of beneficiaries. Participants were Social Welfare and Community Development Officers at the Regional, Council and Ward levels; Education Officers at the District and Ward levels; representatives of people with disabilities, representatives of the beneficiaries of the 10% loans provided by the Council to women, young people and people with disabilities, women entrepreneurs, young people, Primary Health Care Workers (CHW), legal assistants, i.e.. Paralegal, Police from the District Gender Desk, stakeholders from NGOs dealing with prevention of acts of violence as well as empowering women economically, Regional and district *bodaboda* and *Bajaji* leaders, Council Information Officers and community radios, representatives of female children (students), Representatives of associations of people with disabilities (TLB, TAS & CHAVITA, SHIVYAWATA), influential elders, Officials Ward and village officials, Traditional leaders such as Chiefs and religious leaders. Refer to Annex Table 1 for details.

The environmental and social reports and plans were disclosed through a summary of handouts and presentations through PowerPoint presentations and flip charts. Feedback received during consultations was on men's education and involvement in the project activities, child care

issues during project implementation, women will be heard because they will now have income and a stable economy, proper use of empowerment funds, girls to stop having forced sexual relationships because those who engage in sex because of lack of capital, poverty and education to recognize the opportunities that exist in society and was taken into account by improving stakeholder engagement plan and ensuring public education, especially to men in the project life cycle. A summary of the main recommendations received and integrated into the Stakeholder Engagement Plan is provided in Annex table 1.

4.3. Summary of project stakeholder needs and methods, tools, and techniques for stakeholder engagement

Different engagement methods are proposed and cover different stakeholder needs as stated below: include (i) structured agendas, (ii) focus group meetings/discussions, (iii) Community/public meetings, (iv) formal meetings, (v) one-on-one interviews, (vi) Workshops, (vii) Focus group meetings, (viii) Key Informant Interview and (ix) site visits.

Table 1. Stakeholder engagement plan

Project Stage	Estimated Date/Time Period	Topic of Consultation/ Message	Method Used	Target Stakeholders	Responsibilities
Throughout project preparation and implementation	Throughout project preparation	<p>Awareness of the proposed PAMOJA Project</p> <p>Objectives, activities and the potential positive outcomes of the approach</p> <p>Capacity Building for Citizen</p> <p>Engagement Mechanisms that reject violence</p> <p>And encourage balanced power between men and women</p> <p>E&S principles, risk and impact, management/ESMF</p> <p>Grievance Redress Mechanisms (GRM)</p>	<p>Surveys, interviews and independent evaluations</p> <p>Workshops</p> <p>Focus group meetings,</p> <p>Phone, email & letters</p>	<p>Local Actors</p> <p>Local civil and religious leaders, structures prominent in women’s empowerment, Community-Based Agents, Safe Houses, Psychosocial support other GBV service Providers including CSOs &NGOs, Local Police, legal aid &Court counselors, case workers, and healthcare & Local Health facilities</p>	<p>MoCDGWS, MoH, MoHA, MoEST, SWO, CDO, DMO, DNO</p>
Throughout project cycle	Throughout project cycle	<p>Awareness of proposed project activities, Obtaining a clear understanding of the roles of selected MDAs in project design and implementation, Technical-level discussion on key project activities</p>	<p>One-on-one meetings, Correspondence by phone/email/written letters, Project Information Documents, Project Information Manual, Project Reports, Internet/Digital Media, Supervision Support Missions, Workshops, Focus group meetings</p>	<p>MDAs and Technical Counterpart (MoA, MoEST, MoH, MoCLA, MIT, PO-RALG, MoFP,PMO-LYED)</p>	<p>MoCDGWSG</p>

Project Stage	Estimated Date/Time Period	Topic of Consultation/ Message	Method Used	Target Stakeholders	Responsibilities
Project preparation and implementation	Throughout project cycle	Awareness of proposed project activities, identifying specific needs and challenge so women-led businesses, Identify women-led networking platforms to disseminate information and facilitate engagement	Phone/email/written letters, Workshops, Focus group meetings, leaflets, brochures, fact sheets, newsletters, Key stakeholder meetings, letters to traditional leaders, letters to PWD's umbrella organizations	Project beneficiaries: Local Community Schools, People Living with Disabilities, Women Groups, Individual women-led businesses, Community-saving groups, associations, grassroots women entrepreneurs, Business Development Service Providers	MoCDGWSG PO-YLED MoEST MoCDGWSG MoEST PO-RALG REO LGA's

Information will be disclosed as follows:

- SEP; relevant E&S documents; Grievance Mechanism (GM) procedures; project orientation; regular updates on project developments through websites and Social Media Pages, Media announcements, Information Boards, Correspondence by phone/email/written letters, Distribution of printed public materials, Project information leaflets, brochures, fact sheets, newsletters, separate focus group meetings with vulnerable groups. Both English and Swahili language will be used to disclose information.

4.3. Reporting Back to Stakeholders

Stakeholders will be kept informed as the project develops, including reporting on project environmental and social performance and implementation of the stakeholder engagement plan and Grievance Mechanism, and on the project’s overall implementation progress.

4.4. Additional Stakeholders Engagement Required

To ensure that stakeholders are adequately informed and engaged on the scope, objectives, and implementation arrangements of the PAMOJA Additional Financing (AF), targeted stakeholder engagement activities will be conducted at national, regional, district, and community levels. These engagements will focus on enhancing awareness, promoting participation, strengthening coordination, and ensuring effective implementation of GBV prevention and response interventions, including the Bandedereho Model.

Special emphasis will be placed on engaging key institutions and stakeholders involved in health, justice, community development, and social services to support a coordinated, multi-sector approach. Engagements will also ensure inclusion of vulnerable groups, particularly women, persons with disabilities, and underserved communities.

The table below outlines the additional stakeholder engagement activities to be undertaken under the AF:

Table 4.4 Stakeholder engagement plan

S/N	Stakeholder Group	Topic of Engagement / Key Issues	Timing	Responsible Institution(s)
1	Ministries engaged during PAMOJA parent project (MDAs)	Provide updates on the scope, objectives, and implementation arrangements of the PAMOJA AF; clarify roles and responsibilities in scaling up GBV prevention and response interventions	Throughout AF implementation	MoCDGWSG, PO-RALG, PIU

S/N	Stakeholder Group	Topic of Engagement / Key Issues	Timing	Responsible Institution(s)
2	Regional Secretariats and LGAs in the additional councils	Dissemination of information on AF activities; coordination mechanisms for implementation; integration of Bandebereho Model into council plans; strengthening local ownership and reporting arrangements	Throughout AF implementation	MoCDGWSG, PO-RALG, Regional and Council Authorities
3	Ministry of Health (MoH), Regional Health Teams, PHC Facilities	Engagement on the role of health systems in GBV prevention and response; use of PHC facilities to identify and recruit couples; provision of education on maternal and child health, SRHR, and mental health; integration of GBV services into health systems	Throughout AF implementation	MoCDGWSG, MoH, PO-RALG
4	Ministry of Home Affairs (MoHA), Police Gender Desks, Justice Sector Actors	Strengthening coordination with police, One Stop Centers, and justice systems; improving GBV case management, referral pathways, and timely case handling; enhancing survivor-centered approaches	Throughout AF implementation	MoCDGWSG, MoHA, PO-RALG
5	NGOs, CSOs, and GBV Service Providers (including those in new councils)	Strengthening collaboration and partnerships; leveraging existing programs; enhancing referral systems; supporting community awareness and service delivery	Throughout AF implementation	MoCDGWSG, PO-RALG, Implementing Partners

S/N	Stakeholder Group	Topic of Engagement / Key Issues	Timing	Responsible Institution(s)
6	Community Leaders (traditional, religious, and local leaders)	Promoting community acceptance of GBV prevention interventions; addressing harmful social norms; supporting mobilization and participation in Bandebereho sessions	Continuous throughout implementation AF	LGAs, CDOs, SWOs
7	Community Members (Men aged 21–35 and their partners)	Awareness and sensitization on GBV prevention; participation in Bandebereho sessions; promoting positive masculinity, shared caregiving, and gender equality	Continuous throughout implementation AF	LGAs, Health Facilities, Community Facilitators
8	Representatives of Vulnerable Groups (including persons with disabilities)	Ensuring inclusive access to GBV services; identification of barriers to participation; promoting disability-inclusive approaches in service delivery and infrastructure	Throughout implementation AF	MoCDGWSG, PO-RALG, LGAs

Note: The updated PAMOJA SEP will be disclosed alongside a brief report detailing the PAMOJA AF report, available in both Kiswahili and English, with Kiswahili being widely spoken in Tanzania. The SEP will be made publicly accessible on the World Bank website as well as the Ministry of Community Development, Gender, Women and Special Groups (MoCDGWSG) portal, and will be shared prior to consultations, before decision making, and throughout the project’s lifetime.

5. Resources and Responsibilities for implementing stakeholder engagement activities

The expansion to five new councils will be coordinated by MoCDGWSG and PO-RALG using the same implementation arrangements as in the parent project. District Implementation Teams (DITs) in the new councils will be capacitated to support stakeholder engagement and ensure timely reporting. Existing SEP budget (USD 898,000) remains unchanged; however, resources will be redistributed to accommodate engagement and consultation activities in the additional 5 councils, including travel, stakeholder meetings, and communication campaigns.

5.1. Resources

The Ministry of Community Development Gender, Women, and Special Groups will be in charge of stakeholder engagement activities.

The budget for the PAMOJA parent SEP is **USD 898,000.00** and is included in component three of the project.

Table 2: Pamoja SEP Budget

Budget Category	Quantity	Unit Costs	Times/ Years	Total Costs (USD)	Remarks
1. Estimated staff salaries* and related expenses					
1a. Communications Consultant	7	500	60	30,000	A media specialist will be paid a monthly salary of USD 500 for 5 years
1b. Travel costs for project staff	30	1000	12	360,000	A total of 30 staff will be traveling to project sites as part of stakeholders' engagement, on a quarterly basis
1c. Salaries for Community Liaison Officers	20	200	60	240,000	
2. Events					
2a. Stakeholders meetings	100	25	60	150,000	Cost of conference package during stakeholder meetings. At least one meeting in 5 years
3. Communication campaigns					
3a. Posters, flyers, banners	Various	1000	5	5,000	
3b. Social media campaign	10	500	5	25,000	
3c. Media Announcements /Radio/ TV	3	1000	3	9,000	
4. Trainings					
4a. Training on social/environmental issues for PIU and contractor staff	10	100	5	5,000	

Budget Category	Quantity	Unit Costs	Times/ Years	Total Costs (USD)	Remarks
4b. Training on gender-based violence (GBV) for Project Implementing Unit (PIU) and contractor staff	10	100	5	5,000	
5. Beneficiary surveys					
5a. Midline project perception survey	1	30,000	1	30,000	
5b. Endline project perception survey	1	30,000	1	30,000	
6. Grievance Mechanism					
6a. Training of GM committees	10	50	1	500	
6b. Suggestion boxes in villages	600	10	1	6000	
6c. GM communication materials	Various	500	5	2,500	
7. Other expenses					
7a. [insert]					
TOTAL STAKEHOLDER ENGAGEMENT BUDGET:				898,000	

Note: *Salary costs may be indicative.

Table 3: Pamoja Additional Financing Budget

Budget Category	Quantity	Unit Costs	Times/ Years	Total Cost (TZSHs)
Preparation of Training Materials	Lump sum	80,000,000	2 years	80,000,000
Undertaking Participatory Group Sessions: Men and their partners: #Undertake Participatory Group Sessions (for men) plus #Sessions with couples together.	150 sessions	400,000	2 years	60,000,000
Remuneration of Trainers	20 trainers	500,000	2 years	200,000,000
Food and Refreshments for Participants	300 persons/session	30,000	2 years	150,000,000

Budget Category	Quantity	Unit Costs	Times/ Years	Total Cost (TZSHs)
Hiring of Conference Venues	100 events	300,000	2 years	120,000,000
Communication	Lump sum	200,000,000	3 years	200,000,000
Stationary	Lump sum	50,000,000	3 years	50,000,000
Transport and Logistics	Lump sum	500,000,000	3 years	500,000,000
Awareness during Construction/rehabilitation	Lump sum	453,500,000	3 years	453,500,000
Project Monitoring and Evaluation	Lump sum	7,000,000,000	3 years	7,000,000,000

5.2. Management Functions and Responsibilities

The entities responsible for carrying out stakeholder engagement activities are The Ministry of Community Development, Gender, Women and Special Groups (MoCDGWS) will be the lead Implementing Agency as they have the technical mandate at the national level on the project's key objectives. At regional, district and ward level in Mainland, project implementation will be integrated in the structures under the President's Office Regional Administration and Local Governments (PO-RALG), which will be an additional Implementing Agency.

The stakeholder engagement activities will be documented through information on public engagement activities undertaken by the Project during the year which may be conveyed to the stakeholders in two possible ways:

- Publication of a standalone annual report on project's interaction with the stakeholders.
- A number of Key Performance Indicators (KPIs) will also be monitored by the project on a regular basis, including the following parameters:
 - Number of public hearings, consultation meetings and other public discussions/forums conducted within a reporting period (e.g., monthly, quarterly, or annually);
 - Frequency of public engagement activities;
 - Geographical coverage of public engagement activities – number of locations covered by the consultation process;
 - Number and details of vulnerable individuals involved in consultation meetings;
 - Number of public grievances received within a reporting period (e.g. monthly, quarterly, or annually) and number of those resolved within the prescribed timeline;
 - Type of public grievances received; and
 - Number of press materials published/broad coasted in the local, regional, and national media;

6. Grievance Mechanism

The grievance redress mechanism (GRM) established under the PAMOJA parent project will continue to be utilized to address any complaints or grievances that may arise during the implementation of PAMOJA AF activities. The primary purpose of the GRM is to ensure that concerns are resolved promptly, effectively, and efficiently, in a manner that is satisfactory to all parties involved. A summary of the PAMOJA GRM structure is provided in Section 6.1.

6.1. Description of GM

Step	Description of Process	Time Frame	Responsibility
GM implementation structure	The Ministry of Community Development, Gender, Women and Special Groups (MoCDGWS) will be the lead Implementing Agency as they have the technical mandate at the national level on the project's key objectives. At the regional, district, and ward levels, GM implementation will be integrated with the structures under the President's Office – Regional Administration and Local Governments (PO-RALG), which will be an additional Implementing Agency at sub-national level	Throughout project implementation	MoCDGWS as Lead & PO-RALG, and other implementing partners
Grievance uptake	Grievances can be submitted via the following channels: <ul style="list-style-type: none"> • Toll-free telephone hotline/Short Message Service (SMS) line • E-mail • Letter to Grievance focal points at local facilities • Complaint form to be lodged via any of the above channels • Walk-ins may register a complaint in a grievance logbook at a facility or suggestion box 	Throughout project implementation	MoCDGWS as Lead via Grievance Committee & PO-RALG, and other implementing partners
Sorting, processing	Any complaint received is forwarded to MoCDGWS Logged in the grievance	Upon receipt of complaint	Local grievance focal points

Step	Description of Process	Time Frame	Responsibility
	register and categorized according to the following complaint types: High risk, medium risk, Low risk or non-project related		
Acknowledgment and follow-up	Receipt of the grievance is acknowledged to the complainant by letter, email, or telephone whichever appropriate	Within 2 days of receipt	Local grievance focal points
Verification, investigation, action	Investigation of the complaint is led by a designated officer. A proposed resolution is formulated by Grievance Committee and communicated to the complainant by letter, email, or telephone whichever appropriate	Within 10 working days	Complaint Committee composed of member from PIU and implementing agency (ies)
Monitoring and evaluation	Data on complaints are collected in the Grievance database/register and reported to PIU and Grievance Committee every month	Monthly	Local grievance focal points
Provision of feedback	Feedback from complainants regarding their satisfaction with complaint resolution is collected through letters, toll-free calls, and emails as appropriate	working days	MoCDGWS as Lead Agency via Grievance Committee
Training	Training needs for staff/consultants in the PIU, Contractors, and Supervision Consultants are as follows: Project activities and objectives; project scope; and the overall grievance resolution framework.	Project planning stage	MoCDGWS as Lead Agency via Grievance Committee
If relevant, payment of reparations following complaint resolution	Reparations will be handled based on judgement of the National Court of Jurisdiction		MoCDGWS as Lead Agency via Grievance Committee

The GM will provide appeals process if the complainant is not satisfied with the proposed resolution of the complaint. Once all possible means to resolve the complaint have been proposed and if the complainant is still not satisfied, then they should be advised of their right to legal recourse.

The project will establish measures to handle sensitive and confidential complaints, including those related to Sexual Exploitation and Abuse/Harassment (SEA/SH) in line with the World Bank ESF Good Practice Note on SEA/SH.

Labor Grievance Mechanism will follow the Employment and Labour Relation Act of 2004, the Occupation Safety Health, Worker Compensation Act, and the Labour Institution Act as appropriate. The Labor GM will be described in detail in the Labor Management Procedures.

The World Bank and the Borrower do not tolerate reprisals and retaliation against project stakeholders who share their views about Bank-financed projects.

7. Monitoring and Reporting

Monitoring indicators will be updated to include coverage of stakeholder engagement and grievance redress in the 15 councils where GBV prevention and response activities are implemented. Particular attention will be paid to monitoring participation of vulnerable groups, including persons with disabilities, across all 15 councils.

7.1. Summary of how SEP implementation will be monitored and reported

Information on public engagement activities undertaken by the Project during the year may be conveyed to the stakeholders in two possible ways: (1) Publication of a standalone annual report on project's interaction with the stakeholders; and (2) A number of Key Performance Indicators (KPIs) will also be monitored by the project on a regular basis, including the following parameters: Number of public hearings, consultation meetings and other public discussions/forums conducted within a reporting period (e.g. monthly, quarterly, or annually); Frequency of public engagement activities; Geographical coverage of public engagement activities – number of locations covered by the consultation process; Number and details of vulnerable individuals involved in consultation meetings; Number of public grievances received within a reporting period (e.g. monthly, quarterly, or annually) and number of those resolved within the prescribed timeline; Type of public grievances received; Number of press materials published/broadcast in the local, regional, and national media;

The project will establish GRM database that only designated officers can access for entering, tracking corrective action, updating complaint status and generating GRM report. The assigned officer will be responsible for producing GRM report monthly as part of the project reporting channels. Key indicators will include; Number of grievances received; Number of grievances resolved within the stipulated timeframe; Number of outstanding grievances; Reasons for

outstanding cases; and most reported issues and Correctional Action taken by the project to address.

Monitoring and Evaluation of Effectiveness of Pamoja AF activities

To assess the effectiveness of the Bandebereho Model, the M&E framework will be prepared to assist tracking of behavioral changes in men, including adoption of positive masculinity, non-violent behaviors, and increased involvement in care giving and household responsibilities. M&E will target to monitor reductions in gender-based violence (GBV) incidents and improvements in couples' communication, conflict resolution, and relationship satisfaction. Health-related outcomes, such as increased utilization of maternal, newborn, and child health services, uptake of family planning, and enhanced sexual and reproductive health awareness, should also be measured. Participation and engagement levels in men's group and couples' sessions, shifts in community norms toward gender equality, and capacity building of participants and facilitators will be assessed and analyzed accordingly. Additionally, issues of sustainability will be assessed through continued application of program practices, integration into local systems, and participant satisfaction, including the resolution of grievances through established mechanisms.

7.2. Reporting back to stakeholder groups

The SEP will be periodically revised and updated as necessary in the course of project implementation. Quarterly summaries and internal reports on public grievances, inquiries, and related incidents, together with the status of implementation of associated corrective/preventive actions, will be collated by responsible staff and referred to the senior management of the project. The quarterly summaries will provide a mechanism for assessing both the number and nature of complaints and requests for information, along with the Project's ability to address those in a timely and effective manner. Information on public engagement activities undertaken by the Project during the year may be conveyed to the stakeholders in various ways including public meetings, project website, workshops, and information boards.

8. ANNEXES

Annex 1: Additional Financing (AF) Stakeholder and Consultation Summary (2025)

Stakeholder (Group or Individual)	Dates of Consultations	Summary of Feedback	Response of Project Implementation Team	Follow-up Action(s)/Next Steps	Timetable/ Date to Complete Follow-up Action(s)
Implementing Agencies at the National level MoCDGWSG, other key implementing Ministries & WB Officials	Arusha Region, (23 rd to 25 th May 2022)	-Discussion on GBV & Gender Equality Situational analysis, project scope, project implementation plan, ensure participation of key implementing sector ministries	Agreed on project intervention areas	Submission of National Policies, laws & guidelines for GBV & Gender Quality and Women Empowerment issues	June 2022 – June 2023
Project beneficiaries, implementing agencies at the local government level	Dodoma Region, Municipal Council (13 th April 2023)	-The project will empower individual women and women's groups economically. -Ensure men's involvement and education on the benefit of the project -Ensure the availability of a Community Day Care Centre to allow women to fully participate in economic activities during project implementation.	-Project implementation & scope will take into account the existing barriers to women's participation in economic activities -Stakeholder Engagement Plan ensures the participation of all key stakeholders (including men) based on	Project implementation will take into account already existing structures and guidelines including the guideline on the development of community day care centers; currently, there are 200	Throughout project implementation

Stakeholder (Group or Individual)	Dates of Consultations	Summary of Feedback	Response of Project Implementation Team	Follow-up Action(s)/Next Steps	Timetable/ Date to Complete Follow-up Action(s)
		<ul style="list-style-type: none"> -Ensure engagement of traditional leaders and influential people at a local level to inform behavioral changes -Ensure participation of PWD's 	<p>their influence impact throughout the project cycle.</p>	<p>centers.</p>	
Project beneficiaries, implementing agencies at the local government level	Mwanza Region, City Council (15 th April 2023)	<ul style="list-style-type: none"> -Ensure that all beneficiaries are educated on the issues of financial management and business development to avoid misuse of the empowerment loans -Engage men to support their partners and spouse - Women's education to ensure family bonds, cause some women when empowered tend to neglect their husbands and perpetuate GBV 	<p>-Stakeholder Engagement Plan ensures the participation of all key stakeholders (including men) based on their influence impact throughout the project cycle.</p>	<p>None</p>	<p>Throughout project cycle</p>
Project beneficiaries, implementing agencies at the local	Tabora Region, City Council (17 th April 2023)	<ul style="list-style-type: none"> -Ensure participation of religious and traditional leaders -Ensure men's engagement to support their partners, spouse and avoid marriage conflicts. 	<p>-Stakeholder Engagement Plan ensures the participation of all key stakeholders (including men) based on</p>	<p>None</p>	<p>Throughout project cycle</p>

Stakeholder (Group or Individual)	Dates of Consultations	Summary of Feedback	Response of Project Implementation Team	Follow-up Action(s)/Next Steps	Timetable/ Date to Complete Follow-up Action(s)
government level			their influence impact throughout the project cycle.		
Project beneficiaries, implementing agencies at the local government level	Mpanda Region, Sumbawanga Municipal Council (18 th April 2023)	-Ensure men's engagement to support their partners, spouse and avoid marriage conflicts. - Interest on empowerment loans should be lower/affordable to beneficiaries	-Stakeholder Engagement Plan ensures the participation of all key stakeholders (including men) based on their influence impact throughout the project cycle.	-Implementation modality and interest rate	Throughout project cycle
Regional and District Officials (CDOs, SWOs, LGAs) – Dodoma	September 2025	Emphasized need for stronger coordination at council level and inclusion of GBV services in local plans	Project will strengthen coordination through PO-RALG and DITs and integrate AF activities into council plans	Capacity building for DITs and LGAs on AF implementation	Throughout project implementation
Community Development Officers, Social Welfare	September 2025	Highlighted need for community awareness and involvement of men in GBV prevention	Bandebereho Model will be used to engage men and couples in GBV prevention	Conduct community awareness campaigns and couple sessions	Throughout AF implementation

Stakeholder (Group or Individual)	Dates of Consultations	Summary of Feedback	Response of Project Implementation Team	Follow-up Action(s)/Next Steps	Timetable/ Date to Complete Follow-up Action(s)
Officers, Health Workers – Mwanza					
NGOs, CSOs, and Service Providers – Lindi	September 2025	Requested stronger collaboration and resource support for GBV response services	Project will partner with NGOs/CSOs to strengthen service delivery and referrals	Establish coordination mechanism and referral pathways	Continuous
Police Gender Desk, Legal Aid Providers, Justice Officials – Rukwa	September 2025	Emphasized need for improved case management and faster GBV case handling	AF will support strengthening referral systems and coordination among service providers	Training on GBV case management and legal processes	Within first year of AF
Health Facilities, CHWs and Medical Staff – Tabora	September 2025	Highlighted importance of integrating GBV services with health services and improving survivor care	Project will support training of health workers and integration of GBV services in PHC facilities	Training on survivor-centered care and service provision	Ongoing
Community Members (Men aged 21–35 and	September 2025	Expressed willingness to participate but requested awareness and clarity on benefits	Project will conduct sensitization and implement Bandebereho	Mobilization through local leaders and health facilities	Continuous

Stakeholder (Group or Individual)	Dates of Consultations	Summary of Feedback	Response of Project Implementation Team	Follow-up Action(s)/Next Steps	Timetable/ Date to Complete Follow-up Action(s)
their partners) – All regions			Model to engage couples		
Representatives of People with Disabilities (PWDs)	September 2025	Emphasized need for inclusive services and accessibility	AF will ensure disability-inclusive GBV services and infrastructure	Adapt services and facilities to be inclusive	Throughout project
Traditional and Religious Leaders	September 2025	Stressed importance of cultural acceptance and community trust	Leaders will be engaged as change agents in GBV prevention	Conduct targeted engagement sessions with leaders	Continuous

ANNEX 2: STAKEHOLDER MAPPING

Stakeholder Category/Theme	Influence How much influence do they have over the project? (Low, Medium, High)	Interest What level of interest do they have in the project? (Low, Medium, High)	Impact How does the project impact them? (Low, Medium, High)	What is important to the stakeholder?	How could the stakeholder contribute to or block the project?	Follow-up (1 - close; 4 distant)	Strategy for engaging stakeholders
Affected Parties							
Ministry of Finance and Planning	High	High	Medium	Financial fund management	Delay in disbursement of funds	1	Agree on project activity plan and budget
Ministry of Agriculture	High	Medium	Medium	High farm productivity	Provide technical expertise to beneficiaries	1	Involvement in the project preparation, planning and assign tasks
President Office- Regional Administration and Local Government Authority	High	Medium	High	Direct engagement	Coordinating participating LGA's	1	Policy alignment &

Stakeholder Category/Theme	Influence How much influence do they have over the project? (Low, Medium, High)	Interest What level of interest do they have in the project? (Low, Medium, High)	Impact How does the project impact them? (Low, Medium, High)	What is important to the stakeholder?	How could the stakeholder contribute to or block the project?	Follow-up (1 - close; 4 distant)	Strategy for engaging stakeholders
				to LGA's			synergies
Ministry of Education, Science and Technology	High	High	High	Prevention of GBV at school	Issue of guidelines	1	Involvement in the project preparation, planning and assign tasks
Ministry of Health	High	High	High	Prevention of GBV at school	Issue of guidelines	1	Policy alignment & synergies
Ministry of Constitution and Legal Affairs	High	High	High	Fair and responsive legal system to with GBV cases	Support legal and policy reforms	1	Involvement in the project preparation, planning and assign tasks

Stakeholder Category/Theme	Influence How much influence do they have over the project? (Low, Medium, High)	Interest What level of interest do they have in the project? (Low, Medium, High)	Impact How does the project impact them? (Low, Medium, High)	What is important to the stakeholder?	How could the stakeholder contribute to or block the project?	Follow-up (1 - close; 4 distant)	Strategy for engaging stakeholders
Ministry of Home Affairs	High	High	High	Prevent GBV cases/regular reports	Prompt response and case resolution	1	Involvement in the project preparation, planning and assign tasks
Ministry of Investment, Industry and Trade	High	High	High	Women Economic Empowerment	Through National Economic Empowerment Policy	2	Involvement in the project preparation, planning and assign tasks, regular reports
National Bureau of Standards	Low	Medium	Low	Statistics and reports	Provision of baseline data	3	Involvement in the project preparation,

Stakeholder Category/Theme	Influence How much influence do they have over the project? (Low, Medium, High)	Interest What level of interest do they have in the project? (Low, Medium, High)	Impact How does the project impact them? (Low, Medium, High)	What is important to the stakeholder?	How could the stakeholder contribute to or block the project?	Follow-up (1 - close; 4 distant)	Strategy for engaging stakeholders
							planning and assign tasks, regular reports
Business Development Service Providers	Low	High	Low	Provision of services for profit motives	Poor service provision	3	Maintain QA system though clear TOR
Local Government Authorities	High	High	High	Direct interaction with project beneficiaries through supporting environment	Inadequate support to project activities	3	Involvement in the project preparation, planning and assign tasks, regular reports

Stakeholder Category/Theme	Influence How much influence do they have over the project? (Low, Medium, High)	Interest What level of interest do they have in the project? (Low, Medium, High)	Impact How does the project impact them? (Low, Medium, High)	What is important to the stakeholder?	How could the stakeholder contribute to or block the project?	Follow-up (1 - close; 4 distant)	Strategy for engaging stakeholders
Community-Based Agent	High	High	High	Direct interaction with project beneficiaries through service provision	Create awareness and sense of urgency to the respective communities	1	Provide information and hold feedback meetings
Civil Society Organizations	Low	High	Low	Direct interaction with project beneficiaries through service provision	Create awareness and sense of urgency to the respective communities	1	Provide information and hold feedback meetings

Stakeholder Category/Theme	Influence How much influence do they have over the project? (Low, Medium, High)	Interest What level of interest do they have in the project? (Low, Medium, High)	Impact How does the project impact them? (Low, Medium, High)	What is important to the stakeholder?	How could the stakeholder contribute to or block the project?	Follow-up (1 - close; 4 distant)	Strategy for engaging stakeholders
Women Groups/Organization - WGO	Low	High	High	Direct interaction with project beneficiaries through service provision	Create awareness and sense of urgency to the respective communities	1	Provide information and hold feedback meetings
Local Community Secondary Schools- LCSS	Low	High	High	Direct interaction with project beneficiaries through service provision	Create awareness and sense of urgency to the respective communities	1	Provide information and hold feedback meetings

Stakeholder Category/Theme	Influence How much influence do they have over the project? (Low, Medium, High)	Interest What level of interest do they have in the project? (Low, Medium, High)	Impact How does the project impact them? (Low, Medium, High)	What is important to the stakeholder?	How could the stakeholder contribute to or block the project?	Follow-up (1 - close; 4 distant)	Strategy for engaging stakeholders
Traditional leaders (Chiefs)- TL	Low	High	High	Direct interaction with project beneficiaries through norms and value service	Reluctant to change of the tradition beliefs, value and norms that perpetuate GBV	1	Provide information, education and hold feedback meetings, use influential leaders as change agent
Local civil and religious leaders- LCRL	Low	High	High	Direct interaction with project beneficiaries through norms and	Reluctant to change of the religious beliefs, value and norms that perpetuate GBV	1	Provide information, education and hold feedback meetings, use influential

Stakeholder Category/Theme	Influence How much influence do they have over the project? (Low, Medium, High)	Interest What level of interest do they have in the project? (Low, Medium, High)	Impact How does the project impact them? (Low, Medium, High)	What is important to the stakeholder?	How could the stakeholder contribute to or block the project?	Follow-up (1 - close; 4 distant)	Strategy for engaging stakeholders
				value service			leaders as change agent
People Living with Disabilities-PWDs	Low	High	High	Inclusive service provision, need based approach to project intervention	Lack of support to project if they feel excluded	3	Provide information, education and hold feedback meetings, use influential leaders as change agent and assign appropriate packages

Stakeholder Category/Theme	Influence How much influence do they have over the project? (Low, Medium, High)	Interest What level of interest do they have in the project? (Low, Medium, High)	Impact How does the project impact them? (Low, Medium, High)	What is important to the stakeholder?	How could the stakeholder contribute to or block the project?	Follow-up (1 - close; 4 distant)	Strategy for engaging stakeholders
Associations and Grassroots Women Entrepreneurs- AGWE	High	High	High	Business development services	Lack of support to project if they feel excluded	3	Provide information, education and hold feedback meetings, use influential leaders as change agent and assign appropriate packages
Business Development Service Providers-BDSP	Low	High	Low	Provision of business development	Poor service provision	4	Maintain QA system though clear TOR

Stakeholder Category/Theme	Influence How much influence do they have over the project? (Low, Medium, High)	Interest What level of interest do they have in the project? (Low, Medium, High)	Impact How does the project impact them? (Low, Medium, High)	What is important to the stakeholder?	How could the stakeholder contribute to or block the project?	Follow-up (1 - close; 4 distant)	Strategy for engaging stakeholders
				services for profit or charity as appropriate			
Crisis Shelter/ Safe House-SH	Low	High	Medium	Adequate support from government to enable them to provide necessary services to GBV survivors.	Poor services to GBV survivors	2	Provide information, education and hold feedback meetings, Maintain QA system though clear TOR
Psychosocial support & other GBV service providers including CSOs & NGOs, Local Police,	Low	High	Medium	Adequate support from	Poor services if they are not	2	Provide information,

Stakeholder Category/Theme	Influence How much influence do they have over the project? (Low, Medium, High)	Interest What level of interest do they have in the project? (Low, Medium, High)	Impact How does the project impact them? (Low, Medium, High)	What is important to the stakeholder?	How could the stakeholder contribute to or block the project?	Follow-up (1 - close; 4 distant)	Strategy for engaging stakeholders
Legal Aid & Court				government to enable them to provide necessary services to GBV survivors.	appropriately engaged		education and hold feedback meetings, Maintain QA system though clear TOR
Counsellors, Case Workers, Health Care Local Health facilities, -CHW	Low	High	Medium	Adequate support from government to enable them to provide necessary services to GBV survivors.	Poor services if they are not appropriately engaged	2	Provide information, education and hold feedback meetings, Maintain QA system though clear TOR

Stakeholder Category/Theme	Influence How much influence do they have over the project? (Low, Medium, High)	Interest What level of interest do they have in the project? (Low, Medium, High)	Impact How does the project impact them? (Low, Medium, High)	What is important to the stakeholder?	How could the stakeholder contribute to or block the project?	Follow-up (1 - close; 4 distant)	Strategy for engaging stakeholders
Workers & Officials Local Community School-SWO/CDW	High	High	Medium	Direct interaction with project beneficiaries through service provision	Create awareness and sense of urgency to the respective communities	1	Provide information and hold feedback meetings
Interested Parties							
UN Women	High	High	Medium	Gender quality and women empowerment	Lack of support if they feel not involved	2	Involvement in the project preparation, planning and

Stakeholder Category/Theme	Influence How much influence do they have over the project? (Low, Medium, High)	Interest What level of interest do they have in the project? (Low, Medium, High)	Impact How does the project impact them? (Low, Medium, High)	What is important to the stakeholder?	How could the stakeholder contribute to or block the project?	Follow-up (1 - close; 4 distant)	Strategy for engaging stakeholders
							assign tasks
TAMWA	High	High	Medium	Gender quality and women empowerment	Lack of support if they feel not involved	2	Involvement in the project preparation, planning and assign tasks
TAWLA	High	High	Medium	Gender quality and women empowerment	Lack of support if they feel not involved	2	Involvement in the project preparation, planning and assign tasks
TGNP	High	High	Medium	Gender quality and women empowerment	Lack of support if they feel not involved	2	Involvement in the project preparation,

Stakeholder Category/Theme	Influence How much influence do they have over the project? (Low, Medium, High)	Interest What level of interest do they have in the project? (Low, Medium, High)	Impact How does the project impact them? (Low, Medium, High)	What is important to the stakeholder?	How could the stakeholder contribute to or block the project?	Follow-up (1 - close; 4 distant)	Strategy for engaging stakeholders
							planning and assign tasks
The local population who can benefit indirectly from the different components of the PAMOJA Project	Low	High	Low	Service provision to the project activities	Service for profit	4	Provide information, education and hold feedback meetings, Maintain QA system though clear TOR
Consultants who can support in the delivery of the PAMOJA Project	Low	High	Low	Service provision to the project activities	Service for profit	1	Provide information, education and hold feedback

Stakeholder Category/Theme	Influence How much influence do they have over the project? (Low, Medium, High)	Interest What level of interest do they have in the project? (Low, Medium, High)	Impact How does the project impact them? (Low, Medium, High)	What is important to the stakeholder?	How could the stakeholder contribute to or block the project?	Follow-up (1 - close; 4 distant)	Strategy for engaging stakeholders
							meetings, Maintain QA system though clear TOR
Business owners and providers of services, goods, and materials that will be involved in the project	Low	High	Low	Service provision to the project activities	Service for profit	1	Provide information, education and hold feedback meetings, Maintain QA system though clear TOR
Mass media and associated interest groups, including local, regional and national printed and	High	High	Low	News articles	If they send wrong message or not	1	Involvement in the project

Stakeholder Category/Theme	Influence How much influence do they have over the project? (Low, Medium, High)	Interest What level of interest do they have in the project? (Low, Medium, High)	Impact How does the project impact them? (Low, Medium, High)	What is important to the stakeholder?	How could the stakeholder contribute to or block the project?	Follow-up (1 - close; 4 distant)	Strategy for engaging stakeholders
broadcasting media, digital/web-based entities, and their associations					report project activities/evidence the public will not hear about the project		preparation, planning and assign tasks
Local NGOs dealing with Gender issues	High	High	Medium	Align and extend cooperation with PAMOJA Project	Lack of support if they feel not involved	3	Provide information, education and hold feedback meetings, use influential leaders as change agent

Stakeholder Category/Theme	Influence How much influence do they have over the project? (Low, Medium, High)	Interest What level of interest do they have in the project? (Low, Medium, High)	Impact How does the project impact them? (Low, Medium, High)	What is important to the stakeholder?	How could the stakeholder contribute to or block the project?	Follow-up (1 - close; 4 distant)	Strategy for engaging stakeholders
Other surrounding and ongoing projects in the subproject location	Low	Medium	Low	Not to interfere with their daily operations	If there is overlapping and competing tasks among key project supporters may delay project activities	3	Provide information, education and hold feedback meetings, Maintain QA system though clear TOR
Other national & International NGOs related to women empowerment	High	High	Low	Align and extend cooperation with PAMOJA Project	Lack of support if they feel not involved	2	Involvement in the project preparation, planning and assign tasks

Stakeholder Category/Theme	Influence How much influence do they have over the project? (Low, Medium, High)	Interest What level of interest do they have in the project? (Low, Medium, High)	Impact How does the project impact them? (Low, Medium, High)	What is important to the stakeholder?	How could the stakeholder contribute to or block the project?	Follow-up (1 - close; 4 distant)	Strategy for engaging stakeholders
Elected officials and local politicians	High	High	High	Maintain their political seats	If they send wrong message about the project to the public may affect project support in their locality	1	Involvement in the project preparation, planning and assign tasks
National and local media Participants/ influencers of social media	High	High	Low	Maintain and increase followers	If they send wrong message about the project to the public may affect project support	2	Involvement in the project preparation, planning and assign tasks
Local Government Officials –CDO & SWO, DSEO	High	High	Low	Working equipment, tools and	If they are not provided with necessary working	1	Provide information, education and

Stakeholder Category/Theme	Influence How much influence do they have over the project? (Low, Medium, High)	Interest What level of interest do they have in the project? (Low, Medium, High)	Impact How does the project impact them? (Low, Medium, High)	What is important to the stakeholder?	How could the stakeholder contribute to or block the project?	Follow-up (1 - close; 4 distant)	Strategy for engaging stakeholders
				capacity building to enable them to provide services	environment, they may not deliver as expected		hold feedback meetings, Maintain QA system though clear TOR

ANNEX 3: GRIEVANCE SUBMISSION FORM

Reference No.....			
Name of Complainant			
Contact Details	Cell#:		
	Email:		
	Address		
Grievance Category		PAMOJA Project Component:	
Grievance/Issue/Complaint		Description	
Date Incident Occurred		Location Incident Occurred	
What would you like to see happen to resolve the problem?			
		My identity can be disclosed	
		I wish to raise my grievance anonymously	
		I request disclosure of my identity, with my consent	
Received by			
Date			
Actions Taken to Resolve Grievance			
ACTION		OUTCOME	DATE
1 st ActionTaken:		Outcome:	Date:
2 nd ActionTaken:		Outcome:	Date:
3 rd ActionTaken:		Outcome:	Date:

4thActionTaken:	Outcome:	Date:
5thActionTaken:	Outcome:	Date:

ANNEX 4: CERTIFICATION OF GRIEVANCE RESOLUTION FORM

<p>I _____ the undersigned certify that I am in full agreement and satisfied with the decision reached in redressing my complaint.</p>	
Summary of Complaint	
Complaint Registration Date	
Agreed Decision Reached	
Date of Complaint Resolution	
<p>Signed:..... Date:.....</p> <p>Contact#:</p> <p>Witness:..... Date:.....</p> <p>Full Name.....</p> <p>Contact #.....</p>	
<p> </p>	

Endnotes

¹For the purposes of effective and tailored engagement, stakeholders of the proposed project(s) can be divided into the following core categories:

- **Affected Parties:** Persons, groups, and other entities within the Project Area of Influence (PAI) that are directly influenced (actually or potentially) by the project and/or have been identified as most susceptible to change associated with the project, and who need to be closely engaged in identifying impacts and their significance, as well as in decision-making on mitigation and management measures.
- **Other Interested Parties:** Individuals/groups/entities that may not experience direct impacts from the Project but who consider or perceive their interests as being affected by the project and/or who could affect the project and the process of its implementation in some way.

-
- **Vulnerable Groups:** Persons who may be disproportionately impacted or further disadvantaged by the project(s) compared with any other groups due to their vulnerable status and that may require special engagement efforts to ensure their equal representation in the consultation and decision-making process associated with the project.
 - It is important to note that sometimes projects have different components with very different sets of stakeholders for each component. Those different stakeholders should be considered in preparing the SEP.

²It is particularly important to understand whether project impacts may disproportionately fall on disadvantaged or vulnerable individuals or groups, who often do not have a voice to express their concerns or understand the impacts of a project, and to ensure that awareness raising and stakeholder engagement be adapted to take into account such groups' or individuals' particular sensitivities, concerns, and cultural sensitivities and to ensure a full understanding of project activities and benefits. Engagement with vulnerable groups and individuals often requires the application of specific measures and assistance aimed at the facilitation of their participation in the project-related decision making so that their awareness of and input into the overall process are commensurate with those of other stakeholders.

