

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

AUGUST 2023

1. Introduction/Project Description

The PAMOJA project aims to address the social and economic dimensions of gender inequality while also strengthening the enabling environment to address gender inequality issues. The project will address 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 project comprises the following 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.

The PAMOJA Project is being prepared under the World Bank's Environment and Social Framework (ESF). Per Environmental and Social Standard ESS10 on Stakeholder Engagement and Information Disclosure, the implementing agencies should provide stakeholders with timely, relevant, understandable, and accessible information, and consult with them in a culturally appropriate manner, which is free of manipulation, interference, coercion, discrimination, or intimidation.

2. Objective/Description of the SEP

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.

3. Stakeholder identification and analysis

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.
- **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

Affected parties include local communities, community members, and other parties that may be subject to direct impacts from the Project. Specifically, 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. Stakeholder Engagement Program

4.1. Summary of stakeholder engagement done during project preparation

During project preparation, the following public consultation meetings were conducted. An initial consultative meeting was conducted with thirty participants in the Arusha region. Participants were the Ministry of Social Development, Gender, Women and Special Groups, 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.

Further to that, consultation meetings with project-affected parties and beneficiaries were conducted in seven zones, covering the 5 regions of Mwanza, Dodoma, Tabora, Mpanda and Lindi. There were 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.

4.2. 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.

4.3. 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 and encourage balanced power between men and women</p> <p>E&S principles, risk and impact, management/ESMF 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 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 health care & Local Health facilities</p>	<p>MoCDGWSG, MoH, MoHA, MoEST, SWO, CDO, DMO, DNO</p>
Throughout project cycle	Throughout project cycle	<p>Awareness of proposed project activities,</p> <p>Obtaining a clear understanding of the roles of selected MDAs in project design and implementation,</p> <p>Technical-level discussion on</p>	<p>One-on-one meetings,</p> <p>Correspondence by phone/email/written letters, Project Information Documents, Project Information Manual, Project Reports, Internet/Digital Media,</p>	<p>MDAs and Technical Counterpart (MoA, MoEST, MoH, MoCLA, MIT, PO-RALG, MoFP, PMO-LYED)</p>	<p>MoCDGWSG</p>

		key project activities	Supervision Support Missions, Workshops, Focus group meetings		
Project preparation and implementation	Throughout project cycle	Awareness of proposed project activities, identifying specific needs and challenges of 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.

4.4. 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.

5. Resources and Responsibilities for implementing stakeholder engagement activities

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 SEP is **USD 898,000.00** and is included in component three of the project.

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.

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 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/broadcasted in the local, regional, and national media;

6. Grievance Mechanism

The main objective of a GM is to assist to resolve complaints and grievances in a timely, effective, and efficient manner that satisfies all parties involved.

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 register and categorized according to the following complaint types: High risk, Medium risk, Low risk or non-project related	Upon receipt of complaint	Local grievance focal points

Step	Description of Process	Time Frame	Responsibility
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

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/broadcasted 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

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, enquiries, 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: RECORDS OF STAKEHOLDER CONSULTATION MEETINGS

Table 1: Stakeholder Consultation Summary

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. -Ensure engagement of traditional leaders and influential people at a local level to inform behavioral changes -Ensure participation of PWD's	-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 their influence impact throughout the project cycle.	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 centers.	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)
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 	-Stakeholder Engagement Plan ensures the participation of all key stakeholders (including men) based on their influence impact throughout the project cycle.	None	Throughout project cycle
Project beneficiaries, implementing agencies at the local government level	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. 	-Stakeholder Engagement Plan ensures the participation of all key stakeholders (including men) based on their influence impact throughout the project cycle.	None	Throughout project cycle
Project beneficiaries, implementing agencies at	Mpanda Region, Sumbawanga Municipal	<ul style="list-style-type: none"> -Ensure men's engagement to support their partners, spouse and avoid marriage conflicts. - Interest on empowerment 	-Stakeholder Engagement Plan ensures the participation of all key	-Implementation modality and interest rate	Throughout project cycle

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)
the local government level	Council (18 th April 2023)	loans should be lower/affordable to beneficiaries	stakeholders (including men) based on their influence impact throughout the project cycle.		
Project beneficiaries, implementing agencies at the local government level	Lindi Region, Mtama District Council (20 th April 2023)	-Project should ensure men's involvement - Education on the proper use of loan funds to project beneficiaries	-Stakeholder Engagement Plan ensures the participation of all key stakeholders (including men) based on their influence impact throughout the project cycle.	None	Throughout project cycle

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 they have in the project? (Low, Medium, High)	Impact How does the project impact them? (Low, Medium, High)	What important to the stakeholder?	How could the stakeholder contribute to or block the project?	Follow-up (1-4 close; distant)	Strategy for engaging stakeholders
Affected Parties							
Ministry of Finance and Planning	High	High	Medium	Financial fund management	Delay in disbursement of	1	Agree on project plan and activity

Stakeholder Category/Theme	Influence How much influence do they have over the project? (Low, Medium, High)	Interest What level of interest they have in the project? (Low, Medium, High)	Impact How does the project impact them? (Low, Medium, High)	What important to the stakeholder?	How could the stakeholder contribute to or block the project?	Follow-up (1 - close; 4 distant)	Strategy for engaging stakeholders
					funds		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 to LGA's	Coordinating participating LGA's	1	Policy alignment & synergies
Ministry of Education, Science and Technology	High	High	High	Prevention of GBV at school	Issue or guidelines	1	Involvement in the project preparation, planning and assign tasks
Ministry of Health	High	High	High	Prevention of GBV at school	Issue or 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
Ministry of Home Affairs	High	High	High	Prevent GBV cases/regular reports	Prompt response and 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

Stakeholder Category/Theme	Influence How much influence do they have over the project? (Low, Medium, High)	Interest What level of interest they have in the project? (Low, Medium, High)	Impact How does the project impact them? (Low, Medium, High)	What important to the stakeholder?	How could the stakeholder contribute to or block the project?	Follow-up (1-close; 4-distant)	Strategy for engaging stakeholders
National Bureau of Standards	Low	Medium	Low	Statistics and reports	Provision of baseline data	3	Involvement in the project preparation, planning and assign tasks, regular reports
Business Development Service Providers	Low	High	Low	Provision of services for profit motives	Poor provision of services	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
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 Organizations Society	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
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 Secondary Schools- LCSS	Low	High	High	Direct interaction with project beneficiaries through service	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 they have in the project? (Low, Medium, High)	Impact How does the project impact them? (Low, Medium, High)	What important to the stakeholder?	How could the stakeholder contribute to or block the project?	Follow-up (1-4 close; distant)	Strategy for engaging stakeholders
Traditional leaders (Chiefs)- TL	Low	High	High	Direct interaction with project beneficiaries through norms and service provision	Reluctant to change of the tradition of 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 service provision	Reluctant to change of the religious beliefs, value and norms that perpetuate GBV	1	Provide information, education and hold feedback meetings, use influential 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
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	Low	High	Low	Provision of business	Poor service provision	4	Maintain QA system

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Service Providers-BDSP				development services for profit or charity as appropriate			through clear TOR
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, Legal Aid & Court	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
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
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

Stakeholder Category/Theme	Influence How much influence do they have over the project? (Low, Medium, High)	Interest What level of interest they have in the project? (Low, Medium, High)	Impact How does the project impact them? (Low, Medium, High)	What important to the stakeholder?	How could the stakeholder contribute to or block the project?	Follow-up (1-4) close; distant)	Strategy for engaging stakeholders
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 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, 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 meetings,

Stakeholder Category/Theme	Influence How much influence do they have over the project? (Low, Medium, High)	Interest What level of interest they have in the project? (Low, Medium, High)	Impact How does the project impact them? (Low, Medium, High)	What important to the stakeholder?	How could the stakeholder contribute to or block the project?	Follow-up (1-4 close; distant)	Strategy for engaging stakeholders
							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 broadcasting media, digital/web-based entities, and their associations	High	High	Low	News articles	If they send wrong message or not report project activities/evidences the public will not hear about the project	1	Involvement in 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
Other surrounding and ongoing projects in the subproject location	Low	Medium	Low	Not 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

Stakeholder Category/Theme	Influence How much influence do they have over the project? (Low, Medium, High)	Interest What level of interest they have in the project? (Low, Medium, High)	Impact How does the project impact them? (Low, Medium, High)	What 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 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
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, tool capacity and building to enable them to provide services	If they not provided with necessary working environment, they may not deliver as expected	1	Provide information, education and 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
1st Action Taken:	Outcome:	Date:
2nd Action Taken:	Outcome:	Date:

3rd Action Taken:	Outcome:	Date:
4th Action Taken:	Outcome:	Date:
5th Action Taken:	Outcome:	Date:

ANNEX 4: CERTIFICATION OF GRIEVANCE RESOLUTION FORM

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

Endnotes

¹ For 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.

² It 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.

