



STAKEHOLDER ENGAGEMENT PLAN

FOOD SYSTEMS RESILIENCE PROGRAM

MARCH 2022

Contents

List of tables.....	ii
1.0 PROJECT DESCRIPTION.....	1
1.1 CCARDESA – Regional Context.....	1
1.2 Project Description.....	2
2.0 SUMMARY OF CCARDESA’S STAKEHOLDER ENGAGEMENT ACTIVITIES.....	5
3.0 PURPOSE OF OBJECTIVES OF STAKEHOLDER ENGAGEMENT PLAN.....	6
4.0 STAKEHOLDER IDENTIFICATION AND ANALYSIS.....	7
4.1 Categories of Project Stakeholders.....	7
4.2 Stakeholder needs.....	8
5.0 STAKEHOLDER ENGAGEMENT PLAN.....	12
5.1 Purpose and Timing of the Stakeholder Engagement Plan.....	12
5.2 Methodology for Stakeholder Engagement.....	12
6.0 PROPOSED STRATEGY FOR INFORMATION DISCLOSURE.....	13
7.0 PROPOSED STRATEGY FOR CONSULTATION WITH STAKEHOLDERS.....	15
8.0 RESOURCES AND RESPONSIBILITIES FOR IMPLEMENTING STAKEHOLDER ENGAGEMENT ACTIVITIES.....	17
9.0 GRIEVANCE REDRESS MECHANISM.....	17
10.0 MONITORING AND REPORTING.....	18
List of Annexes.....	20

List of tables

<u>Table 1: Affected parties</u>	7
<u>Table 2: Interested Parties</u>	8
<u>Table 3: Summary of project stakeholders' needs</u>	10
<u>Table 4: Stakeholder Engagement and Disclosure Methods</u>	14
<u>Table 5: Stakeholder consultation plan</u>	16

1.0 PROJECT DESCRIPTION

1.1 CCARDESA – Regional Context

The Centre for Coordination of Agricultural Research and Development for Southern Africa (CCARDESA) was established by the Southern African Development Community (SADC) in 2010 to coordinate agriculture-related research and development programs across SADC's 16 member states. Its specific mission is to set the regional research and development agenda, mobilize resources, support capacity development, foster collaboration, and disseminate agricultural information and knowledge among SADC's 16 member countries. Since its establishment, CCARDESA has actively coordinated and supported the implementation of programs aligned with member states' regional integration aspirations. Its interventions in the agricultural sector have been guided by the priorities and strategies of SADC countries. As a subsidiary of SADC, CCARDESA has also made it a priority to operationalize various agreements that SADC countries have entered into at the regional, continent, and global levels.

Thematically, CCARDESA's focus is laid out in its Long-Term Strategic Plan for 2020–2029. Themes of distinct importance in the strategy include climate change, commercialization and access to markets, agricultural production and productivity, capacity building of national AR4D (Agricultural Research for Development) institutions, and information and knowledge management. CCARDESA has long been at the forefront of efforts to improve the resilience of Southern Africa's food systems. Past efforts to enhance the resilience of agricultural production systems in the region include its support for the Adaptation to Climate Change in Rural Areas (ACCRA) project in the SADC region as well as the Global Climate Change Alliance Plus (GCCA+) project. Currently, CCARDESA is implementing the Comprehensive Africa Agriculture Development Programme ex-Pillar 4 (CAADP-XP4) project, which aims to enable agricultural research and innovation, including extension services, with the potential to mitigate the effects of climate change, and enhance food and nutritional security. CCARDESA is also coordinating the Agricultural Productivity Programme for Southern Africa (APPSA), which has carried out a number of field experiments to generate technologies that can improve the resilience of agricultural production systems. In addition, a regional forestry R&D program promoting good forest governance and sustainable forest management is being initiated in close consultation with SADC member states. In parallel, an integrated aquaculture-agriculture program is in the stages of being initiated at the regional level.

CCARDESA has a good track record of successfully supporting the implementation of phased, multi-country programs, and will continue to play this role in the context of the MPA. Since Phase 1 of the MPA will include just one country in Southern Africa, Madagascar, one early role of CCARDESA will be to bring visibility to the Program, its merits, and learnings among SADC's other member countries. In that way, CCARDESA will enable the Program to grow organically and in a way that is responsive to SADC country priorities and needs. CCARDESA has played this role before, one recent example being in the context of APPSA, a program that started out in three countries—Malawi, Mozambique, and Zambia—and later moved on to include two more, Lesotho, and Angola.

1.2 Project Description

In line with the overall MPA, CCARDESA's interventions will include short-term response activities designed to respond to the unfolding food security crisis, as well as activities with a longer-term orientation. To support the MPA, CCARDESA will regionally coordinate and facilitate activities planned under the MPA's four core components.

Component 1: (Re-)Building Resilient Agricultural Production Capacity

CCARDESA will contribute to building resilient agricultural production capacity by technically backstopping and coordinating the development of climate and other information systems and developing joint research initiatives at the regional level. CCARDESA will provide technical assistance, organize knowledge management and communication on innovations and technologies, and organize capacity building and training programs.

Subcomponent 1.1: Developing national or regional agricultural information systems

CCARDESA will promote regional information and knowledge systems. It will do so by: (i) strengthening capacities to implement early warning systems that provide timely climate data and support the preparation and dissemination of information to farmers; and (ii) establishing SADC-level digital climate advisory services (DCAS). The DCAS will provide information and recommendations on crop cultivars, soil preparation, sowing, fertilization, the timing of harvest, product storage, ways of reducing post-harvest losses, and other information that farmers can use in decision-making.

Subcomponent 1.2: Developing and delivering agricultural/farming technologies and services

In order to support countries in developing and disseminating climate-adapted agricultural technologies and innovation systems. Specifically, CCARDESA will help strengthen existing regional research centers and establish new national and regional research centers. For this it will: (i) support the upgrading of existing national centers through institutional linkages with regional and international networks, and academic and research institutions; (ii) coordinate specific knowledge and expert exchange programs working with national and regional centers; (iii) facilitate the establishment of a regional center of leadership (RCoL) in participating countries, in partnership with IGAD;¹ (iv) facilitate the adoption of a One Health approach in Southern Africa by establishing a regional platform that convenes and coordinates animal, human, and environmental health services, facilitating interagency coordination at the regional level, and disseminating knowledge products; and (v) facilitate capacity building on the effective management of transboundary pests and diseases, phytosanitary measures, and other resilience-enhancing technologies and management practices.

¹ There are five RCoLs already operating in Southern Africa. They act as a regional-scale agricultural innovation and R&D mechanism, facilitating joint research and its dissemination, and the cross-country exchange of knowledge, expertise, and climate-adapted varieties and technologies, thereby allowing regional specialization around priority farming systems and more strategic investment in agricultural research capacity. The five RCoLs were put in place under the Agricultural Productivity Program for Southern Africa (APPSA) (P164486) and include the Angola Cassava RCoL, Lesotho Horticulture RCoL, Malawi Maize RCoL, Mozambique Rice RCoL, and Zambia Legumes RCoL.

CCARDESA will also promote regional agricultural R&D among SADC member countries and collaborate with IGAD and other regional organizations. CCARDESA will support regional agricultural R&D by: (i) establishing a regional FFS curriculum that follows an experiential learning model involving the demonstration, practice, and application of learning materials on farmers' own plots; (ii) coordinating and facilitating regional research collaborations on topics relevant to food security and food systems resilience; and (iii) facilitating the use of innovative approaches to extension and advisory service delivery in major value chains.

Component 2: Supporting sustainable development of natural resources in agricultural landscapes

CCARDESA will support and coordinate transnational and regional technical assistance, analytical and advisory work, and training efforts, especially on topics related to sustainable management of transboundary natural resources.

Subcomponent 2.1: Identification and validation of interventions at the local or watershed level

CCARDESA will: (i) support the capacity of AR4D institutions to conduct regional research on natural resource management and risk assessments; (ii) facilitating studies on water and water resources management policies (through partners such as GMI), and the regional assessment of hydromet and weather advisory services, and the development of spatial analysis tools to improve the timely availability and quality of data for decision making; and (iii) supporting regional-scale multi-sectoral coordination and steering structures at different levels of governance and involving private and public sector stakeholders.

Subcomponent 2.2: Investments identified or validated in 2.1

CCARDESA will coordinate country and regional progress on CCBs by: (i) establishing a regional monitoring mechanism that provides harmonized, georeferenced data that can be used to monitor and assess the impacts of landscape-level decisions and actions; and (ii) organizing capacity building and knowledge exchange programs among national AR4D institutions and other technical and development partners.

Component 3: Getting to market

To support the development of competitive agrifood value chains and well-functioning marketing infrastructure, CCARDESA will support SADC member countries in taking full advantage of the AfCFTA and other intraregional trade and value addition opportunities.

Subcomponent 3.1: Developing competitive value chains

CCARDESA will support this subcomponent through technical studies on value chain competitiveness and risk assessments. CCARDESA will: (i) support regionally significant agricultural value chain analyses; (ii) support the assessment of market intelligence systems, including their responsiveness to the needs of smallholder farmers and other value chain actors; (iii) coordinate regional studies on the costs of doing business; and (iv) assess the status of market compliance and quality controls.

CCARDESA will also support the regional dissemination of value chain analyses and other knowledge products, while drawing attention to private investment opportunities. CCARDESA will implement activities jointly with FANR's Industrial Development and Trade (IDT) Directorate and the Infrastructure and Water Directorate (both within SADC). They will specifically: (i) carry out an assessment, for Southern Africa, of epidemio-surveillance, trade

border controls, seed certification, and pesticide quality controls; and (ii) establish the SADC Regional Agricultural Trade and Market Scorecard, to be fashioned after the EATM-Scorecard² in partnership with other regional organizations, as well as producer groups, farmers' unions, and other private sector entities.

Subcomponent 3.2.: Upgrading marketing infrastructure

This subcomponent will establish and upgrade agrifood marketing infrastructure, and at the regional level, CCARDESA will contribute through a study on regional market and trade connectivity infrastructure in Southern Africa. The study will examine: (i) border-crossing posts and economic priority zones and their ease-of-trade; (ii) new cross-country trade and economic corridors connected through road and rail infrastructure; (iii) the strength of current border procedures, as well as “single-window” and “multi-tier” operations that facilitate or hinder the cross-border movement of goods and services; and (iv) the extent of digital connectivity in trade facilitation services and areas for improvement to inform country policy reforms.

Component 4: Promoting food systems resilience in national and regional policymaking

Under this component CCARDESA will support national government agencies and regional organizations in ways that pertain to high-level policies, initiatives, institutional arrangements, and even budgeting decisions that have cross-cutting relevance to food systems resilience. CCARDESA will support participating countries and other SADC member states in harmonizing country policies with international and regional cooperation frameworks, agricultural quality standards, and food safety protocols. CCARDESA will also support the preparation of regional policies and regulations to increase regional flows of agricultural goods and inputs, and to consolidate the regional food reserve system.

Subcomponent 4.1: Making food systems resilience a priority in public policies and spending

CCARDESA will support country-level efforts to make food systems resilience a higher priority of public policies and spending in multiple ways. It will specifically: (i) facilitate and coordinate policy reviews to assess entry points for building a resilience-focus into national planning mechanisms and policies; (ii) develop, in collaboration with IGAD and other regional partners, a new-generation framework for carrying out agricultural public expenditure reviews (PERs) that offer insight into opportunities to better align public resources with resilience-informed policy priorities; (iii) coordinate the harmonization of agricultural policies relating to seed production and the cross-border movement of germplasm and other genetic material, as well as other policies and agricultural expenditure tracking systems; and (iv) contribute, in collaboration with SADC, IGAD, and other regional economic communities, to the review and modernization of regional food stock or reserve architecture.

Subcomponent 4.2: Building the capacity to implement resilience-focused policies

Under this subcomponent, CCARDESA will strengthen its own technical and program delivery capacities. CCARDESA will specifically build capacity to carry out policy and value chain analyses, needs assessments, and other analytical work, notably with a focus on certain thematic areas such as seed production and regulatory systems, intellectual property rights,

² The ECOWAS Agriculture Trade and Market Accountability Mechanism is being developed under the West Africa Food Systems Resilience Program MPA (P172769). The Scorecard aims to assess implementation of policy commitments on agricultural trade and market access in the region by identifying country-level policy gaps and areas for improvement related to intra-regional agricultural and food trade.

biosafety regulations, and similar topics. It will also acquire capacity to facilitate regional policy dialogue.

Subcomponent 4.3: Supporting regional organizations to build food systems resilience transnationally

Under this subcomponent, CCARDESA’s general capacity to implement the MPA will be strengthened. It will gain this capacity by: (i) developing expertise on technical areas such as digital agricultural technologies (DATs), competitiveness, and marketing compliance strategies; (ii) designing and implementing regional information and management systems (MIS) and operationalizing the regional M&E system; (iii) building institutional capacity for knowledge generation and dissemination and the use of advanced information and communication technologies (ICTs); and (iv) facilitating high-level multi-country and regional trade dialogue.

2.0 SUMMARY OF CCARDESA’S STAKEHOLDER ENGAGEMENT ACTIVITIES

CCARDESA, together with partner organizations and collaborators, in particular FARA and FANRPARN, were involved in joint meetings, workshops and dialogues prior to the UN Food Systems Summit in 2021. CCARDESA participated in the build-up to the AfDB-IFAD-FARA high-level dialogue to identify ways to expand activities, financing and partnerships to further leverage technology and innovation for transformation of agriculture in Africa. The dialogue was held over two days and assembled Heads of State, Ministers of Finance, Economic Planning, Agriculture and Rural Development, and Research and Technology (Ethiopia, Sudan, Kenya, Uganda). These dialogues were enriched by the participation of a broad spectrum of representatives of the agriculture fraternity, including CEOs of Multilateral Development Banks, business leaders, private sector operators in agro-inputs (seed and fertilizer), investment agencies, academia and civil society organizations and experts across the continent and beyond.

Moreover, CCARDESA works very closely with ASARECA, CORAF, AFAAS and FARA and other key stakeholders on the CCADP XP4 programme and the APPSA regional programme. In this case, CCARDESA interacts with national governments, academia, research, civil society, local communities, NGOs, private sector, and others on critical issues including enhancing production, productivity and resilience to emerging challenges (e.g., COVID-19, climate change, transboundary diseases and pests).

Most importantly, CCARDESA works very closely with SADC FANR on programmes/projects aimed at transforming agriculture and livelihoods of particularly smallholder farmers. Examples of such programmes/projects include the GCCA+ project on climate smart agriculture and combating the effects of the COVID-19 pandemic. Previously, CCARDESA worked with GIZ on the ACCRA programme which produced numerous knowledge products toward climate change adaptation, mitigation and resilience. There is currently a follow-up programme on integrated natural resources management where CCARDESA works with GIZ, SADC FANR and other collaborators and partners. In addition, a regional forestry

webinar/symposium was held in November 2021, and this was attended by over 240 participants to discuss contemporary issues in research and development towards sustainable forest management.

Furthermore, CCARDESA has developed a long-term strategic plan (2020-2029), and an associated mid-term operational plan (2021-2025), which directly or indirectly emphasize resilient food systems in the SADC region. These were developed through extensive stakeholder consultations and engagements. Through the outputs of the above initiatives and engagements, CCARDESA was able to design this particular Project, which seeks to improve food and nutrition security through promotion of climate-resilient agriculture. These consultations highlighted the need for CCARDESA to broaden its focus on food and nutrition security by adopting a food systems approach in planning and executing its mandate under the different thematic areas, which are all reflected in the four components the FSRP.

3.0 PURPOSE OF OBJECTIVES OF STAKEHOLDER ENGAGEMENT PLAN

The purpose of the Stakeholder Engagement Plan (SEP) is to ensure that a consistent, comprehensive and coordinated approach is taken to engage stakeholders in every stage of project implementation, including the planning phase. It is also intended to demonstrate CCARDESA's commitment as the project implementer to an international best practice approach to engagement. The SEP defines a program for stakeholder engagement, including public information disclosure and consultation throughout the entire project cycle and outlines ways in which CCARDESA will communicate with stakeholders and the provision of a platform for effectively addressing project related grievances from all parties impacted by the project in all possible forms.

From experience, CCARDESA is fully aware that effective stakeholder engagement can improve the environmental and social sustainability of projects, enhance project acceptance, and make a significant contribution to successful project design and implementation. Stakeholder engagement is most effective when initiated at an early stage of the project development process, and is an integral part of early project decisions and the assessment, management, and monitoring of the project's environmental and social risks and impacts.

The specific objectives are:

- To establish a systematic approach to stakeholder engagement that will help CCARDESA identify stakeholders and build and maintain a constructive relationship with them, in particular project affected parties.
- To assess the level of stakeholder interest and support for the project and to enable stakeholders' views to be considered in project design and environmental and social performance.
- To promote and provide means for effective and inclusive engagement with project-affected parties throughout the project life cycle on issues that could potentially affect them.
- To ensure that appropriate project information on environmental and social risks and impacts is disclosed to stakeholders in a timely, understandable, accessible, and appropriate manner and format.

- To provide project-affected parties with accessible and inclusive means to raise issues and grievances, and allow CCARDESA to respond to and manage such grievances.

4.0 STAKEHOLDER IDENTIFICATION AND ANALYSIS

4.1 Categories of Project Stakeholders

Project stakeholders are defined as individuals, groups or other entities who may be categorized as:

- (i) **Project Affected Parties** - those impacted or likely to be impacted directly or indirectly, positively or adversely by the Project. These are individuals, groups, organizations or local communities who are likely to be affected by the project.

Table 1: Project Affected Parties

Stakeholder	Engagement or interest
Madagascar – Ministries responsible for agriculture and food security, climate change and natural resources and environmental management.	Food insecurity and systems resilience is a concern in many MS. CCARDESA will need to engage with relevant line ministries and directorates to inform project activities such as developing regional approaches and establishing regional policies.
SADC Member states (MS) – involved in regional activities	Other SADC member states will benefit from spillover effects and regional-level activities implemented by CCARDESA. CCARDESA will conduct ongoing stakeholder analysis to further define the categories of the beneficiaries.
Beneficiaries	Given the nature of the activities to be implemented by CCARDESA, the beneficiaries will be the governments and peoples of participating countries and CCARDESA member states who will benefit from increased regional support to strengthen food systems resilience. End beneficiaries of the project include farmers (with a particular focus on women and youth), small-scale producers and processors, as well as small and medium agricultural enterprises.

- (ii) **Other Interested Parties** – individuals, groups, or organisations with an interest in the project due to project location, project characteristics, its impacts, or matters related to public interest. Their interests may be affected by the project and they may affect the project or implementation processes due to the factors highlighted above. These parties may include international and regional development partners, government entities, private sector, researchers, academia, farmers’

organisations, women’s group, youth organisations, community/village leadership groups and religious or cultural groups.

Table 2: Other Interested Parties

Stakeholder	Engagement or interest
CCARDESA Secretariat and specialized institutions	CCARDESA and other specialized regional agencies, including SADC-FANR, SADRI, GMI and others responsible for agricultural research and development, agricultural extension, and communication, will support the implementation of the technical components of the project.
Regional Coordination Committee (RCC)	The project will be overseen by a Regional Coordination Committee (RCC), which will provide overall coordination of the project.
International and regional partners such as FAO, other UN Agencies, World Bank, USAID, EU, SADRI, GMI, SACREEE, GWP, SARUA, FARNPAN NGOs, research institutions, among others	The partners have invaluable experience, including knowledge, skills, and resources for the management and delivery of the project components. CCARDESA will work closely with them to plan and implement project activities stipulated under each of the four components.
Media	These have wide regional and global coverage that can be utilized for awareness creation and visibility. In addition, CCARDESA has a well-structured and vibrant communications channel that will be used during the project to disseminate information to relevant beneficiaries.

(iii) Disadvantaged or Vulnerable Individuals or Groups.

Disadvantaged/vulnerable individuals and groups are also those who may not have a voice to express their concerns or understand the impacts of the Project and are sometimes excluded from engagement and /or project benefits. Within both project affected parties and other interested groups, it is CCARDESA’s responsibility to give special consideration to stakeholders that may be disadvantaged or vulnerable. The project will consider engagement approaches to ensure participation of those who represent the interests of vulnerable individuals or groups activities in policy development, studies, outcomes of technical assistance etc. Vulnerable groups include pastoralists, women (including female headed households), Internally Displaced Persons (IDPs), people living with disabilities and indigenous peoples (as defined by ESS7). These groups may have distinct livelihoods activities and be more vulnerable to shocks within food systems, which need to be considered.

4.2 Stakeholder needs

The above stakeholders will play an important role in the management and implementation of the project activities. CCARDESA and joint implementing partners will be responsible for

the overall institutional structure. Table 3 below describes the key characteristics, specific needs and means of communication to be used with major stakeholders.

Table 3: Summary of project stakeholders' needs

Community	Stakeholder group	Key characteristics	Language requirement	Means of communication	Specific needs
CCARDESA Member states Implementing Country (Madagascar) and other upcoming countries	Specialized directorates in the Ministries of Agriculture Food security technical working groups and focal points	It consists of high-level technical representatives whose knowledge and skills inform the project activities and policies Mobilize, organize and harmonize activities that contribute to the implementation of Country Programming Papers (CPPs) aimed at building resilience to future climatic and economic shocks	French and English	Email, telephone calls, meetings	Project roles and responsibilities, planned stakeholder engagements, information generation, and dissemination. Regular formal and informal meetings
CCARDESA Secretariat and specialised institutions	SADRI and GMI Coordination platforms	Provide regional climate, conflict, livestock and resilience-related information that is relevant for monitoring and surveillance	English	telephone calls, meetings	Project roles and responsibilities, support in stakeholder engagements, information generation and dissemination. Regular formal and informal meetings

International and regional partners	World Bank, USAID, EU Research institutions	Provision of resources to facilitate the implementation of project activities	English	telephone calls, meetings	Project progress, project preparation and implementation, other stakeholder engagements, joint control and management efforts, experience sharing Regular formal and informal meetings
Media	Radio and TV stations, international media, CCARDESA websites, and social media pages	Wide regional and global coverage that can be utilized for awareness creation and visibility	English	telephone calls, meetings	Alerts, press releases, project reports and events Periodic meetings with media channels

5.0 STAKEHOLDER ENGAGEMENT PLAN

5.1 Purpose and Timing of the Stakeholder Engagement Plan

The overall goal of this Stakeholder Engagement Plan is to ensure a systematic, consistent, comprehensive and coordinated approach to stakeholder participation and communication throughout the project cycle. The SEP outlines ways in which CCARDESA will communicate with stakeholders and feedback mechanisms to be utilised. The plan will guide timely engagement with key stakeholders as well as dissemination and increased access to relevant project information. The project will innovate ways for consultations to be effective and meaningful to project and stakeholder needs while considering Covid-19 restrictions. Strategies to be employed include virtual and physical meetings, phone calls, and emails. Physical meetings will be conducted in compliance to COVID-19 regulations.

5.2 Methodology for Stakeholder Engagement

CCARDESA uses different channels when engaging stakeholders and these will also be applied in the Food Systems Resilience Project. Amongst the engagement techniques used are the use of CCARDESA's website and established communication channels such as D-groups³, communities of practice etc, use of media, agricultural shows, demonstrations, farmer field schools, public meetings, emails and letters, print and electronic media, distribution of printed project documents, interviews, workshops, focus group meetings, surveys and independent evaluations.

In order to ensure effective engagements, it is important to uphold the principles of; (i) openness and life-cycle approach, (ii) informed participation and feedback, and (iii) inclusiveness and sensitivity to stakeholders' needs. Special attention is given to vulnerable groups, in particular women, youth, elderly, indigenous peoples and diverse ethnic groups.

The key stakeholder's engagement activities to take place during the project preparation stage through implementation and closure are as follows:

- a) **Preparation Phase:** The engagement will include a stakeholder workshop that will be hosted by CCARDESA and the World Bank team in the second/third quarter of 2022. The workshop will engage the RCC Members, WB, Madagascar, and other SADC sub-regional organizations.
- b) **Implementation Phase:** This phase will commence with an official project launch where key players under the project will be announced, and their roles highlighted. The launch is expected take place within 3 month of the project's effectiveness date.

The RCC will meet at least once a year, preferable physically in a country where project activities will be implemented (e.g. Madagascar). Other meetings and workshops will be organized as the need arises and stakeholders will be notified through written correspondences at least two/3 weeks before the event.

In case of any stakeholder consultations meeting/workshops, either virtual or face-face, the PCU will strive to provide relevant information to stakeholders with enough advance notice (10-15 business days) so that the stakeholders have enough time to prepare and to provide meaningful feedback. The PCU will gather written and oral comments, review

³ DGoups is a nonprofit organisation that hosts discussion groups for international development partners with the aim of providing a simple platform that is non-commercial, respectful of privacy, and operates on low-bandwidth.

them and report back to stakeholders on how those comments were incorporated, and if not, provide the rationale for reasons for why they were not within 14 working days from the stakeholder consultation event.

6.0 PROPOSED STRATEGY FOR INFORMATION DISCLOSURE

Electronic copies of the disclosure materials will be placed on the CCARDESA and World Bank websites to allow easy access for all stakeholders. The disclosure materials will also be shared with the targeted stakeholders through email, and during project related meetings.

In addition to disclosure of the various project materials (e.g., ESCP and SEP), formal channels will be put in place to register and document comments and suggestions from the public. These grievance arrangements shall be made publicly available to receive and facilitate resolution of concerns in relation to the Project.

Table 4: Stakeholder Engagement and Disclosure Methods

Project stage	Information to be disclosed	Target Stakeholders	Communication channel	Responsibility
Project preparation	Project concept note; Project documents -, ESCP, SEP and PAD	Project Coordination Unit (PCU) Affected and interested parties	Email, intranet, trainings, meetings website Email, intranet, trainings, meetings website	CCARDESA
Set up of the institutional structure for the project	Project Coordination Unit (PCU), Ministerial Forum, General Assembly, Regional Coordination Committee (RCC)	Members of the different structures and all other stakeholders	Email, website, formal and informal meetings, social media	CCARDESA
Project launch	Project documents, Annual Work Plan	World Bank, PCU, SADRI and DMI	Email, formal meetings	CCARDESA
Implementation – after launch	Monitoring reports: Project performance (activities), M&E framework, on the environmental, social, health, and safety (ESHS) performance	World Bank, PCU, SADRI and DMI	Email, formal meetings	CCARDESA
	Knowledge management and communication products	PCU	ICKM platforms	CCARDESA
	Annual Work Plans (AWP)	Affected, implementing and interested parties	Email	CCARDESA

7.0 PROPOSED STRATEGY FOR CONSULTATION WITH STAKEHOLDERS

CCARDESA will make consultations with all identified stakeholders with the aim of creating awareness, improving access to information and receiving/giving feedback on project implementation. Different channels of communication (e.g., emails, website, social media platforms, DGroups, etc.) will be used to ensure information flow between CCARDESA and its stakeholders. The documents that will be made public will include the SEP, ESCP and other necessary documents. In order to ensure feedback, CCARDESA will provide means of soliciting comments from stakeholders.

The views of vulnerable or disadvantaged groups (VDG) will be sought before commencement of the project as well as during the project implementation. In depth analysis is required in order to fully understand who the VDG are and what their issues are that relate to specific elements of the Project. Their interests will be reflected in any policy and/or strategy document developed during the implementation of the project, through engagement of their representatives.

CCARDESA will emphasise the need to engage with and consider the views of VDGs in all Terms of Reference either for consultancy services for policy assessments at the national level, policy and strategy development reports at the regional level and any other studies or assessments.

All written comments on reports will be sent by email to the stakeholders. After receiving stakeholders' comments CCARDESA will review and send them back within 14 working days. All oral comments during consultation meetings will be taken into account as an action item.

The proposed strategy for consultations is presented below:

Table 5: Stakeholder consultation plan

Stage	Target stakeholders	The planned topic during consultations	Consultation method	Responsibilities	Time
Project preparation	WB	Development, approval, and disclosure of ESF, ESCP, SEP, PID and LMP, Annual Work Program	Email Meetings	CCARDESA	During preparation and formulation phase
	Madagascar and other MS	Project documents - ESF, ESCP, SEP, PID, and LMP disclosures	Email Meetings		
	Other secretariat and specialized institutions, PIU	Project scope and rationale Grievance mechanism process Annual Work Program (AWP)	Trainings for PIU		
	CCARDESA Secretariat				
	Other international and regional partners – SADRI, DMI, CGIAR centres, Research institutions, NGOs etc.				
Project set up & launch	WB, CCARDESA, Madagascar, MS, Media	Project documents Project scope and rationale	Press release	CCARDESA	Within 3 months after project's effectiveness date
Project implementation and monitoring	CCARDESA, Madagascar, Member states (MS), SADRI, DMI, World Bank, etc.	Progress reports, policy issues, etc.	Meetings, workshops, emails	CCARDESA	Regularly – as confirmed in Agreement documents

8.0 RESOURCES AND RESPONSIBILITIES FOR IMPLEMENTING STAKEHOLDER ENGAGEMENT ACTIVITIES

A dedicated Program Coordination Unit (PCU) will be established under the direct reporting line of the CCARDESA Executive Director. The PCU will be based in Gaborone, Botswana within the CCARDESA Secretariat. The PCU will have following staff: (i) Project Technical Manager; (ii) Program Officer; (iii) Assistant M&E Officer; and (iv) Environment and Social Safeguards Officer. The Environment and Social Safeguards specialist/officer will be responsible for ensuring of the SEP and GM throughout project implementation. These positions will be filled in no later than 3 months of the grant becoming effective

9.0 GRIEVANCE REDRESS MECHANISM

Effectively addressing grievances from all parties impacted by the project is considered a core component of managing operational risk and improving the project's results. Grievance Redress Mechanisms (GRMs) are an effective tool for early identification, assessment, and resolution of various forms of complaints emanating from project related activities. The GRM is critical for ensuring that any issues relating to adverse impacts are reported, mitigated, and monitored. Currently, CCARDESA does not have a GRM. The plan is to develop one for the project no later than three months of the grant becoming effective. In the same period, CCARDESA will finalise the recruitment of responsible staff (Environment and Social Safeguards Specialist) within the PCU.

The GRM will be scaled to address the risks and impacts on stakeholders, culturally appropriate, clear and accessible for any individual or group at no cost (vulnerable groups), transparent and include regular reporting, and prevent retribution and not impede access to other remedies.

Important GRM design principles include:

- **Accessibility:** the grievance mechanism should be directed to and disclosed to all people affected as well as other interested parties. Contact details of the officer responsible for the GRM will be made know to all stakeholders.
- **Acknowledgement:** the receipt of a complaint should be acknowledged within a short time frame (e.g., 5 days) after submission.
- **Timely and appropriate response:** the response should be proportionate to the risk.
- **Record:** the complaint should be recorded including information on: 1) name and contact details (unless requesting anonymity), 2) date of contact, 3) issue(s) raised, 4) proposed response, and 5) status (recorded, active closed).
- **Confidentiality:** If a complainant wishes to remain anonymous this will be accepted. No personal data will be made public. Details of the grievance will only be provided to those directly involved in the examination process.
- **Data management:** Personal data contained in the Complaints Register will be kept only as long as necessary to investigate the Complaint and implement a resolution. Personal data will then be either deleted or modified and transferred to an archive for a reasonable period.

Project workers (PCU, consultants and firms engaged under the Project), in addition, will abide by the CCADERSA Code of Conduct, Occupational Health and Safety Policy, Bullying and Harassment Policy, Discrimination and Complaints Policy⁴ and Whistleblowing policy⁵. Project workers are invited to report concerns relating to fraud, theft, use of inside information, bribes, gifts (etc.), inappropriate disclosure of confidential information, conflicts of interest and illegal acts.

The World Bank Grievance Redress Service (GRS) can also be contacted. Complaints can be submitted directly to the World Bank if complainants believe that a World Bank-supported project has or is likely to have adverse effects on them, their community, or their environment. Please refer to the following website to make a complaint directly to WB: <http://www.worldbank.org/en/projects-operations/products-and-services/grievance-redress-service>

10.0 MONITORING AND REPORTING

Stakeholder engagement will be monitored and reported by CCARDESA throughout the entire life cycle of the project as set out in the project documents and agreements. This will involve updates of the stakeholder list, records of all consultations held, and records of all grievances received and dealt with (entered into a Grievance Log on the system or a computer). Every meeting and interaction related to the project engagement will be recorded through stakeholder list, grievance mechanism log, minutes of all meetings, and meeting attendance registers.

The results of stakeholder engagement activities will be reported back to stakeholders as described below:

- At the annual meetings with the PSC, discussions on the comments and recommendations will be presented as action items and shared.
- For the comments on the consultant(s) reports, studies etc, the PCU will send the report to the relevant stakeholders' via email. It will request them to provide their comments within one week. After which the PCU will provide update reports and responses to comments.
- Training, communication and knowledge materials will be sent electronically to the participants by the PCU within 7 days after completion of the event.

These reports will rely on the same sources of communication that were used earlier in the current SEP document.

Stakeholders will be reminded of the availability of the grievance mechanism during meetings, events and communications.

⁴ See Annex 1, which is the CCARDESA HR Policies and Procedures Manual currently under review.

⁵ See Annex 2 – Policy and procedure on disclosure of information regarding malpractices (Whistleblowing)

While the Stakeholder Engagement Plan will be a living document, it will be updated regularly so that it remains relevant to reflect project and stakeholder contexts and appropriateness of consultation processes and methods.

List of Annexes

Annex 1 – CCARDESA Human Resources Policies and Procedures Manual

Annex 2 – Policy and procedure on disclosure of information regarding malpractices (Whistleblowing)