



FONDATION
POUR LE
TRI-NATIONAL
DE LA
SANGHA



Sangha Tri-National (TNS) Landscape Conservation and Livelihoods Project

STAKEHOLDER ENGAGEMENT PLAN

28 November 2024

GEF/GCF Agency: WWF US

Lead Executing Agency: WWF Cameroon

1. Introduction

The **Sangha Tri-National (TNS) Landscape Conservation and Livelihoods Project** is a critical initiative aimed at ensuring the long-term preservation of one of the most ecologically significant and intact forest landscapes in Central Africa. Spanning the borders of **Cameroon, the Republic of Congo (RoC), and the Central African Republic (CAR)**, the TNS landscape encompasses 4.4 million hectares, including three contiguous protected areas: Lobéké National Park in Cameroon, Dzanga Sangha Protected Areas in CAR, and Nouabalé Ndoki National Park in RoC. The TNS is a globally significant biodiversity hotspot, home to endangered species such as forest elephants, lowland gorillas, and chimpanzees, as well as rich cultural and traditional knowledge systems of Indigenous Peoples and Local Communities (IPLCs).

Despite its importance, the TNS faces numerous challenges, including deforestation, poaching, human-wildlife conflict, and socio-economic pressures on IPLCs. The project seeks to address these challenges by strengthening governance mechanisms, improving conservation outcomes, and ensuring equitable benefits for IPLCs, who depend on the forest for their livelihoods and cultural practices. By building on the Sangha Tri-National Trust Fund (FTNS), the project will ensure sustainable financing for conservation activities while enhancing the participation and capacities of local communities, particularly Indigenous Peoples.

Project Components

The project is structured around three interconnected components:

1. Strengthening the Sangha Tri-National Trust Fund (FTNS):

- Enhancing the FTNS governance structure to align with international standards.
- Developing robust policies, including Environmental and Social Safeguards (ESS) and gender mainstreaming.
- Mobilizing additional financial resources to ensure the sustainable management of the TNS.

2. Improved Conservation Management and Livelihoods:

- Strengthening the management effectiveness of the three protected areas through capacity-building, infrastructure development, and biodiversity monitoring.
- Supporting IPLCs' participation in conservation activities and sustainable livelihoods through joint management agreements and capacity-building initiatives.

3. Regional and Transboundary Collaboration:

- Enhancing transboundary cooperation among Cameroon, CAR, and RoC to harmonize conservation and management strategies.
- Establishing platforms for collaboration on anti-poaching, land-use planning, and biodiversity monitoring.

2. Regulations and Requirements

The legal frameworks in Cameroon, the Central African Republic (CAR), and the Republic of Congo (RoC) provide guidance on stakeholder engagement, emphasizing public consultation, disclosure,

and community involvement. These frameworks align with the principles of environmental and social safeguards, particularly concerning Indigenous Peoples (IPs) and marginalized groups. Below is a summary of the key regulations:

Cameroon

- **Environmental Management Law (1996):**
Requires public consultations during Environmental and Social Impact Assessments (ESIAs). Communities must be informed and their feedback integrated into decision-making for projects impacting natural resources.
- **Land Tenure Law (1974):**
Includes provisions for consultations with local communities during land acquisition or when granting land concessions.
- **Forestry and Wildlife Law (1994):**
Mandates the involvement of local communities in forestry management and conservation initiatives. This includes the establishment of community forests with participatory governance.

Central African Republic (CAR)

- **Environmental Code (2007):**
Obliges project developers to conduct public consultations and disclose project impacts as part of ESIs.
- **Forest Code (2008):**
Stipulates participatory management in forest areas, requiring consultation with Indigenous Peoples and other local stakeholders.
- **Law on the Rights of Indigenous Peoples (2016):**
Recognizes IPs' rights to free, prior, and informed consent (FPIC) for activities affecting their lands, resources, and cultural heritage. This law establishes mechanisms for ensuring meaningful stakeholder engagement.

Republic of Congo (RoC)

- **Environmental Protection Law (2003):**
Requires public consultation during environmental assessments for projects with potential ecological and social impacts. Disclosure of findings and mitigation measures is mandatory.
- **Law on Indigenous Peoples' Rights (2011):**
Guarantees FPIC for Indigenous Peoples and mandates their involvement in all decision-making processes affecting their resources and territories.
- **Forest Code (2020):**
Encourages collaborative forest management with local communities and promotes transparent communication between stakeholders in resource-use planning.

Common Themes Across Countries

1. **Public Consultation:**
 - Required during ESIs and other project phases that may impact communities and the environment.
 - Emphasis on ensuring information is culturally appropriate, accessible, and delivered in local languages.
2. **Disclosure:**
 - Projects must disclose plans, impacts, and mitigation measures to stakeholders in a timely and transparent manner.
3. **Indigenous Peoples and FPIC:**

- Recognition of the rights of IPs to FPIC in all three countries, ensuring their involvement in project planning and implementation.
- 4. Community Involvement:
 - National laws across the three countries require the inclusion of local communities in natural resource management, emphasizing participatory governance and equitable benefit-sharing.
- 5. Grievance Mechanisms:
 - Legal frameworks in these countries often necessitate accessible grievance redress mechanisms to address community concerns and disputes during project implementation.

These legal requirements form the basis for stakeholder engagement plans, ensuring that projects like this one adhere to environmental and social safeguard standards while fostering transparency, inclusion, and equitable outcomes.

WWF Standard on Stakeholder Engagement

The WWF GEF Agency requires all GEF projects comply with GEF and WWF standards on Stakeholder Engagement, specifically the WWF [Standard on Stakeholder Engagement](#) and the associated [Procedures for Implementation of the Standard on Stakeholder Engagement](#). Stakeholder engagement is an overarching term that encompasses a range of activities and interactions with stakeholders throughout the project cycle and is an essential aspect of good project management.

The WWF Standard on Stakeholder Engagement requires the Executing Agency to engage stakeholders throughout the life of the project; communicate significant changes to project stakeholders and consult on potential risks and impacts; establish a grievance redress mechanism and register and respond to grievances throughout project execution, and; disseminate information in a way that is relevant, transparent, objective, meaningful, easily accessible. The Standard on Stakeholder Engagement promotes an inclusive process to support the development of strong, constructive and responsive relationships that help to identify and manage risks, and which encourage positive outcomes for stakeholders and project activities.

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

3. Project Stakeholders

National Government Entities

1. **Ministry of Environment (Cameroon, CAR, RoC)**
 - **Description:** Primary government bodies responsible for environmental conservation and policy implementation.
 - **Interest and Influence:** High interest due to their mandate to manage biodiversity and enforce environmental laws. Critical in ensuring alignment with national regulations.

- **Role:** Oversight, provision of regulatory approvals, and collaboration on policy-related aspects.

2. Ministry of Forests and Wildlife (Cameroon)

- **Description:** Manages forestry resources and oversees protected areas.
- **Interest and Influence:** Strong influence in project sites with significant forestry components.
- **Role:** Facilitation of community forestry programs and support for sustainable resource management initiatives.

Sub-national Government Administration

1. Regional Forestry and Wildlife Delegations

- **Description:** Local branches of national forestry and wildlife ministries.
- **Interest and Influence:** Medium influence; critical for localized project implementation.
- **Role:** Coordinating local-level conservation activities and enforcing regulations.

2. Municipal Authorities

- **Description:** Local government entities responsible for development in the project areas.
- **Interest and Influence:** Medium interest, ensuring that project activities align with local development plans.
- **Role:** Support local stakeholder engagement and provide administrative support.

Non-Governmental Organizations (NGOs)

1. WWF (World Wide Fund for Nature) and WCS (World Conservation Society)

- **Description:** Global conservation organization supporting project implementation.
- **Interest and Influence:** High; provides technical expertise, funding, and operational support.
- **Role:** Executing agency for the project, responsible for safeguards and overall coordination.

2. National networks of NGOs for each country of the landscape

- **Description:** Networks of grassroots organizations advocating for sustainable resource management.
- **Interest and Influence:** High; directly involved in community-based conservation.

- **Role:** Facilitate community mobilization and local capacity building; participate in FTNS governance and provide advice

Community-Based Organizations

1. Local CSOs

- **Description:** Groups formed by local resource users to manage livelihoods.
- **Interest and Influence:** Medium; direct beneficiaries of project livelihood interventions.
- **Role:** Collaborate on alternative livelihood programs and conservation initiatives directly with park management authorities, WCS and WWF

Indigenous Peoples and Local Communities

1. Indigenous Communities¹

- **Description:** Indigenous groups with traditional ties to the land and resources.
- **Interest and Influence:** High; custodians of project area resources, but vulnerable to access restrictions.
- **Role:** Participate in FPIC processes, co-manage natural resources, and ensure integration of traditional knowledge.

2. Local Villages

- **Description:** Rural populations reliant on natural resources for livelihoods.
- **Interest and Influence:** Medium; vulnerable to access restrictions but key to conservation success.
- **Role:** Engage in sustainable resource use practices and community development activities.

¹ The Sangha Tri-National (TNS) landscape is home to diverse Indigenous groups.

- **Ba'Aka (CAR and RoC):** Traditional hunter-gatherers who rely heavily on forest resources for their livelihoods and cultural practices. Their knowledge of the forest is unmatched, but they face marginalization and challenges in accessing land and resources. In CAR they are also referred to as Aka.

- **Baka (Cameroon):** Similar to the Ba'Aka, the Baka are semi-nomadic and have rich ecological knowledge. They are marginalized socially and politically. The Baka are located in Cameroon only, but they are known as Bagyeli, Bakola, and Bedzam – who together comprise less than 1 percent of the population.

- **Mbendjele Yaka (RoC):** Indigenous hunter-gatherer communities in the Republic of Congo who share cultural and livelihood practices with other Indigenous groups in the TNS.

All of these groups share similar cultural characteristics and are all part of the central African pygmy people. For ease, this document will refer to these different tribes as BaAka, a generic term understood in all three countries

Private Sector

1. Logging Companies

- **Description:** Companies operating in or near the project area.
- **Interest and Influence:** Medium; impact on forest conservation.
- **Role:** Comply with sustainable practices and support restoration initiatives.

2. Eco-tourism Operators

- **Description:** Businesses promoting tourism in protected areas.
- **Interest and Influence:** Medium; dependent on the conservation of biodiversity.
- **Role:** Align operations with conservation goals and contribute to community livelihoods.

4. Summary of any previous stakeholder engagement activities

Consultations were conducted with FTNS Executive Board and Board of Directors, protected area (PA) management and relevant staff, IP&LC representatives networks, and platforms, government entities, and gender civil society organizations to ensure that the design of the project reflected the needs, concerns, and priorities of stakeholders

For the present project, which tackles the institutional level, key consultation activities included initial visit to Cameroon, phone calls with FTNS, online participation to the Annual Board Meeting, phone calls with stakeholders, and a workshop (including the project validation workshop) in Cameroon held in Jan 2025. More details can be found in the table here below:

Stakeholder Type	Name	Frequency of Engagement/ Project Years	Engagement During Project Implementation
Government of Cameroon, CAR, RoC	DCP MINFOF Cameroon	Formal workshops and meetings during PPG phase	Formal workshops and meetings. Regular progress updates via reports and online communications.
	GEF OFP, Ministry of Environment, Protection of Nature and Sustainable Development (MINEPDED), Republic of Cameroon		
	Ministry of Water, Forests, Hunting and Fishing, CAR		
	Ministry of Forest Economy, RoC		
FTNS (Fondation Tri-Nationale de la Sangha) Board	Executive Board: - Executive Director - Programme Manager Board of Directors comprised of 8 members including BoD president	Continuous exchanges, discussions and updates online and face-to-face meetings	Design workshop in August 2024 FTNS documentation and information sharing to inform ProDoc

		during August 2024 and January 2025	<p>Individual meetings with Board members, especially the ones not present during design workshop</p> <p>Coordination meetings with Executive Board to clarify project intervention logic and consultation approach, organize meetings with FTNS Board of Directors (BoD), organize validation workshop</p> <p>Between September and January 2025 Regular updates through email and shared dashboards.</p> <p>Presentation of project activities to Executive Board on 5th November 2024.</p> <p>Presentation of project activities with BoD in Novembre</p> <p>Presentation of project activities to BoD on 22nd November 2024.</p> <p>Discussion and validation workshops from 14-16 January 2025 to</p> <ul style="list-style-type: none"> - finalize details of project activities, integrate comments and recommendations - present and offer a first training on ESS requirements for GEF projects - validation workshop with all project stakeholders
Protected Area management and NGOs involved in conservation of TNS landscape	Lobéké National Park management and team	Continuous exchanges between September 2024 and January 2025	From September to November 2024: Email exchanges to get specific protected area information related to management, planification, monitoring, ESS, IP&LCs
	Dzanga Sangha Protected Areas management and team		Questions shared with each PA management related to ESS and their relationship with FTNS
	Nouabalé Ndoki National park management and team		Calls to get specific information on Protected Area (PA) documents related to ESS, IP&LCs and gender
	WCS RoC		Documentation shared by PA management
	WWF CAR		Information provided on ESS, IP&LC and gender
	WWF Cameroon		<p>Presentation of project activities to get feedback in November 2024</p> <p>Exchanges to get additional missing information to finalize CERDoc between December 2024 and January 2025</p>

National Indigenous Peoples' Platforms, environmental advocacy groups, and human rights organizations.	National IP network: RACOPY - Cameroon	Engagement between October 2024 and January 2025	Phone consultations in October and November 2024 Online meetings in October and November 2024 Consultation workshop in December 2024 Validation workshop in January 2025
	Local CSO: ASBABUK - Cameroon		
	Gender: AFFEBEN - Cameroon		
	REPALEAC network - Cameroon		
	National IP network: REPALCA - CAR		
	Local CSO: Centre for Human Rights - CAR		
	Gender: OFCA - CAR		
	REPALEAC network - regional		
	National IP network: RENAPAC & REPALEAC network - RoC		
	Local CSO: GCA - RoC		
Gender: REFADD - RoC			
GEF Multilaterals	Global Environment Facility, project donors, and technical advisors.	Formal meetings and individual calls between September 2024 and January 2025	Formal reporting and submission of monitoring data. Virtual and in-person meetings.

During PPG phase, the consultants organized various meetings to present project activities and receive feedback to adjust project activities best reflecting needs at different project levels : FTNS level, TNS landscape level, Protected Area level, IP&LC network and CSO level, Gender CSO level. Key feedbacks are summarized into the validation workshop communiqué and were used to finalize the CERDoc.

Overall Outcomes of the Consultations

The consultations were instrumental in ensuring that the project design was inclusive, responsive, and aligned with the needs of stakeholders. Feedback received informed key project elements, including the development of FPIC processes, robust safeguards mechanisms, livelihoods restoration measures, and gender-responsive programming. Continued engagement with stakeholders has been planned throughout the project's lifecycle to maintain alignment with communities, other stakeholders and conservation goals.

5. Stakeholder Engagement Plan

The purpose of this Stakeholder Engagement Plan is to ensure appropriate and consistent involvement of project stakeholders in every stage of the project implementation, supporting effective communication and working relationships. The FTNS Executive Board will ensure that the views and inputs of stakeholders are taken into consideration throughout project implementation.

Stakeholder Type	Name	Frequency of Engagement/ Project Years	Engagement During Project Implementation
Government of Cameroon, CAR, RoC	DCP MINFOF Cameroon	Quarterly meetings during project implementation, with additional consultations as needed during specific project milestones.	Formal workshops and meetings. Regular progress updates via reports and online communications. Participation in monitoring and evaluation (M&E) processes.
	GEF OFP, Ministry of Environment, Protection of Nature and Sustainable Development (MINEPDED), Republic of Cameroon		
	Ministry of Water, Forests, Hunting and Fishing, CAR		
	Ministry of Forest Economy, RoC		
FTNS (Fondation Tri-Nationale de la Sangha) Board	Executive Board : - Executive Director - Programme Manager Board of Directors comprised of 8 members including BoD president	Monthly updates during the initial phases of implementation during year 1, shifting to quarterly as the project progresses.	Coordination meetings. Regular updates through email and shared dashboards. Joint planning sessions for capacity-building activities.
Local Communities and Indigenous People		Continuous engagement through park management and WWF/WCS in the TNS landscape	Community consultations in accessible locations. Participatory planning sessions, focus groups, and culturally appropriate dialogue forums. FPIC processes for activities that could affect traditional lands or resource use.
National Indigenous Peoples' Platforms, environmental advocacy	National IP network: RACOPY - Cameroon	Semi-annual stakeholder meetings and on-demand consultation	Collaborative workshops and advocacy meetings. Partnering on joint awareness campaigns and capacity-building programs.
	Local CSO: ASBABUK - Cameroon		
	Gender: AFFEBEN - Cameroon		

groups, and human rights organizations.	REPALEAC network - Cameroon	s for specific activities.	
	National IP network: REPALCA - CAR		
	Local CSO: Centre for Human Rights - CAR		
	Gender: OFCA - CAR		
	REPALEAC network - CAR		
	National IP network: RENAPAC & REPALEAC network - RoC		
	Local CSO: GCA - RoC		
Gender: REFADD - RoC			
Private Sector	<p>Logging companies, ecotourism operators, and agricultural enterprises operating near the project areas.</p> <p>1. Logging Companies: Logging activities in the vicinity of these parks are often carried out by industrial concessions operating under forest management plans. Some key players include:</p> <p>Rougier Group (Cameroon): Active in sustainably managed logging concessions near Lobéké.</p> <p>SEFAC (Société d'Exploitation Forestière et Agricole du Cameroun): Has operations near Lobéké and other forest areas.</p> <p>IFO (Industrie Forestière de Ouesso): A Congolese subsidiary of Danzer Group, active near Nouabalé-Ndoki National Park.</p> <p>CIB (Congolaise Industrielle des Bois): Operates in northern Congo, often near Nouabalé-Ndoki. CIB has some certified sustainable concessions.</p>	Engagement as deemed necessary over the course of project implementation to facilitate collaboration and support reaching project goals	<p>Public-private dialogue platforms.</p> <p>One-on-one meetings with private sector representatives.</p> <p>Engagement through local business associations.</p>

	<p>Vicwood Group: A Chinese-owned logging company with activities in the region.</p> <p>2. Ecotourism Operators: Ecotourism in the region is typically community-focused or operated by conservation organizations:</p> <p>Dzanga-Sangha Lodge (CAR): A tourism initiative within the Dzanga-Sangha Reserve, offering gorilla trekking, BaAka cultural experiences, and wildlife safaris.</p> <p>Sangha Lodge (CAR): A private ecotourism lodge working closely with conservation efforts in Dzanga-Sangha.</p> <p>Nouabalé-Ndoki National Park Tourism: Managed by the Wildlife Conservation Society (WCS), this includes lowland gorilla trekking and forest safaris.</p> <p>Lobéké National Park Tourism: Often supported by WWF-Cameroon, with cultural and wildlife-focused tourism.</p> <p>3. Agricultural Enterprises: Agricultural activities in these areas are typically small-scale but may include larger operations:</p> <p>Subsistence farming: Surrounding communities practice small-scale agriculture, including crops like cassava, maize, and plantains.</p> <p>Cacao and coffee cooperatives: Found in parts of Cameroon near Lobéké.</p> <p>Palm oil plantations: Expanding in Cameroon, though not directly within park boundaries.</p> <p>Agroforestry initiatives: Supported by conservation</p>		
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	NGOs to reduce pressure on forest areas (e.g., sustainable cassava farming near Lobéké).		
GEF Multilaterals	Global Environment Facility, project donors, and technical advisors.	Annual updates aligned with reporting requirements, with bi-annual technical support meetings.	Formal reporting and submission of monitoring data. Virtual and in-person consultations.

Ensuring Inclusivity and Participation

- **Women and Marginalized Groups (see GAP for more details):**
 - Targeted outreach to women, youth, and minority groups to ensure their voices are heard
 - Dedicated preparatory sessions to build confidence and capacity for participation.
 - Ensuring accessibility to consultation venues, including physical and linguistic accessibility.
 - Gender-segregated focus groups where necessary to encourage open dialogue.
- **Indigenous People (see IPPF for more details):**
 - FPIC processes will be followed for any activities that may affect their lands, territories, or resources.
 - Customary protocols and culturally sensitive approaches will guide engagement.

Feedback Mechanisms

- **Feedback Channels:**
 - Establish community feedback and grievance mechanisms
 - Regular follow-ups on feedback and transparent reporting on actions taken.

Additional Engagement Activities

- **Participatory Processes:**
 - Co-management of conservation initiatives and protected areas.
 - Community-led benefit-sharing programs, particularly for ecotourism and livelihoods restoration projects.
- **Training and Capacity Building:**

The project includes targeted initiatives to address key barriers and enhance the technical, governance, and resilience capacities of all stakeholders involved in the management of the TNS landscape. Activities include:

1. **Strengthening FTNS Governance and Institutional Efficiency:**
 - a. Development and implementation of comprehensive training programs for FTNS staff and board members on international standards related to governance, safeguards, and risk management, focusing on environmental, social, and gender requirements.
 - b. Training board members on their roles, responsibilities, and FTNS operational procedures to improve decision-making and align with donor expectations.
 - c. Regular capacity-building sessions to refine strategic planning, execution, and monitoring processes, ensuring alignment with the GEF-GBFF's requirements and ecosystem priorities.
2. **Programs for Park Rangers and Duty Bearers:**
 - a. Workshops and field-based training for park rangers to enhance their knowledge and skills in applying human rights-based approaches, improving their capacity for inclusive community engagement while maintaining biodiversity conservation.
 - b. Specific modules on conflict resolution, community dialogue, and the integration of Indigenous peoples' rights in daily operations.
 - c. Sensitization training on gender equality, addressing risks of gender-based violence, and ensuring equitable treatment of women and Indigenous Peoples' and Local Communities (IPLC) representatives.
3. **Empowering Local Communities and IPLCs:**
 - a. Training for IPLCs, especially women and underrepresented groups, to strengthen their participation in governance mechanisms, such as CTSA, CTPE, and other transboundary bodies.
 - b. Workshops for community organizations on sustainable natural resource management, enhancing livelihoods while aligning with conservation goals.
 - c. Awareness campaigns to improve understanding of grievance mechanisms, rights frameworks, and co-management opportunities for IPLCs.
4. **Technical Capacity for Inclusive and Sustainable Conservation:**
 - a. Development and operationalization of an FTNS Social and Environmental Safeguards (SES) system with tailored training for stakeholders on its policies, including grievance redress mechanisms and gender policies.
 - b. Capacity-building support for stakeholders to utilize monitoring and evaluation systems effectively, integrating data on SES and gender to guide evidence-based decision-making.
 - c. Knowledge-sharing platforms and training programs focused on adaptive management to address challenges such as wildlife trafficking, bushmeat hunting, and climate change impacts.
5. **Cross-Border Collaboration and Regional Capacity Enhancement:**
 - a. Annual transboundary workshops and governance meetings financed through FTNS and the GBFF to strengthen collaboration among CTSA, CTPE, LAB, and CTS members, focusing on cross-border ecosystem management and harmonized policies.

- b. Specific sessions to ensure the representation and active participation of IPLCs and civil society organizations in shaping conservation policies and actions.
- **Joint Decision-Making:**
 - Collaborative governance platforms for stakeholders, emphasizing joint decision-making.
 - Inclusion of community representatives in monitoring committees and advisory boards.

This approach ensures that stakeholder perspectives are respected and integrated into every stage of the project, fostering ownership and sustainability.

6. Resources and Responsibilities

WWF GEF Project Agency:

- **Role:** Oversight and ensuring compliance with WWF's Standard on Stakeholder Engagement.
- **Responsibilities:**
 - Review and approve the Stakeholder Engagement Plan (SEP).
 - Monitor the implementation of the SEP through periodic reporting and yearly supervision field visits.
 - Provide technical guidance and capacity-building support to the lead Executing Agency and partners.

Lead Executing Agency:

- **Role:** Execution of the Stakeholder Engagement Plan and ensuring compliance with WWF safeguards standards.
- **Responsibilities:**
 - Coordinate stakeholder engagement activities at all levels.
 - Facilitate consultations, FPIC processes, and participatory decision-making mechanisms.
 - Ensure timely and culturally appropriate dissemination of project information.
 - Address grievances and feedback received through established mechanisms.
 - Report to the WWF GEF Project Agency on the progress and outcomes of stakeholder engagement.

Partner Organizations (park management authorities, WWF/WCS) and Local Facilitators:

- **Role:** Supporting on-the-ground implementation and building trust with communities.

- **Responsibilities:**
 - Organize and facilitate community consultations and feedback sessions.
 - Act as liaisons between the project team and local stakeholders, particularly marginalized groups.
 - Monitor and report on stakeholder engagement activities at the site level.

Budget Allocation:

- Stakeholder engagement activities are integrated into the overall project budget to ensure adequate resources.
- Estimated allocation for stakeholder engagement activities: **[insert amount based on project document]**.

7. Grievance Mechanism

The grievance redress mechanism is designed to enable the receipt of complaints of affected women and men and public concerns regarding the environmental and social performance of the project. In short, the aim of the mechanism is to provide people fearing, or suffering, adverse impacts with the opportunity to be heard and assisted. It is designed to address the concerns of the community(ies) with a particular project, identify the root causes of the conflicts, and find options for the resolution of grievances. Therefore, it is an essential tool to foster good cooperation with project stakeholders and ensure adequate delivery of previously agreed-upon results.

This mechanism is designed to:

- Address potential breaches of WWF’s policies and procedures;
- Be independent, transparent, and effective;
- Be accessible to project-affected people;
- Keep complainants abreast of progress of cases brought forward; and
- Maintain records on all cases and issues brought forward for review.

The PMU will be responsible for informing project-affected parties about the grievance mechanisms. Contact information of the staff member responsible for the grievance mechanism in the PMU will be made publicly available.

Project-Level Grievance Mechanism

The grievance mechanism for this Category B project is designed to ensure that all stakeholders, including Indigenous Peoples, local communities, and other affected groups, can express concerns related to the project and have them addressed in a transparent, timely, and culturally appropriate manner. This mechanism aligns with WWF’s safeguard standards and is accessible to all stakeholders.

Process for Grievance Redress

1. Receiving Grievances:

- **Channels:** Grievances can be submitted through multiple channels to ensure accessibility:
 - Written submissions (email, letters).
 - Verbal submissions during community meetings or consultations.
 - Dedicated grievance hotline or phone number.
 - Local grievance boxes placed at community centers.
 - Mobile apps or SMS services where feasible.
- **Points of Contact:** Local facilitators, project site offices, and community representatives will serve as initial points of contact for grievances.

2. Acknowledgement of Grievance:

- Once a grievance is received, the grievance focal point at the project site will log it into a centralized grievance register.
- Acknowledgement will be provided to the complainant within **7 working days**, either verbally or in writing, depending on the medium of submission.

3. Assessment and Categorization:

- Grievances will be assessed based on their nature (e.g., environmental, social, gender-based, or Indigenous Peoples-related) and categorized for appropriate resolution.
- Grievances related to sensitive issues, such as gender-based violence or SEAH (sexual exploitation, abuse, and harassment), will be handled with confidentiality and referred to specialized mechanisms or partners, to be determined within the first six months of project implementation.

4. Resolution Process:

- **Local Level:** Most grievances will be resolved at the community or project site level through dialogue between the complainant, local project team, and other relevant stakeholders.
- **Escalation:** If grievances cannot be resolved locally, they will be escalated to the project grievance committee, which includes representatives from the Executing Agency, WWF, and relevant government or CSO partners.
- **Timeline:** Grievances will be resolved within **30 working days** of receipt, unless the matter is complex and requires additional investigation.

5. Communication of Response:

- Resolutions will be communicated to the complainant in a culturally appropriate manner (e.g., in local language, verbally, or in writing, as preferred).
- Documentation of the grievance and resolution will be maintained in the grievance register.

Additional Features

- **Confidentiality:** Measures are in place to ensure that sensitive grievances, particularly those involving SEAH or human rights violations, are handled confidentially and securely.
- **Third-Party Oversight:** In complex or high-stakes cases, a neutral third-party mediator may be engaged to facilitate resolution.
- **Appeal Mechanism:** If a complainant is dissatisfied with the resolution, they can appeal to the WWF GEF Project Agency or other designated oversight body for further review.

Continuous Monitoring and Reporting

- Grievances will be tracked and analyzed periodically to identify patterns or recurring issues.
- An annual grievance report will be prepared and shared with stakeholders, summarizing the types and resolutions of grievances while maintaining anonymity where necessary.

This grievance mechanism ensures accountability, inclusivity, and trust, reinforcing the project's commitment to minimizing and addressing adverse impacts on stakeholders effectively.

WWF GEF Agency Grievance Mechanism

Project-affected communities and other interested stakeholders may raise a grievance at any time to the WWF GEF Agency. Contact information of the WWF GEF Agency will be made publicly available.

A grievance can be filed with the Project Complaints Officer (PCO), a WWF staff member fully independent from the WWF GEF Agency, who is responsible for the WWF Accountability and Grievance Mechanism and who can be reached at: Email: SafeguardsComplaint@wwfus.org.

Mailing address:

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

Complaints may be submitted in the Affected Party's native language and should include the following information:

- Complainant's name and contact information;
- If not filed directly by the complainant, proof that those representing the affected people have authority to do so;
- The specific project or program of concern;
- The harm that is or may be resulting from the project;
- The relevant Environmental and Social Safeguards policy or provision (if known);
- Any other relevant information or documents;

- Any actions taken so far to resolve the problem, including contacting WWF;
- Proposed solutions; and
- Whether confidentiality is requested (stating reasons).

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

Stakeholders may also submit a complaint online or over the phone through an independent third-party platform at <https://secure.ethicspoint.com/domain/media/en/gui/59041/index.html> or <https://report.whistleb.com/en/wwf>.

8. Monitoring and Reporting

Progress against the Stakeholder Engagement Plan will be monitored and reported on throughout implementation.

The following comprises the monitoring and reporting activities to be undertaken with respect to stakeholder engagement **by the PMU**:

- The SEP will be periodically reviewed and updated as necessary at an annual Reflection Workshop. The review will ensure that the list of project stakeholders and methods of engagement remain appropriate.
- Activities related to stakeholder engagement will be documented and reported by the PMU every 6 months in a Project Progress Report (as part of regular reporting). The project Results Framework and Annual Work Plan and Budget will track beneficiaries of the project and activities related to the Stakeholder Engagement Plan.
- Stakeholder Engagement activities and progress will be monitored through the following indicators:
 - GEF Core Indicator 11: Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment
 - Indicator SEP 1: Number of government agencies, civil society organizations, private sector, indigenous peoples and other stakeholder groups that have been involved in the project implementation phase on an annual basis
 - Indicator SEP 2: Number of persons (sex disaggregated) that have been involved in project implementation phase (on an annual basis)
 - Indicator SEP 3: Number of engagements (e.g. meeting, workshops, consultations) with stakeholders during the project implementation phase (on an annual basis)

Stakeholder Engagement will be evaluated by **independent consultants** recruited for the project midterm and terminal evaluation.

The **WWF GEF Agency** will undertake annual supervision missions to ensure compliance, and report on progress against the Stakeholder Engagement Plan annually to the GEF through Project Implementation Reports.

Appendix 1: Stakeholder Analysis

Stakeholder Type	Stakeholder Name	Interest/Involvement in the Project	Project Effect on Stakeholder / Stakeholder Influence on the Project
Government of —			
Communities and Indigenous People			
Community Based Organizations			
NGOs			
Private Sector			
GEF Multilaterals			

Appendix 2: Systematic Documentation of Stakeholder Consultations

Date	Description of Consultation	Venue	Objective of the Consultation	Summary of Meeting Outcomes	Participants