

Vanuatu Community-based Climate Resilience Project (VCCRP)

Annex 7a: Stakeholder Engagement Plan

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Introduction

1.1 Purpose

1. Stakeholder consultations are a key part of the Vanuatu Community-based Climate Resilience Project (VCCRP) activity development and implementation process. This Implementation Stakeholder Engagement Plan documents how the relevant project stakeholders have been engaged and how consultations will be carried out during the implementation phase. Detailed participatory multi-stakeholder community engagement across all targeted communities will be undertaken as the project rolls out. The development of activities will be community driven and participatory consultations will be the critical opportunity for communities to have their say on the direction of activities.
2. The purpose of this process is to outline the considerations and requirements SAVE THE CHILDREN has when consulting and engaging with relevant persons during or upon completion of the VCCRP project.
3. The objectives of this process are to:
 - Ensure development of activities is participatory and community driven;
 - Meet GESI requirements when engaging;
 - Develop a consistent process and platform for recording and storing stakeholder details and data associated with consultation; and
 - Assist in ensuring key messaging across VCCRP project.

1.2 Responsibilities and Resources

4. The Project Management Unit (PMU) owns this procedure and is responsible for ensuring its implementation, either directly or through delegation.
5. It is also the responsibility of the Component Coordinator to ensure that gender balance and social inclusion is achieved throughout the implementation of this procedure and should ensure culturally appropriate strategies are used to achieve this such as separate meetings for males and females or targeting female input through women's groups.
6. Data generated in association with the requirements of this procedure (e.g. consultation implementation actions, etc.) are managed by the PMU.

1.3 Review

7. This procedure needs to be implemented, updated and refined throughout the lifecycle of the Project. During this process the focus and scope of the plan will change to reflect the varying stages of project implementation and to encompass any changes to project design.
8. This procedure is to be reviewed at least once a year. Early triggers for review may include:
 - A significant number of grievances received through the Grievance Redress Mechanism.

Legislation and Guidance

Table 2-1: Legislation and Regulations relevant to stakeholder consultation

Regulation	Description
National Climate Change and Disaster Risk Reduction Policy 2016-2030 (CCDRR Policy)	Highlights community-based adaptation as an objective. This project will also make contributions to priorities in governance, finance, and knowledge and information.
Vanuatu's National Disability Inclusive Development policy (2018 – 2025)	Commits to mainstreaming the Rights of Persons with Disabilities to ensure that development efforts meet the particular needs and priorities of persons with disabilities and that targeted disability specific services are made available.
National Gender Equality Policy (2015-2019) (NGEP)	Highlights the gendered nature of climate change impacts and includes an indicator to ensure that climate change and DRR are gender responsive. This project will support the achievement of this indicator and any further relevant indicators contained in an updated policy.
National Gender Equality Policy 2020 – 2030 (NGEP)	Vanuatu is preparing to launch the second NGEP

1.4 External Guidance documents

9. Other guidance that has been drawn on includes:

- GCF Environmental and Social Safeguards Policy;
- VCCRP Residual Risk Management Plan (Annex 6);
- GCF/B.19/25: GCF Gender Equality and Social Inclusion Policy and Action Plan 2018 – 2020;
- VCCRP Gender Action Plan (Annex 8).

1.5 Terms and Definitions

10. Glossary of key terms e.g. family-based approach, GESI etc.

Table 2-2: Terms and definitions relevant to stakeholder consultation

Term	Definition
Family-based approach	Family teams work at the household level and engage male and female heads of household in planning and implementation of adaptation for food and water security to ensure that women's and men's roles in agriculture and fisheries are taken into account
GESI	Gender and Social Inclusion

Stakeholder Engagement Process

11. The following section outlines the six steps in the stakeholder engagement process to be employed by Save the Children during the VCCRP project. This process is applicable to planned activities.

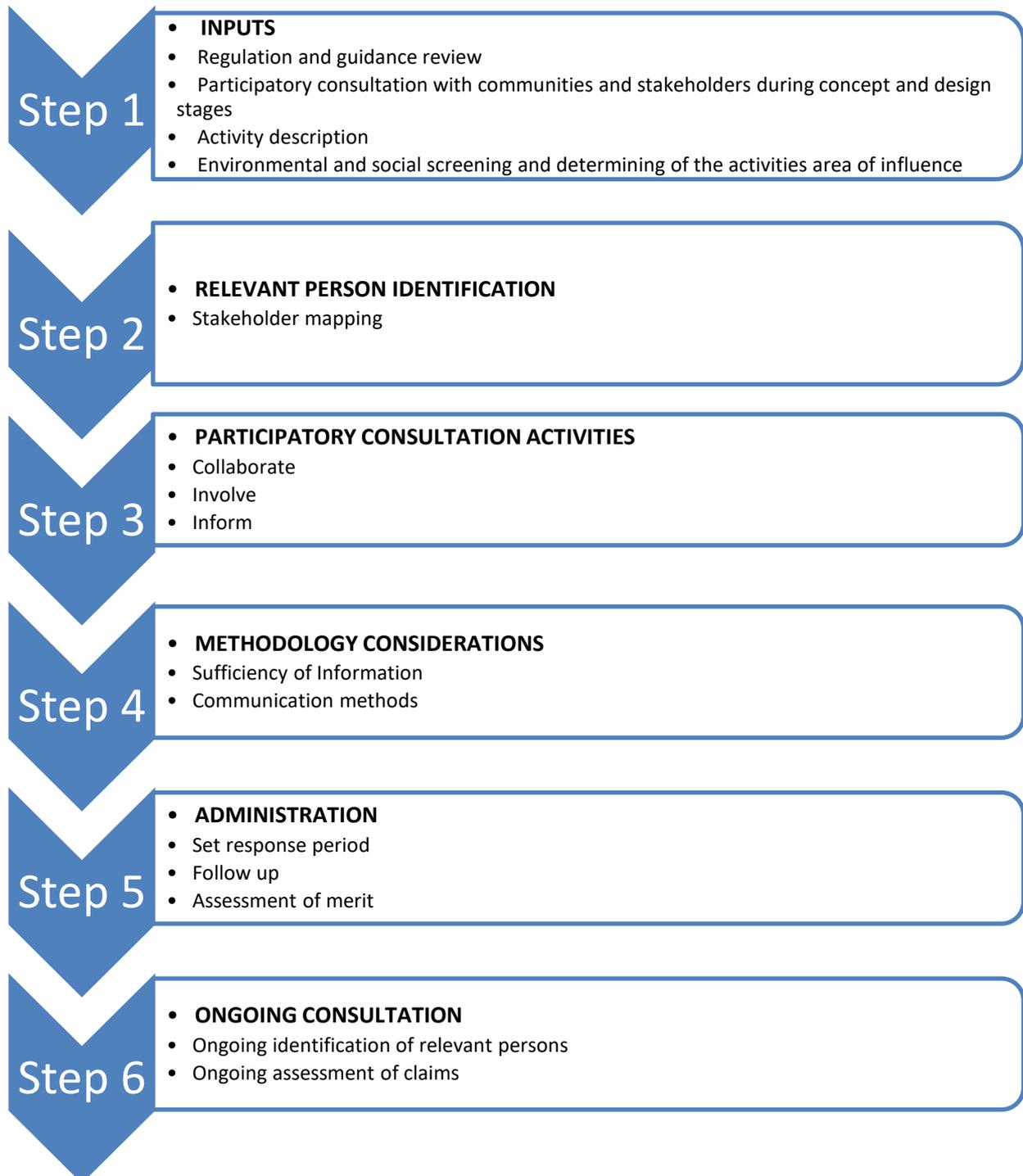


Figure 3-1: Stakeholder engagement process steps

1.6 Step 1: Inputs

To identify relevant persons the following inputs are required:

1. Regulation and guidance review
2. Participatory consultation with communities and stakeholders during concept and design stages
3. Description of the activities to be undertaken
4. Environmental and Social Safeguards (ESS) Risk assessment – identification of potential impacts that may arise during the activity. The result of stakeholder engagement during the design phase will help to inform the environmental and social screening for impact and risk using the process described in the VCCRP Residual Risk Management Plan (RRMP)
5. Area of influence of the activities.

1.7 Step 2: Stakeholder Identification

12. A standardised stakeholder mapping identification method will be utilised to compile a list of potentially relevant persons. This will build on the process completed in the concept and design phase of the VCCRP (See Annex 7 – Summary of Consultations).
13. Stakeholder engagement during implementation will allow for local tailoring of the implementation and sustainability approach in each community. During implementation detailed community stakeholder engagement in each targeted community will be undertaken to identify the most appropriate ways for local level implementation to take place building on a range of existing analyses and assessments undertaken by government and previous projects.
14. Implementation arrangements should engage partners with a track record of working with communities in each province. Expertise in gender equality and disability inclusion may need to be centralised through organisations such as VDPA (disability inclusion) and Care (family teams).

1.7.1 List of stakeholders

15. A list of proposed stakeholders is detailed in Table 3-2.

Table 3-1: List of stakeholders

Stakeholder Group	Interest and Influence Relevant to the Project	Proposed Role in Project	Engagement Strategy
Ministry of Climate Change (including Department of Climate Change, NDMO, VMGD)	<p>MoCC has a critical interest in the project as the lead Ministry for all climate change projects and related activities;</p> <p>Under this Ministry, the DG is responsible for delivering CCA, DRR and CIS throughout Vanuatu.</p>	<p>NDA / Operational Focal Point and Implementing Entity;</p> <p>Chair of the project Reference Group; execution of project activities, in particular those related to access to CIS (output 2.2) and enhanced local-provincial-national linkages (output 3.2).</p>	<p>Engagement through:</p> <p>(i) participation in project implementation including awareness raising, access to CIS, and enhancing local-provincial-national linkages;</p> <p>(ii) Chair of the project Reference Group that meets quarterly during implementation to provide oversight and guidance to the project.</p>
Ministry of Finance	<p>MoF has an interest in the project as a delivering mechanism for reaching a substantial portion of Vanuatu's rural and remote communities to promote CCA, DRR and as a result, greater community well-being. Also has interest in enhanced institutional and governance systems and linkages between all levels of government.</p>	<p>Co-Executing Entity; member of the project Reference Group; oversight and management of government funds for project activities.</p>	<p>Engagement through:</p> <p>(i) oversight of government project budget management and procurement;</p> <p>(ii) representation on the project Reference Group that meets quarterly during implementation to provide oversight and guidance to the project.</p>
National government (e.g. Ministry of Agriculture, Forestry, Fisheries, Livestock & Bio-security, Minister of Internal Affairs)*	<p>Interest in project activities that promote greater food security and increase community well-being (output 1.1). National legislation and policy include provisions for community management plans that address agriculture and fisheries issues and have extension officers in all Provinces with established relationships with local communities</p>	<p>Implementing Entity; member of the project Reference Group; execution of project activities, in particular those related to climate-resilient food systems (output 1.2 and 1.3), sector-specific and institutional support (2.1) and enhanced local-provincial-national linkages (output 3.2).</p>	<p>Engagement through:</p> <p>(i) participation in project implementation including awareness raising, consultations on community management plans, and technical support and staff training provided to local extension services;</p> <p>(ii) representation on the project Reference Group that meets quarterly</p>

Stakeholder Group	Interest and Influence Relevant to the Project	Proposed Role in Project	Engagement Strategy
	to provide sector-specific support (output 3.1).		during implementation to provide oversight and guidance to the project.
Other National Government Agencies (e.g. DARD, VFDOceans Office)	Interest in project activities that relate to national priorities for ocean governance and sustainable management, gender equity and inclusion of marginalised groups.	General interest in project activities related to each Ministry's portfolio.	Consultations when developing and implementing interventions, as required.
Local authorities (e.g. Provincial governments, DLA**, Area Councils, CDCCCs)	<p>Interest in project activities that promote Provincial development and increase community food security and DRR.</p> <p>Local authorities in Area Councils have established networks into communities, can influence management interventions and benefit from development activities in their areas.</p>	Direct and indirect beneficiaries. Execution of specific climate-resilient agriculture and fisheries interventions (to be decided at project onset for each site) (output 1.1), DRR activities (output 2.1), sector-specific and institutional support (output 3.1) and enhanced local-provincial-national linkages (output 3.2).	Engagement through: (i) participation in awareness raising; (ii) consultation on the design of community management plans and, in some areas, implementation of management plans; (iii) technical support and staff training provided to local extension services; (iv) representation on the Reference Group
Local NGOs	Interest in project activities that promote local development and increase community food security and DRR. Many local non-governmental organizations work on agriculture and fisheries issues, DRR awareness and training, and are well-known and trusted by local communities.	Execution of specific climate-resilient agriculture and fisheries interventions (to be decided at project onset for each site) and training/awareness-raising for communities.	Engagement through: (i) participation in awareness raising; (ii) consultation on the design of community management plans and, in some areas, implementation of management plans; (iii) DRR technical support and training.
CSOs and community networks	CSOs and community networks will be consulted during the implementation of the project. They have established networks into communities, particularly working on agriculture and fisheries issues, DRR	Execution of specific climate-resilient agriculture and fisheries interventions (to be decided at project onset for each site). CSOs and community networks are also indirect beneficiaries who will collaborate with communities to support	Engagement through: (i) participation in awareness raising; (ii) consultation on the design of community management plans and, in some areas, implementation of management plans;

Stakeholder Group	Interest and Influence Relevant to the Project	Proposed Role in Project	Engagement Strategy
	awareness and training, and are well-known and trusted by local communities.	implementation of management plans and conduct awareness raising activities.	(iii) DRR technical support and training; (iv) representation on the project Reference Group.
Smallholder communities	Communities have been identified as extremely vulnerable to climate variability and extremes. They receive limited training and support to develop climate-resilient food systems. As a result of climate change and unsustainable management, the productivity of agricultural lands and fisheries are decreasing. This group has a great interest in accessing knowledge and information to foster climate-resilient food systems (1.2 and 1.3) and enhanced DRR (2.1).	Direct beneficiaries of project. They will significantly contribute to the design of climate-resilient agriculture and fisheries that are suited to their local environmental and socioeconomic conditions through participatory methods to ensure that all proposed activities are entered into voluntarily and with broad community support. Smallholders will drive the identification and implementation of sustainable management of natural resources and be part of enhanced community DRR committees.	Engagement through: (i) surveys to identify key natural resources and climate impacts; (ii) consultations to develop/revise community management plans with adaptations for climate-resilient food systems; (iii) establish and train community management committees to enforce management plans; (iv) training and access to CIS; (v) train community DRR committees to enact disaster response; (vi) awareness-raising on the benefits of sustainable management practices.
Traditional Chiefs	Provide a voice for their community and kastom laws. Interest is aligned with the project's output 1.2 and 1.3 to improve food security, output 2.1 enhanced DRR, and output 3.1 adaptive local governance.	The Chiefs in the representative sub-set of communities will be involved in the project design, particularly identifying community needs, local laws and willingness to participate. This is likely to be communities in three Area Councils that are rural and remote, considered to be the most vulnerable communities in Vanuatu.	Engagement through: (i) surveys to identify key natural resources and climate impacts; (ii) consultations to develop/revise community management plans with adaptations for climate-resilient food systems; (iii) establish and train community management committees to enforce management plans; (iv) training and access to CIS; (v) train community DRR committees to enact disaster response; (vi) awareness-raising on the benefits of sustainable management practices.
Heads of community	Provide a voice for their group.	Heads of community committees and	Engagement through:

Stakeholder Group	Interest and Influence Relevant to the Project	Proposed Role in Project	Engagement Strategy
committees, e.g., women's groups, environmental committee	Interest is aligned with the project's output 1.2 and 1.3 to improve food security and output 2.1 enhanced DRR.	groups in the representative sub-set of communities will be involved in the project design, particularly identifying community needs, local laws and willingness to participate. This is likely to be communities in three Area Councils that are rural and remote, considered to be the most vulnerable communities in Vanuatu.	(i) surveys to identify key natural resources and climate impacts; (ii) consultations to develop/revise community management plans with adaptations for climate-resilient food systems; (iii) establish and train community management committees to enforce management plans; (iv) training and access to CIS; (v) train community DRR committees to enact disaster response; (vi) awareness-raising on the benefits of sustainable management practices.
Development partners	Interest in synergies between relevant projects and ensuring project design considers existing and future activities and outputs. Potential opportunities for value-adding activities and co-financing.		
Private sector (e.g. Vanuatu Business Resilience Council)	Interest in promoting the development of skills and businesses in Vanuatu Private sector firms will be sued for procurement of goods and services	Private sector organisations and industry will help to validate relevant national and local skills and capacity building mechanisms and provide access to cooperatives in the project's target sites	

1.8 Step 3: Consultation Activities

1.8.1 Engagement Methods

16. The mode of consultation will vary according to the participants, but in all cases will promote participation by ensuring that the venue is culturally appropriate and accessible for all groups, the timing convenient and the manner of conduct of the consultation socially and culturally appropriate. Where required separate consultations will be held for women and for youth. Consultations will be announced to give sufficient notice for participants to prepare and provide input to the project.
17. Table 3-2 describes planned consultations with stakeholders during the implementation phase, including proposed implementation engagement strategies and community engagement; and the kind and extent of consultations that will be conducted with direct beneficiaries during the implementation phase.
18. Several communication methods may be used to exchange information during consultation. Regardless of the method applied, the information provided needs to be as targeted as possible to reduce the information burden on the person, to reduce the possibility of confusion or misinformation, and to improve the likelihood of receiving valuable feedback from the consultation process.
19. Participatory methods will be a key driver for consultation during implementation.
20. Methods could include:
 - Focus Group Discussions;
 - Community mapping;
 - Representation from other communities who have lessons learnt to share; and
 - Novel approaches e.g., using video.
21. Mainstreaming of consultation during project implementation will include:
 - Gender balance and participation of people with disability;
 - All project staff trained in gender equality and social inclusion;
 - Train-the-trainer and family teams approach;
 - At least one full time GESI technical adviser and additional technical support on disability inclusion, with experience in analysis, planning and monitoring. The adviser must be able to mentor and train government counterparts at MoCC, MALFFB, and province and area level; and
 - Project communications should be designed to challenge social norms. For example, by using appropriate language; and showing women, people with disability in active leadership roles.
22. Community consultations will focus on a train-the-trainer approach as well as a family teams' approach which are described below.

1.8.1 Train the trainer

23. Education and training are a key component of project activities. One of the main ways that education and training will be undertaken during implementation is via Train-the-trainer sessions. Government staff will require training and mentoring in this approach. During implementation it is important to identify and support people with disability to be trainers and champions to increase disability inclusion. Community consultations will focus on a train-the-trainer approach as well as a family teams approach.

1.8.2 Engagement at Family teams/ family farms level

24. Family teams work at the household level and engage male and female heads of household in planning and implementation of adaption for food and water security to ensure that women's and men's roles in agriculture and fisheries are considered. This approach also creates opportunities to address social norms about unpaid work and sharing workloads more equally. This family teams' approach will require specific expertise for developing training and mentoring/coaching of national and subnational staff. A toolkit and train-the-trainer approach have been developed by Care, ACIAR and University of Canberra and would be beneficial for use in this project.
25. National and sub-national government/ community liaison staff who work with communities will be trained and mentored how to use the inclusive family teams' approach.

1.9 Step 4: Methodology Considerations

1.9.1 Sufficiency of information and Communication Methods

26. Sufficiency of information will be ensured by using targeted information and language that is easily understood. Where possible information will be provided in Bislama. A mix of communications will be used to account for illiteracy, for example videos and other novel approaches can be used to convey information.

1.10 Step 5: Administration

1.10.1 Record Keeping

27. Records generated during a consultation process will be saved in a stakeholder database and kept on file for five years.
28. The following information is required to be logged in the database:
 - Stakeholder contact details (email addresses, phone numbers and mail addresses where applicable);
 - Engagement activity undertaken (e.g., face-to-face meeting, email, fact sheet);
 - Date of the engagement activity;
 - Summary of correspondence/engagement; and
 - An assessment of the merit of comments or claims (if applicable).
29. Any question-and-answer sessions will be minuted, and all sessions will have a report written highlighting the issues raised and how those issues have either been integrated into the project or how they have been managed.
30. Communities will receive feedback on issues they have raised via Area Council officer or the most appropriate team member.

1.11 Step 6: Ongoing Consultation

31. While meaningful two-way consultation and engagement with communities and stakeholders during the activity development phases and prior to commencement of an activity is extremely important, ongoing consultation during the activity and potentially after the activity is equally as important. Ongoing consultation serves several purposes:
 - Provisions of updates on activity progress;
 - Close out of communication commitments made during initial consultation;
 - A platform to notify relevant persons of any deviations to the activity details originally provided during initial consultation and highlight if the plan is no longer appropriate or effective; and
 - Development of open communication channels with key relevant persons.

32. While ongoing consultation with relevant persons and other stakeholders can be beneficial it is important not to overwhelm with too much information creating stakeholder fatigue. This Implementation Stakeholder Engagement Plan has been designed to minimise any fatigue while still maintaining the level of engagement needed.

1.11.1 Ongoing Identification of Relevant Stakeholders

33. Over the duration of implementation, changes in relevant stakeholders may occur. New interest groups may emerge, requiring adjustments to the stakeholder mapping. New stakeholders may be identified during the project's implementation resulting from on-going consultations and communication. As part of project implementation, the list of relevant persons will be reviewed and updated as new groups are identified.

1.11.2 Grievance Redress Mechanism (GRM)

34. Any parties wishing to raise grievances caused by or associated with the Project will be able to do so. GRM will be provided at three levels:

- GCF
- Accredited entity
- Activity level

35. In the first instance grievances will be managed by the AE EE Project Management Unit (PMU). The PMU will inform the communities about the GRM early in the stakeholder engagement process and in an understandable format and in the relevant language. This notification will include details of where and how to direct complaints. The EE will also coordinate the PMU to raise awareness amongst target communities on the VCCRP GRM.

36. A GRM is presented below to uphold the Project's social and environmental safeguards performance. The purpose of the GRM is to record and address any complaints that may arise during the implementation phase of the Project and/or any future operational issues that have the potential to be designed out during implementation phase. It should address concerns and complaints promptly and transparently with no impacts (cost, discrimination) for any reports made by project affected people (APs). The GRM works within existing legal and cultural frameworks, providing an additional opportunity to resolve grievances at the local, project level.

37. The key objectives of the GRM are:

- Record, categorize and prioritize the grievances;
- Settle the grievances via consultation with all stakeholders (and inform those stakeholders of the solutions);
- Forward any unresolved cases to the relevant authority.

38. The following process will be used to address the issues and concerns that an affected party (AP) may have. The key point of contact for the AP will be the Area Council officer who will liaise with the PMU directly. The party receiving the complaint will receive and document all matters and issues of concern from the local community and forward copies of all grievances to the Component Coordinator.

39. At all times it is the responsibility of the Component Coordinator to record, manage and close all grievances. Management of grievances may include issuing instructions to the relevant party to resolve the matter. If the Area Council staff receives the grievance and can effectively resolve the matter to the satisfaction of the AP, the Area Council staff will provide the Component Coordinator with the details who will then record the matter.

40. For concerns such as damage to non-land assets, etc., the AP will discuss this with the Area Council, who will then raise the matter immediately with the offending party or their supervisors, if unresolved at the activity level. If the concern can be addressed without delay, and the

outcome is satisfactory to the AP, the matter is closed. The Consultant will provide a report to the Component Coordinator as soon as the complaint has been resolved.

41. For more extensive complaints such as impacts to livelihoods or land issues such as restrictions to access, the Component Coordinator will document and record the grievance and manage the response process. APs can submit these types of complaints through any number of channels including via the village council or other third party; directly to the Consultant or project team; in writing; anonymously; verbally; etc. The complaint must be acknowledged within 24 hours of it being lodged. The timing and way it will be resolved will be conveyed to the AP within 48 hours. The delegated party will provide a corrective action report to the Component Coordinator as soon as the action has been taken.
42. Should the complainant remain unsatisfied with the response of the delegated party, the complaint will be referred by the Component Coordinator to Save the Children.
43. All grievances received and handled will be reported by the EE to the AE via periodic reporting. Save the Children will review the handling of grievances to ensure they have been handled correctly.
44. The five-step grievance management process will be applied to the Project by the following process:

Table 3-2: Grievance Redress process in tabulated form

Step	Application/How	Responsibility
Publicise the process	Develop a procedure which explains how the grievance mechanism will work in the target community	SAVE THE CHILDREN, EE
	Present the grievance mechanism at a public meeting to help with affected communities	EE PMU
Receive and register	Identify locations to receive grievances and ensure accessibility to all affected stakeholders	Receiving authorities (Area Council, Village Leaders), EE PMU
	Recognise that some grievances may be submitted in writing while others will be communicated verbally. All grievances are to be treated with the same level of seriousness and respect.	
	Log all complaints into a database	
Review and investigate grievances	Review and investigate grievances	EE PMU
	Explain the process and the timeframe for the GRM process	
	Appoint an appropriate person to obtain information and investigate.	
Develop resolution options, response to grievances and closeout	EE	EE PMU
	Implement the agreed solution	EE PMU and Receiving

Step	Application/How	Responsibility
	Follow-up with complainant to ensure satisfaction	Authority
	If unsatisfied: Discuss further options. Identify local partners who might be able to assist in finding solutions	
	If still unresolved, refer matter to third-party mediation or external review.	
Monitor and evaluate	Regularly monitor the number and type of grievances received, resolved and outstanding	EE, SAVE THE CHILDREN
	Evaluate trends over time and stages of project development	
	Report all grievances to SAVE THE CHILDREN via relevant periodic reporting	EE

Save the Children will also maintain an email-based grievance mechanism, so that the public can also lodge grievances directly to Save the Children, should they wish to do so.