



Food and Agriculture Organization
of the United Nations

Annex 7

Summary of consultations and Stakeholder Engagement Plan (SEP)

For the GCF-FAO Project “Improving Climate Resilience in the Steppes and Dry Forest Areas of the Algerian Green Dam”

Table of Contents

Part 1. Introduction	6
1.1. Purpose	6
1.2. Objectives	6
1.3. Methodology	7
1.4. Regulation and Requirements	8
Part 2. Stakeholder Analysis	10
2.1. Stakeholder identification and analysis process	10
Table 2. Summary of main stakeholders identified	11
2.2. Roles and responsibilities of key stakeholders	13
Part 3. Stakeholder Consultations	17
Stakeholders consultation timetable	17
Part 4. Stakeholder Engagement Plan	21
4.1. Principles and procedures for stakeholder consultations	21
4.2. Information disclosure	23
4.3. Stakeholder Engagement Plan	26
4.4. Monitoring and Reporting	36
Part 5. Grievance Redress Mechanism	39
5.1. Project-level Grievance Redress Mechanism (GRM)	39
5.2. FAO Complaints Procedure through the Office of the Inspector General (OIG)	43
5.3. Bottom-up Grievance Redress Mechanism, (GRM)	43

List of Acronyms

AFOLU — Agriculture, Forestry and Other Land Use
ANADE — National Agency for Support and Development of Entrepreneurship
ANCC — National Climate Change Agency
ANGEM — National Agency for Management of Microcredit
ANRH — National Agency for Water Resources
APC — People’s Communal Assembly
ASAL — Algerian Space Agency
BADR — Bank of Agriculture and Rural Development
BNEDER — National Bureau for Rural Development Studies
CBD — Convention on Biological Diversity
CLO — Community Liaison Officer
CRSTRA — Research Centre in Astronomy, Astrophysics and Geophysics
DGF — General Directorate of Forests
DSA — Directorate of Agricultural Services
ESMF — Environmental and Social Management Framework
ESMP — Environmental and Social Management Plan
FAO — Food and Agriculture Organization of the United Nations
FESM — FAO Environmental and Social Management
FPIC — Free, Prior and Informed Consultation
GCF — Green Climate Fund
GRM — Grievance Redress Mechanism
HCDS — High Commission for the Development of the Steppe
INRAA — National Institute of Agronomic Research of Algeria
INRF — National Institute for Forest Research
MADR — Ministry of Agriculture and Rural Development
MRV — Measurement, Reporting and Verification
NDC — Nationally Determined Contribution
NTFP — Non-Timber Forest Products
OIG — Office of the Inspector-General
ONM — Office National de la Météorologie
PMU — Project Management Unit
SEP — Stakeholder Engagement Plan
SNAT — National Spatial Planning Scheme
SPANB — National Biodiversity Strategy and Action Plan
UNCCD — United Nations Convention to Combat Desertification
UNFCCC — United Nations Framework Convention on Climate Change
USTHB — University of Science and Technology Houari Boumediene

List of tables

Table 1.	Regulation and requirements relevant to the SEP
Table 2.	Summary of main stakeholders identified
Table 3.	Roles and responsibilities of key stakeholders
Table 4.	Stakeholder consultation timetable
Table 5.	Information and documents to be disclosed during implementation
Table 6.	Stakeholder engagement plan
Table 7.	Stakeholder engagement log template

Table 8. the grievance structure

Background

This document is structured as a comprehensive framework that combines strategic orientation with practical implementation guidance, ensuring that stakeholder engagement is systematically integrated throughout the project lifecycle. It begins by establishing the **rationale and importance of stakeholder engagement**, emphasizing its role in promoting transparency, accountability, and inclusive decision-making. The document then clearly defines the **objectives, purpose, and methodological approach**, highlighting key principles such as inclusivity, accessibility, and continuous participation, while introducing a communication strategy tailored to different stakeholder groups.

Building on this foundation, this Stakeholder Engagement Plan SEP situates the project within its **regulatory and institutional context**, aligning stakeholder engagement practices with national legislation, international conventions, and safeguard requirements. It then moves into a detailed **stakeholders' identification and analysis**, presenting the different actors involved, their roles, and the outcomes of consultations conducted during project preparation. This analytical section is further reinforced by a comprehensive **stakeholder engagement matrix**, which operationalizes engagement by outlining responsibilities, methods, consultation findings, and future interactions for each stakeholder group.

The document subsequently translates these elements into action through a clearly defined **stakeholder engagement programme**, specifying the mechanisms for information disclosure, consultation, and participation, with particular attention to vulnerable groups. It also details the **implementation arrangements**, including roles, responsibilities, timelines, and resource allocation, ensuring clarity in execution. Finally, the SEP concludes with a robust **monitoring and reporting framework**, designed to track participation, assess effectiveness, and integrate feedback into project management.

Overall, the document follows a logical progression from conceptual foundations to operational tools, providing both a strategic vision and a practical roadmap to ensure that stakeholder engagement is continuous, inclusive, and results-oriented throughout the project.

Part 1. Introduction

1.1. Purpose

The involvement of all key stakeholders engaged in programme activities is necessary to develop effective programmes. By establishing structured approaches for communication, consultation, and participation throughout the project lifecycle, the Stakeholder Engagement Plan (SEP) strengthens accountability, builds trust, and enhances transparency. It enables regular and meaningful dialogue with stakeholders, ensuring that project objectives and interventions are responsive to the needs and interests of those affected. Beside the above, this SEP intends to facilitate an effective engagement by supporting early identification and mitigation of risks, helping the Project preventing and managing potential tensions, and generating insights that inform sound, inclusive decision-making. Through systematic stakeholder involvement, this SEP aims at contributing to improve the Project's social and environmental outcomes, promoting transparency, fostering country ownership, and enhancing its overall sustainability and effectiveness.

The key Project's stakeholders considered by this SEP include:

- Key decision makers and institutional “leaders”
- Parties who are affected by the decision or the action
- Parties responsible for the implementation
- Parties who might oppose the decision or action; and
- Parties who might facilitate or accelerate the process or its outcomes (i.e., experts).

This Project has been developed by involving key stakeholders through various virtual/in person consultations and meetings including in-country national-level consultations (inception and feedback workshops), and field-level mission with a national and international team. A list of consultations is included in the relevant sections below. Engaging with stakeholders, capturing their vision, concerns and priorities allowed the Project elaboration to incorporate a range of perspectives, address a series of technical, strategic, and implementation-related issues, and elaborate a Project proposal that is adequately aligned with the Country priorities and local needs.

1.2. Objectives

Stakeholder engagement is a central element of the project's implementation approach and governance framework. The project is committed to ensuring inclusive, transparent and continuous participation of stakeholders throughout the entire project lifecycle, from inception and planning to implementation, monitoring and evaluation.

This SEP aims at ensuring that all relevant actors—including government institutions, local authorities, research institutions, private sector actors, civil society organizations and affected communities—are actively involved in project decision-making and implementation processes. Special attention is given to directly affected populations and vulnerable groups, particularly:

- Pastoralists and agro-pastoral households
- Smallholder farmers
- Women's organizations and women entrepreneurs
- Youth engaged in rural economic activities
- Communities living in degraded steppe and forest ecosystems.

Engaging these stakeholders in a meaningful and structured way will contribute to:

- ✓ improving the relevance and effectiveness of project interventions
- ✓ strengthening local ownership of restoration and climate adaptation measures
- ✓ ensuring equitable benefit sharing among stakeholders

- ✓ identifying and mitigating potential environmental and social risks
- ✓ improving transparency and accountability in project implementation
- ✓ Strengthening the long-term sustainability of project outcomes.

1.3. Methodology

Stakeholder engagement will be conducted through regular consultations, participatory planning processes, knowledge-sharing activities and continuous feedback mechanisms. A stakeholder communication strategy will be in place to support effective stakeholder engagement. The Project will develop a Stakeholder Communication Strategy during the inception phase. This strategy will define communication channels, consultation mechanisms and information disclosure procedures tailored to the different stakeholder groups involved in the project. The strategy will build upon lessons learned from previous initiatives related to the Green Dam programme, land restoration programmes and rural development projects in Algeria.

The communication strategy will follow the key principles outlined below:

- ✓ **Clarity**
Communication objectives, project information and consultation messages will be clearly defined and adapted to each stakeholder category to ensure understanding of project goals, expected benefits, and implementation processes.
- ✓ **Accessibility**
Information will be disseminated using multiple communication channels to reach diverse stakeholders, including those in remote rural areas. Communication materials will be prepared in Arabic, French and Berbere where applicable, and simplified formats will be used where necessary to ensure accessibility for communities with limited technical knowledge.
- ✓ **Inclusivity**
Engagement processes will ensure the participation of women, youth and marginalized groups. Specific consultation formats such as women-only focus groups, targeted outreach through local associations and participatory workshops will be used to facilitate inclusive participation.
- ✓ **Credibility and Relevance**
Information will be communicated through trusted institutions and local intermediaries such as extension services, local authorities, producer organizations and community associations. Messages will be adapted to the socio-economic and cultural context of rural steppe communities.
- ✓ **Timeliness and Comprehensibility**
Information related to project activities, potential impacts, risks and mitigation measures will be communicated in a timely manner. Communication materials will use clear and simple language to ensure that stakeholders can easily understand the information provided.
- ✓ **Monitoring and Learning**
Stakeholder feedback will be systematically collected and integrated into project monitoring and evaluation processes. Lessons learned from consultations will be used to improve project implementation and strengthen adaptive management.

Coordination with Institutional Communication Systems

The project will leverage existing communication systems and outreach capacities of national and local institutions involved in implementation, including:

- Ministry of Agriculture and Rural Development (MADR)
- General Directorate of Forests (DGF)

- High Commission for the Development of the Steppe (HCDS)
- Wilaya authorities and local communes
- FAO communication and knowledge-sharing platforms.

1.4. Regulation and Requirements

The Stakeholder Engagement Plan (SEP) is prepared in line with the national legal and policy framework of Algeria, as well as the applicable FAO and GCF requirements. These instruments are relevant because they provide the basis for participation, transparency, access to information, environmental and social risk management, inclusion of vulnerable groups, and grievance redress throughout project implementation. Rather than listing legal and policy instruments only, the table below explains their specific relevance to this SEP.

Table 1. Regulation and requirements relevant to the SEP

Framework / instrument	Type	Relevance to the SEP
National Spatial Planning Scheme (SNAT 2030)	National policy framework	SNAT 2030 is relevant because the project is implemented across steppe and dry forest landscapes where territorial planning, coordination across sectors, and balanced rural development are important. For this SEP, it supports engagement with national, wilaya and local authorities to ensure that consultations and stakeholder participation are aligned with territorial priorities and local development planning.
National Biodiversity Strategy and Action Plan (SPANB 2016–2030)	National biodiversity policy	SPANB is relevant because the project promotes ecosystem restoration, biodiversity conservation and sustainable land management. For this SEP, it justifies the inclusion of environmental institutions, research actors, local communities and producer groups in consultations related to restoration priorities, biodiversity-sensitive practices and monitoring.
Law No. 03-10 on Environmental Protection and Sustainable Development	National law	This law is relevant because it establishes principles related to environmental governance, sustainable development, and public interest in environmental matters. For this SEP, it supports the need for stakeholder consultation, information-sharing, and consideration of environmental and social concerns in project design and implementation.
National Strategy for Combating Desertification and Reviving the Green Dam	National strategic framework	This strategy is directly relevant because the project contributes to restoration of degraded steppe ecosystems, climate resilience and Green Dam revitalization. For this SEP, it provides the policy rationale for engaging the institutions and communities involved in anti-desertification, restoration and pastoral management.
Agricultural and pastoral legislation, including the Pastoral Code under revision	National legal and regulatory framework	This framework is relevant because the project includes activities linked to rangeland governance, grazing management, pastoral systems and local resource use. For this SEP, it means pastoralists, agro-pastoral households, local authorities and technical institutions must be consulted in a structured way, especially where reform, land-use arrangements or resource access may affect stakeholders.
United Nations Convention to Combat Desertification (UNCCD)	International convention	UNCCD is relevant because the project addresses land degradation, desertification and restoration in dryland ecosystems. For this SEP, it reinforces the importance of participatory approaches, local engagement and consultation with communities affected by land degradation.
Convention on Biological Diversity (CBD)	International convention	CBD is relevant because the project supports biodiversity conservation and ecosystem restoration. For this SEP, it underlines the importance of involving stakeholders in decisions affecting ecosystems, species, and restoration measures, including research institutions and local communities.
United Nations Framework Convention on Climate Change (UNFCCC)	International convention	UNFCCC is relevant because the project seeks to improve climate resilience and support adaptation in vulnerable rural landscapes. For this SEP, it supports engagement with climate-related institutions and stakeholders to ensure that climate risks, adaptation needs and local knowledge are reflected in implementation.

Algeria's Nationally Determined Contribution (NDC)	National climate commitment	The NDC is relevant because the project contributes to national climate adaptation, restoration and resilience goals. For this SEP, it provides justification for consulting institutions responsible for climate policy, monitoring and implementation, and for ensuring that stakeholder feedback helps align project actions with national climate priorities.
Kunming–Montreal Global Biodiversity Framework	International policy framework	This framework is relevant because it promotes ecosystem restoration, biodiversity conservation and inclusive governance. For this SEP, it supports the engagement of stakeholders in ways that are participatory, inclusive and attentive to local ecological priorities.
Land Degradation Neutrality (LDN) targets under the UNCCD	International target framework	LDN targets are relevant because the project aims to reduce degradation and restore productive landscapes. For this SEP, they reinforce the need to involve stakeholders in identifying degraded areas, validating restoration priorities and monitoring progress.
FAO Environmental and Social Management Framework (FESM)	FAO safeguard framework	The FESM is directly relevant because it requires FAO-supported projects to identify stakeholders, disclose relevant information, consult affected and interested parties, include vulnerable groups, and establish accessible grievance mechanisms. For this SEP in particular, the FESM provides the institutional basis for preparing a dedicated stakeholder engagement plan, organizing consultations throughout the project cycle, documenting feedback, and linking engagement to environmental and social risk management.
Green Climate Fund Environmental and Social Policy	GCF safeguard policy	This policy is relevant because the project is financed through the GCF and must meet GCF environmental and social requirements. For this SEP, it requires meaningful stakeholder engagement, timely disclosure of relevant information, inclusive participation, attention to vulnerable groups, and functioning grievance arrangements throughout implementation.
Free, Prior and Informed Consultation (FPIC, where relevant)	Consultation principle / safeguard requirement	FPIC-related principles are relevant where project activities may affect communities in ways that require consultation before decisions are made. For this SEP, this means consultations must be meaningful, timely, understandable and based on prior disclosure of relevant information, especially for stakeholders directly affected by project interventions.
Access to information and grievance redress requirements	Safeguard and accountability requirement	These requirements are relevant because stakeholder engagement is not limited to consultation alone; it also requires that stakeholders can access project information and raise concerns or complaints. For this SEP, they justify the information disclosure measures described later in the document and the establishment of a grievance redress mechanism accessible to project stakeholders.

Part 2. Stakeholder Analysis

2.1. Stakeholder identification and analysis process

Stakeholder identification and analysis were carried out during the project preparation phase through a progressive consultation process undertaken between **June 2023 and December 2024**. The process combined national-level consultations, technical workshops, bilateral meetings, field missions, and community-level discussions in order to identify the institutions, groups and actors that are relevant to the project and to understand their respective roles, interests, influence, and expected level of involvement.

Stakeholders were consulted at different stages of project preparation depending on the purpose of the exchange. Early consultations focused on validating the overall project concept and confirming its alignment with national priorities for restoration, climate resilience and Green Dam revitalization. Subsequent consultations were used to clarify technical roles, identify intervention priorities, gather scientific and operational inputs, assess local needs and constraints, and validate the proposed implementation arrangements. Final consultations were undertaken to review and confirm the overall project design before submission.

The stakeholder analysis also considered the nature of each stakeholder's relationship to the project, including their institutional mandate, technical role, decision-making influence, degree of interest, and whether they are directly affected by or directly involved in implementation.

For the purposes of this SEP, stakeholders are classified as **primary** or **secondary** stakeholders.

Primary stakeholders are those that are either directly affected by the project, directly involved in implementation, or essential for decision-making, coordination and delivery of project results. This category includes, for example, lead government institutions, executing and coordinating entities, local authorities involved in implementation, and the communities and groups expected to benefit directly from project interventions. Their close and continuous engagement is necessary because they influence, implement, or experience the project most directly.

Secondary stakeholders are those that have an important supporting, advisory, regulatory, financial, scientific or market-related role, but are not expected to be continuously involved in day-to-day implementation or directly affected to the same extent as primary stakeholders. Their engagement remains important to the success, sustainability and enabling environment of the project, but it is generally more targeted and periodic.

This classification is therefore not intended to reflect the importance of one stakeholder over another, but rather the degree of direct relevance to project implementation, decision-making, and impact. It is used to guide the intensity, frequency and methods of stakeholder engagement during implementation.

The table below summarizes the main stakeholders identified and presents the rationale for their categorization, relevance to the project, and preferred methods of engagement.

Table 2. Summary of main stakeholders identified

Category	Stakeholder Group	Why they are relevant to the project	Preferred Method of Disclosure / Engagement
Primary	Ministry of Agriculture and Rural Development (MADR)	MADR provides overall policy direction and ensures alignment with national agricultural and rural development strategies. It validates workplans and coordinates across sectors, making it essential for institutional legitimacy and strategic coherence.	High-level policy meetings, interministerial committees, formal reports, technical workshops
Primary	General Directorate of Forests (DGF)	DGF is the main executing body responsible for implementing restoration activities and supervising field operations. Its technical and operational role is central to delivering on-the-ground results and ensuring safeguards compliance.	Technical meetings, field missions, restoration planning workshops, operational reports
Primary	National Coordination Body (Green Dam / Desertification)	This body ensures intersectoral coordination and alignment with national programmes. It facilitates strategic decisions and resolves cross-sectoral issues, ensuring coherence with national desertification and climate objectives.	High-level coordination meetings, policy dialogue sessions, official communications
Primary	Interministerial / National Steering Committee	The committee provides governance oversight, validates plans and budgets, and monitors progress. It plays a key role in decision-making and coordination across ministries.	Steering committee meetings, progress reviews, briefing notes, decision memos
Primary	High Commission for the Development of the Steppe (HCDS)	HCDS contributes expertise in rangeland and pastoral management, ensuring that restoration interventions are technically appropriate and adapted to steppe ecosystems.	Joint technical planning sessions, participatory workshops, field consultations

Primary	Wilaya Local Committees & Local Authorities	These actors coordinate local implementation, validate beneficiaries, and ensure community participation. Their involvement ensures that the project is grounded in local needs and realities.	Local workshops, community meetings, participatory field visits, public disclosure sessions
Primary	Project Management Unit (PMU)	The PMU coordinates implementation, manages reporting, safeguards, and stakeholder engagement. It ensures effective communication and operational efficiency throughout the project lifecycle.	Internal coordination meetings, monitoring reports, stakeholder communication platforms
Primary	FAO (Accredited Entity)	FAO provides technical oversight, safeguards compliance, and reporting to the GCF. It ensures adherence to international standards and strengthens implementation quality.	Supervision missions, technical reviews, training sessions, formal reporting systems
Primary	Pastoralists, farmers, agro-pastoral households	These are the main beneficiaries directly affected by project interventions. Their participation is essential for adoption of practices and sustainability of outcomes.	Community meetings, focus groups, farmer field schools, local radio, participatory planning
Primary	Women's organizations and vulnerable groups	These groups are prioritized to ensure inclusivity and equitable benefit-sharing. Their engagement strengthens social outcomes and resilience.	Women-only focus groups, targeted outreach, local associations, tailored training sessions
Primary	Producer associations / cooperatives	These stakeholders support value chains, market access, and organization of producers, contributing to economic sustainability.	Cooperative workshops, training sessions, market consultations, participatory planning
Secondary	Ministry of Environment & Climate Institutions	These institutions ensure alignment with climate policies, environmental safeguards, and carbon finance mechanisms, strengthening climate impact.	Policy workshops, technical consultations, validation meetings
Secondary	Office National de la Météorologie (ONM)	ONM provides climate data and early warning systems, supporting resilience and climate-informed decision-making.	Technical workshops, data-sharing sessions, training for advisory services
Secondary	Algerian Space Agency (ASAL)	ASAL supports GIS and remote sensing for monitoring land degradation and restoration progress, enabling evidence-based planning.	GIS working groups, technical meetings, data-sharing platforms
Secondary	Research institutions and universities	These institutions provide scientific expertise and innovation, ensuring that interventions are based on sound evidence and monitoring systems.	Research consultations, thematic workshops, peer reviews, field studies

Secondary	BNEDER	BNEDER provides technical and engineering support, ensuring feasibility and quality of planning and implementation.	Technical study reviews, planning workshops, field missions
Secondary	Ministry of Water Resources & agencies	These actors manage water systems critical for restoration and livelihoods, contributing to resilience in arid regions.	Engineering meetings, feasibility consultations, water user discussions
Secondary	Ministry of Interior & local governance bodies	These stakeholders support land-use planning, coordination, and grievance management, facilitating smooth local implementation.	Local governance meetings, public consultations, GRM channels
Secondary	Financial institutions (BADR, ANADE, ANGEM)	These institutions enable access to finance and support entrepreneurship, contributing to sustainability of livelihoods.	Finance roundtables, product design workshops, bilateral meetings
Secondary	Private sector actors	The private sector contributes to market development, service delivery, and investment, supporting scaling and sustainability.	Business meetings, partnership forums, contract negotiations
Secondary	Youth and rural entrepreneurs	Youth contribute to innovation, employment, and long-term sustainability through entrepreneurship and adoption of new practices.	Training programmes, entrepreneurship workshops, outreach campaigns

2.2. Roles and responsibilities of key stakeholders

Effective implementation of the project requires the coordinated engagement of a broad range of stakeholders at national, regional and local levels. These include government ministries and technical institutions, decentralized authorities, research and academic institutions, financial and private sector actors, civil society organizations, and the communities and groups directly concerned by project interventions. Each stakeholder brings a specific mandate, comparative advantage and area of responsibility that is essential to the achievement of project objectives.

A clear definition of stakeholder roles and responsibilities is necessary to support effective coordination, strengthen accountability, promote inclusive participation, and ensure that implementation arrangements are aligned with institutional mandates and local realities. It also helps clarify decision-making processes, facilitate collaboration across sectors and levels of governance, and enhance the overall efficiency and sustainability of project interventions.

The table below presents the key stakeholders involved in the project and summarizes their respective roles and responsibilities in relation to project oversight, technical implementation, coordination, advisory support, and community engagement

Table 3. Roles and responsibilities of key stakeholders

Key stakeholder	Role	Main responsibilities
Ministry of Agriculture and Rural Development (MADR) General Directorate of Forests (DGF) National Coordination Body (Green Dam / Desertification) Interministerial / National Steering Committee High Commission for the Development of the Steppe (HCDS)	Lead policy and strategic authority	Provides overall policy direction, ensures alignment with national agricultural and rural development strategies, validates workplans, and supports inter-sector coordination.
	Main executing body	Leads implementation of restoration activities, supervises field operations, coordinates restoration planning, and ensures safeguards compliance.
	Intersectoral coordination body	Ensures coherence with national programmes, facilitates strategic decisions, and resolves cross-sectoral issues linked to desertification and climate objectives.
	Governance and oversight body	Validates annual plans and budgets, monitors project progress, addresses implementation bottlenecks, and supports high-level decision-making.
	Technical partner for rangelands and pastoral systems	Provides expertise in rangeland rehabilitation, grazing management, pastoral planning, and restoration monitoring adapted to steppe ecosystems.

Wilaya Local Committees & Local Authorities	Local coordination and implementation support	Coordinate implementation at local level, validate beneficiaries, organize consultations, supervise local activities, and support grievance handling.
Project Management Unit (PMU)	Day-to-day project coordination unit	Coordinates implementation, reporting, safeguards, stakeholder engagement, consultation records, disclosure, grievance redress, and monitoring of participation.
FAO (Accredited Entity)	Technical oversight and safeguard supervision	Provides technical support, quality assurance, safeguards oversight, supervision missions, reporting to GCF, and capacity development.
Ministry of Environment / Climate Institutions	Climate policy and safeguards partner	Ensures alignment with climate policy, carbon finance mechanisms, NDCs, and environmental integrity; supports climate governance and MRV-related work.
Office National de la Météorologie (ONM)	Climate and early warning technical agency	Provides meteorological data, supports early warning systems, seasonal forecasts, and climate advisory services for farmers and pastoralists.
Algerian Space Agency (ASAL)	Spatial monitoring and GIS partner	Supports remote sensing, GIS development, vulnerability mapping, and monitoring of land degradation and restoration progress.
Research institutions and universities	Scientific and technical advisory actors	Provide research, baseline studies, biodiversity inventories, restoration protocols, climate monitoring tools, and evidence for adaptive management.
BNEDER	Technical and engineering support body	Contributes technical studies, engineering inputs, implementation planning, field missions, and documentation support.
Ministry of Water Resources & agencies	Water management partner	Supports groundwater recharge studies, water mobilization, reuse pilots, irrigation efficiency, and water-related resilience measures.
Ministry of Interior / Local governance bodies	Territorial coordination and grievance support	Supports land-use planning, local coordination, public consultations, beneficiary validation, appeal processes, and grievance management.

Financial institutions (BADR, ANADE, ANGEM)	Livelihood and financing support actors	Facilitate access to finance, microcredit, entrepreneurship support, climate-adapted financial products, and business coaching for rural enterprises.
Private sector actors	Market and service delivery partners	Support value chain development, processing, investment, service provision, partnerships, and scaling of market opportunities.
Producer associations / cooperatives	Organized producer representatives	Help organize producers, improve market access, support quality enhancement, value chains, training, and participatory planning.
Pastoralists, farmers, agro-pastoral households	Main direct beneficiaries	Participate in planning, grazing management, restoration activities, climate advisory feedback, adoption of practices, and sustainability of outcomes.
Women's organizations and vulnerable groups	Inclusion and equity stakeholders	Ensure inclusive participation, equitable benefit-sharing, feedback on access barriers, and involvement in training, local governance, and enterprise support.
Youth and rural entrepreneurs	Innovation and local economic development actors	Contribute to entrepreneurship, innovation, employment generation, and uptake of climate-resilient practices and business models.

Part 3. Stakeholder Consultations

The table below presents the timetable of the main stakeholder consultation activities undertaken during the project preparation phase. It provides an overview of the sequence of consultations held with relevant stakeholders at national, regional and local levels, including public institutions, technical agencies, research organizations, financial actors, private sector representatives, local authorities, and community groups. These consultations were carried out at different stages of project design to ensure that stakeholder perspectives, technical inputs and local priorities were adequately reflected in the formulation of the project.

The consultation process served to validate the project concept, identify priority issues and intervention areas, clarify institutional roles, and gather recommendations on governance, restoration, climate resilience, livelihoods and financing mechanisms. The timetable highlights the dates of the consultation activities, the stakeholders involved, the objectives pursued, and the main outcomes generated. It therefore provides a chronological record of the consultative process that informed the final design of the project and demonstrates the participatory approach adopted during project preparation.

Stakeholders consultation timetable

Table 4. Stakeholder consultation timetable

Stakeholder consultation activity	Date	Participants	Objective of consultation	Key outcomes
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Initial project concept consultations with national institutions	June–July 2023	MADR, DGF, HCDS, FAO, Ministry of Environment	Discuss concept of climate-resilient restoration of the Green Dam and alignment with national development priorities	Confirmed relevance of restoring steppe ecosystems, strengthening rangeland governance, and linking restoration with rural livelihoods.
Technical consultations on Green Dam revival strategy	September 2023	MADR, DGF, HCDS, National Climate Change Committee, research institutions	Review strategic objectives of the Green Dam programme and identify priority areas for intervention	Agreed on integrating restoration, climate adaptation, and livelihood diversification within the Green Dam landscape.
Project Preparation Grant (PPG) technical workshop	November 2023	FAO, MADR, DGF, HCDS, BNEDER, INRF, ASAL	Launch of technical preparation phase and identification of institutional roles	Defined project preparation roadmap and responsibilities of national institutions in project design.
National consultation workshop on climate resilience and restoration	January 2024	National ministries, research institutions, technical agencies, FAO	Validate strategic direction of project and discuss climate adaptation priorities	Stakeholders emphasized need for climate information systems, restoration of degraded rangelands, and

				stronger policy coordination.
Bilateral technical consultations with research institutions	February–March 2024	CRSTRA, INRAA, USTHB, University of Djelfa, INRF	Discuss scientific inputs required for restoration planning and climate monitoring	Agreement on establishment of climate and ecological observatory, GIS monitoring tools and baseline studies.
Institutional consultation on climate policy and carbon finance	April 2024	Ministry of Environment, National Climate Change Committee, ANCC, MADR, FAO	Explore opportunities for AFOLU carbon mechanisms and voluntary carbon markets	Confirmed potential for carbon finance to support restoration activities and strengthen NDC implementation.
Field consultation missions in project wilayas	May–June 2024	Wilaya authorities, Forest Conservations, agricultural directorates, pastoral associations, local communities	Identify degraded landscapes, local priorities, and livelihood constraints	Identified priority restoration areas, water scarcity issues, and demand for support to pastoral systems and value chains.
Community consultations with pastoralists and farmer organizations	June–July 2024	Pastoral associations, farmer cooperatives, local communes	Understand local needs related to rangeland management, climate risks and livelihoods	Highlighted importance of rotational grazing, restoration of pasture productivity, water access, and

				improved market opportunities.
Consultation with private sector and producer organizations	August 2024	Producer associations, private companies, chambers of agriculture	Identify opportunities for value chain development and market access	Selected priority value chains including rosemary, olive, opuntia, wool and esparto.
Financial sector consultation on rural financing mechanisms	September 2024	BADR, ANADE, ANGEM, Ministry of Finance, FAO	Discuss barriers to financial access for rural entrepreneurs	Confirmed need for climate-adapted financial products, microcredit access and business support for rural enterprises.
Project validation workshop	October 2024	MADR, DGF, HCDS, FAO, national institutions, research organizations	Review and validate draft project design and components	Finalized project structure including governance reforms, restoration programmes, climate information systems and livelihood interventions.
Final stakeholder validation meeting	December 2024	National and regional stakeholders including ministries, wilaya authorities,	Validate final project proposal before submission	Stakeholders endorsed project approach and confirmed commitment to

		research institutions and community representatives		participate in implementation.
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Part 4. Stakeholder Engagement Plan

4.1. Principles and procedures for stakeholder consultations

The consultations carried out during project preparation were guided by a number of core principles.

Inclusiveness. The consultation process sought to engage all relevant stakeholder groups, including government institutions, decentralized authorities, research organizations, private sector actors, civil society organizations and communities directly concerned by project activities. Particular attention was

given to women, youth, pastoralists, smallholder farmers, vulnerable households and populations living in remote areas, in order to ensure that their views and priorities were adequately reflected.

Transparency. Consultations were organized in an open and clear manner, with stakeholders informed of the purpose of the consultation, the issues under discussion, and the intended use of the information collected. This helped build trust and promote accountability in the project design process.

Timeliness. Consultations were undertaken at key stages of project preparation so that stakeholder inputs could be incorporated into the design process in a meaningful way. These included initial concept discussions, technical design consultations, field-level assessments, thematic consultations and final validation meetings.

Accessibility. Efforts were made to ensure that consultation processes were accessible to different stakeholder groups. Consultations were conducted through appropriate formats and at relevant levels, including national, wilaya and local levels, to facilitate the participation of institutions and affected communities. Information and exchanges were adapted, where possible, to the language and understanding of participants.

Cultural appropriateness. Consultation approaches were adapted to local contexts and social realities to support effective participation. Local meetings and community-based exchanges were used where appropriate to ensure that the process remained grounded in local conditions and respectful of existing social dynamics.

Responsiveness. Stakeholder feedback was documented and taken into consideration in the refinement of the project design. Inputs received through consultations contributed to the identification of priority intervention areas, strengthening of implementation arrangements, refinement of project components, and improvement of inclusion, governance and sustainability measures.

A range of consultation methods was used during project preparation depending on the stakeholder group, purpose and stage of engagement. These included national and local workshops, bilateral meetings, technical working sessions, community meetings, focus group discussions, field missions, participatory discussions and validation meetings. In some cases, targeted consultations were held with specific groups, including local communities, pastoralists, farmers and producer organizations, in order to better capture their needs and perspectives.

The consultation process was coordinated by the project preparation team under the leadership of the relevant national institutions and with technical support from FAO. Records of consultations were maintained, including dates, participants, topics discussed, key concerns raised and main outcomes. These records form part of the project's documentation and provide the basis for the stakeholder engagement arrangements to be applied during implementation.

4.2. Information disclosure

Information will be disclosed through a range of channels adapted to the different stakeholder groups involved in the project. These channels will include:

- **The FAO environmental and social disclosure portal**, through which key safeguard documents and relevant project information will be made publicly available in accordance with FAO requirements.
- **National institutional channels**, such as the websites, official communication platforms, and information systems of the Ministry of Agriculture and Rural Development (MADR), the General Directorate of Forests (DGF), the High Commission for the Development of the Steppe (HCDS), and other relevant national partners.
- **Project communication platforms**, including project factsheets, brochures, awareness materials, workshops, public information sessions, and, where relevant, digital communication tools and social media used by the project and implementing institutions.
- **Local consultation meetings**, including wilaya-level workshops, commune-level meetings, community consultations, focus group discussions, and other local information-sharing events organized in the project areas.

Information materials will be prepared in **Arabic and French**, and in **Berber where applicable**, and will be adapted as necessary to local communication practices to ensure accessibility for pastoral and rural communities, including women, youth, and other vulnerable groups. Where needed, simplified and oral communication formats will also be used to facilitate understanding and effective participation.

During the preparation phase, information disclosed to stakeholders included, as relevant, the project concept, strategic objectives, proposed components and activities, preliminary implementation arrangements, institutional roles, priority intervention areas, and issues related to restoration, climate resilience, livelihoods, governance and financing. Where applicable, information was also shared on environmental and social considerations and on the overall approach to stakeholder engagement.

The disclosure of information during project preparation was guided by the principles of clarity, accessibility, timeliness and relevance. Information was shared in a manner intended to be understandable to the target audience and adapted, to the extent possible, to the context of different stakeholder groups. This helped ensure that consultations were based on a common understanding of the project rationale and proposed direction.

Disclosure during implementation will not be limited to general project communication. It will include specific project, safeguard and implementation-related information that enables stakeholders to understand the project, participate meaningfully, anticipate possible impacts, and raise concerns where needed. The level and format of disclosure will be adapted to the type of information concerned and to the stakeholder group concerned, with particular attention to rural communities, pastoralists, women, youth and other vulnerable groups.

The table below summarizes the main information and documents to be disclosed during implementation, the indicative timing, the means of disclosure, and the applicable rationale.

Table 5. Information and documents to be disclosed during implementation

Type of information / document	Indicative timing	Means of disclosure	Main rationale / applicable requirements
Project summary, objectives, components, target areas, institutional arrangements	At project inception and whenever major changes occur	FAO environmental and social disclosure portal; official channels of MADR, DGF, HCDS and other relevant institutions; inception workshops; summary materials shared locally	Supports transparency and stakeholder awareness in line with national public information principles and FAO/GCF requirements for meaningful stakeholder engagement
Stakeholder Engagement Plan (SEP) and subsequent updates	Before implementation starts and whenever revised	FAO disclosure portal; project workshops; copies shared with implementing institutions, wilaya authorities and local committees	Required to inform stakeholders how engagement, consultation, disclosure and grievance handling will be carried out during the project cycle
Environmental and Social Management Framework (ESMF), Environmental and Social Management Plan (ESMP), and any site-specific safeguard instruments, as applicable	Before implementation of relevant activities and whenever updated	FAO disclosure portal; institutional sharing with implementing partners; consultation meetings in concerned areas; summary versions where appropriate	Required under FAO and GCF safeguard requirements so affected stakeholders have access to information on risks, mitigation measures, roles and responsibilities
Information on potential environmental and social risks, expected impacts and mitigation measures for specific activities	Prior to the start of activities in relevant locations and during implementation when needed	Local consultation meetings; wilaya and commune meetings; community sessions; oral explanation; posters or simplified information sheets	Supports informed participation and consultation of affected stakeholders, especially where local interventions may affect access, land use, livelihoods or natural resources

Eligibility criteria, beneficiary selection procedures, support opportunities and participation modalities	Before beneficiary identification and before launching relevant support measures	Local meetings; public notices; commune offices; implementing partner channels; community facilitators	Promotes transparency, fairness and non-discrimination in project implementation and benefit distribution
Consultation schedules, workplans and planned field activities	Prior to consultations and before roll-out of major activities; updated as needed	Meeting notices; local authorities; community focal points; project communication materials	Ensures stakeholders are informed in time to participate effectively and supports procedural transparency
Grievance Redress Mechanism (GRM), contact points, submission channels and response timelines	At inception and continuously throughout implementation	Workshops; posters; leaflets; notice boards; local authorities; PMU and field focal points; FAO channels	Required under FAO and GCF standards to ensure accessible grievance mechanisms and accountability throughout implementation
Progress updates, summary implementation results and key stakeholder engagement outcomes	Periodically during implementation, including annual reporting cycles	Annual stakeholder meetings; progress summaries; workshops; project communication platforms	Supports continued transparency, reporting back to stakeholders, and adaptive engagement
Mid-term review findings, major implementation adjustments and lessons learned	At mid-term review and when substantial adjustments are introduced	Review workshops; institutional circulation of summaries; stakeholder dissemination meetings	Ensures stakeholders remain informed of major changes and can provide feedback on implementation performance
Final results, evaluation findings and project closure information	At project completion	Final workshops; dissemination materials; FAO and institutional channels; local meetings	Supports accountability, knowledge-sharing and transparent project closure

4.3. Stakeholder Engagement Plan

No group was consulted as an Indigenous People during project formulation, so no “specific IP engagement” is included in SEP? However, pastoralists, agro-pastoralists and other vulnerable rural groups were directly consulted refer to SEP in Table 6 below:

Table 6. Stakeholder engagement plan

Stakeholder Name	Stakeholder Type	Stakeholder profile	Key function within mandate/activity related to the project	Expected role in project implementation	Stakeholder engagement methodology	Consultation Findings (past consultations)	How the findings were incorporated into the project	Expected timing (future consultations)
Ministry of Agriculture and Rural Development (MADR)	Direct beneficiary	National Government Institution body	MADR is the lead ministry for agriculture, rural development and national policy orientation for agro-sylvo-pastoral systems in the Green Dam area.	MADR will provide overall policy anchoring and strategic guidance to the project, especially under Comp.1 on regulatory reform, Comp.2 on land restoration, and Comp.3 on livelihoods, value chains and finance. It will support inter-sector coordination, validation of annual workplans, and alignment with national agricultural and rural development priorities.	Formal interministerial agreements; national steering meetings; technical workshops; bilateral meetings; review of policy and implementation documents.	Stakeholders confirmed the need for stronger policy integration, participatory implementation arrangements, and alignment between restoration investments, local livelihoods and national rural development priorities.	Reflected in the updated component structure, especially Component 1 governance reform, Component 2 restoration programming, and Component 3 livelihood and finance interventions.	Inception phase; annual steering committee reviews; policy consultations at key milestones; mid-term review; closure workshop.
General Directorate of Forests (DGF)	Direct beneficiary	National Government Institution body	DGF is the main executing structure for the Green Dam revival and forest, steppe and dryland ecosystem management. It hosts the Green Dam revival functions and coordinates restoration implementation.	DGF will act as the main national executing lead for implementation; coordinate Component 2 restoration activities; support Component 1 governance reform, climate	Formal agreements; quarterly technical meetings; field missions; restoration planning workshops; annual reviews.	Consultations highlighted DGF's central role in restoration, species selection, forest fire management, dune control, forest health,	Incorporated through DGF leadership across restoration outputs, governance platform participation, PMU support arrangements, and	Continuous throughout implementation; especially inception, annual planning, field missions, and restoration campaign periods.

				information use, and stakeholder coordination; supervise wilaya forest conservations and local committees; ensure integration of safeguards and field-level follow-up.		and local territorial coordination.	local committee mechanisms.	
National Coordination Body for Combating Desertification and Reviving the Green Dam	Direct beneficiary	National coordination / intersectoral governance body	The national coordination body provides the intersectoral framework for the Green Dam programme and anchors the project in the wider national anti-desertification and Green Dam revival agenda.	It will provide overall strategic coordination, ensure consistency with the national Green Dam programme, facilitate cross-sectoral decisions, and support escalation of policy and implementation issues requiring high-level arbitration.	High-level coordination meetings; policy dialogue; official correspondence; steering and validation sessions.	Consultations confirmed stakeholders' perception of the project as part of the broader Green Dam revival programme and expect strong intersectoral coordination.	Incorporated through the governance architecture and the explicit role of the coordination body in project oversight and national alignment.	Inception; annual coordination reviews; policy dialogue at major implementation and reform milestones.
Interministerial / National Steering Committee	Direct beneficiary	High-level national governance body	The steering committee monitors execution of decisions and programmes and ensures that project targets and impacts are achieved within an interministerial framework.	It will validate annual workplans and budgets, monitor progress, address bottlenecks across ministries, and support strategic decisions related to policy reform, climate information	Steering committee meetings; annual and semi-annual progress reviews; circulation of briefing notes and decision memos.	Consultations showed strong need for coordinated implementation across ministries and for a formal body able to manage cross-sectoral issues.	Reflected in the updated governance arrangements and the need for structured decision-making across Components 1–3.	Inception; semi-annual reviews; annual steering meetings; mid-term review; final evaluation stage.

				systems, restoration investments and financing mechanisms.				
Scientific and Technical Committee / Scientific Council (hosted by INRF)	Direct beneficiary	National scientific advisory body	The Scientific and Technical Committee provides research, technical recommendations and guidance for combatting desertification and reviving the Green Dam. INRF provides secretariat support.	It will advise on restoration techniques, species selection, biodiversity-sensitive planning, monitoring protocols, climate risk management, applied research priorities and adaptive management; guide local committees and support evidence-based implementation.	Technical working sessions; scientific reviews; expert consultations; validation workshops; field assessments.	Stakeholders emphasized the need for strong scientific backing for restoration choices, ecological monitoring, native species availability and land degradation assessments.	Incorporated in Output 1.2 activities on observatory, GIS, baseline studies, and in Component 2 restoration design and adaptive management.	Inception technical design; annual scientific review; before each major restoration campaign; mid-term and endline learning reviews.
High Commission for the Development of the Steppe (HCDS)	Direct beneficiary	National Government Institution body	HCDS is a key technical institution for steppe management, pastoral systems, rangelands and territorial development in steppe areas.	HCDS will co-lead rangeland restoration, pastoral planning, grazing management, restoration monitoring, and support local implementation in steppe areas, especially for Activities 2.1.2, 2.2.3, 3.1.2 and 3.2.2.	Joint technical planning; local consultations; field verification; participatory workshops with pastoral communities; annual reviews.	Consultations stressed the need to strengthen rangeland rehabilitation, mobility management, local planning and the role of the steppe institutions in implementation.	Reflected in the revised activities on rotational grazing, pastoral units, pasture rehabilitation, local water systems and beneficiary targeting.	Inception; seasonal planning before restoration and grazing management cycles; ongoing implementation; annual review.

Wilaya Local Committees / Forest Conservations / DSA / Wilaya Technical Services	Direct beneficiary	Decentralized public institutions	Local committees at wilaya level coordinate territorial implementation and include forestry, agriculture, water, environment, public works, research and local associations.	They will identify field priorities, validate beneficiaries, support local consultation, supervise implementation, monitor progress, organize awareness days, and report on implementation status and grievances.	Wilaya workshops; quarterly meetings; participatory field visits; local disclosure sessions; commune-level validation meetings.	Consultations identified local committees as central to implementation and emphasizes territorial surveys, socio-economic needs identification, and local monitoring.	Incorporated through explicit local governance roles, beneficiary validation, territorial planning, GRM proximity and quarterly reporting expectations.	Inception in each wilaya; quarterly local committee meetings; annual review; participatory mid-term and closure consultations.
Ministry of Environment and Quality of Life / National Climate Change Committee / ANCC	Direct beneficiary	National Government Institution body / climate governance actor	These institutions are relevant for climate policy, carbon pricing, NDC alignment, environmental safeguards and carbon finance architecture under the revised design.	They will support Activity 1.1.2 on AFOLU compensation design, Activity 1.1.3 on voluntary carbon finance, environmental integrity, MRV governance, benefit-sharing and alignment with national climate commitments.	Policy workshops; technical consultations; carbon finance design sessions; validation of draft mechanisms and methodologies.	Consultation process highlighted the need to integrate climate policy, financing mechanisms and stronger institutional capacity on carbon-related topics.	Reflected in the introduction of new activities on AFOLU compensation, voluntary carbon finance, MRV and climate governance.	Inception and design years for carbon policy; periodic technical consultations; annual review; NDC-related consultations when relevant.
Office National de la Météorologie (ONM)	Direct beneficiary	National Government Institution body	ONM is Algeria's national meteorological office and a core technical actor for agrometeorological data, early warning and climate advisory services.	ONM will lead the agrometeorological station network, support data integration, drought and wildfire early warning, and co-develop climate advisory services	Technical meetings; system design workshops; operator training; data protocol sessions; joint field missions.	Stakeholders identified the need for real-time climate information, localized warning systems and practical climate advisories for	Incorporated through Activities 1.2.3 and 1.2.6 and the inclusion of interoperable early warning and advisory systems.	Design during inception; installation phase; seasonal forecast and advisory cycles; annual technical review.

				and seasonal forecasts under Output 1.2.		farmers and herders.		
Algerian Space Agency (ASAL)	Direct beneficiary	National Government Institution body	ASAL is the national space agency and supports remote sensing, geo-referenced information and spatial analysis for land degradation and drought management.	ASAL will contribute to GIS development, satellite-based monitoring, data consolidation, vulnerability mapping and land-use planning under Activity 1.2.4.	Technical workshops; GIS working groups; data-sharing meetings; remote sensing validation sessions.	Stakeholders emphasized the need for stronger spatial analysis, drought monitoring, restoration tracking and integration of fragmented datasets.	Reflected in the GIS activity, observatory interoperability and support to evidence-based planning and reporting.	Inception and system design; periodic updates linked to GIS development and annual monitoring cycles.
CRSTRA / USTHB / University of Djelfa / INRAA / Universities and Research Centres	Direct beneficiary	Academic and research institutions	National universities and research centres provide expertise on arid lands, agro-ecology, climate science, biodiversity, land degradation, seeds and restoration techniques.	They will support the climate and ecological observatory, forecasting models, baseline studies, biodiversity inventories, restoration protocols, hydro-climate monitoring and training programmes.	Research consultations; thematic workshops; peer review; collaborative studies; field research and validation missions.	Consultation noted strong engagement on species availability, ecological monitoring capacities and the need for scientific support to restoration and monitoring.	Incorporated through Output 1.2, restoration design, adaptive management and training/knowledge transfer actions.	Inception studies; annual technical reviews; monitoring cycles; mid-term and closure learning events.
BNEDER	Direct beneficiary	National technical study body	BNEDER provides technical studies, planning support and specialized assistance for rural development and project formulation/implementation.	BNEDER will support technical studies, implementation planning, spatial and engineering inputs, documentation and knowledge support where required.	Technical working sessions; study review meetings; field missions; planning workshops.	During consultation BNEDER was deeply involved in formulation, household surveys, field missions and structuring the local	Incorporated through baseline studies, implementation planning, engineering support and continued technical assistance.	Inception; as needed during study preparation, design updates, monitoring and final capitalization.

						development approach.		
Ministry of Water Resources / ANRH / National Sanitation Office / Wilaya Water Directorates	Direct beneficiary	National and decentralized Government Institution bodies	These institutions are responsible for water resources management, groundwater, reuse, sanitation and water infrastructure relevant to Component 2 water activities.	They will contribute to groundwater recharge studies, water mobilization and storage works, treated wastewater reuse pilots, irrigation efficiency and water governance.	Technical consultations; engineering design meetings; feasibility study review; local water user consultations.	Consultations identified water scarcity, groundwater recharge, water harvesting and reuse as critical priorities for resilience in the project area.	Incorporated into Activities 1.2.5, 2.2.2, 2.2.3 and 2.2.4, including reuse pilots and irrigation efficiency.	Inception and feasibility stage; before construction works; seasonal water planning; annual review.
Ministry of Interior, Local Authorities and Land-Use Planning / Wilaya authorities / APCs (communes)	Direct beneficiary	National and local Government Institution bodies	These authorities are central for territorial coordination, local planning, land-use decisions, conflict prevention and local grievance management.	They will support participatory land-use planning, pastoral concession implementation, local committee functioning, disclosure, grievance handling and beneficiary validation at wilaya and commune levels.	Bilateral meetings; wilaya and commune workshops; public notice boards; local information sessions; GRM and appeal channels.	Consultations highlighted the importance of local coordination, transparent beneficiary selection, appeal bodies and territorial implementation through local committees.	Reflected in governance platform design, pastoral land reform, local committee roles and the proposed GRM architecture.	Inception; before beneficiary selection; before field works; quarterly local meetings; ongoing GRM operation.
Ministry of Finance / BADR / Local Financial Institutions	Indirect beneficiary	Public financial institutions / banking actors	These institutions are relevant for climate-informed financial products, agricultural credit, subsidized finance, guarantees and longer-term financial sustainability of livelihoods and restoration.	They will support the design of climate-informed financial instruments, facilitate access to finance for producer groups and micro-enterprises, and engage in value-chain and climate	Policy and technical consultations; finance roundtables; product design workshops; bilateral meetings with banks and local institutions.	The stakeholder explicitly notes the need to strengthen consultations with financial institutions and innovative financing models, and the revised components	Incorporated through new Output 3.3 and the inclusion of BADR, local financial institutions, financing conditions, microcredit, guarantees and insurance instruments.	Inception and financial product design stage; annual review; beneficiary financing cycles; mid-term scaling consultations.

				finance partnerships under Output 3.3 and Activity 3.1.2.		now formalize this through BADR, local institutions and climate finance activities.		
ANADE and ANGEM	Direct beneficiary	National Government Institution bodies supporting entrepreneurship and microcredit	ANADE supports entrepreneurship and enterprise development; ANGEM supports microcredit access and financial inclusion, especially for small enterprises and vulnerable groups.	They will support legal and technical assistance for micro-enterprise creation, business coaching, administrative formalization, microcredit access, and tailored support for women and youth.	Bilateral meetings; enterprise support clinics; training sessions; beneficiary coaching; finance facilitation workshops.	Consultations and revised design identified weak access to finance, low financial literacy and the need for stronger support to small rural businesses.	Reflected in Activities 3.1.3, 3.3.1 and 3.3.2 and in explicit support for women-led and youth enterprises.	Inception and enterprise pipeline preparation; ongoing coaching; annual review; finance access cycles.
FAO	Direct beneficiary	Accredited Entity / technical and supervisory partner	FAO is the Accredited Entity and provides overall project management, technical support, safeguards oversight, quality assurance, reporting and closure support.	FAO will supervise implementation, support safeguards, gender and stakeholder engagement quality, strengthen technical delivery across components, support monitoring and reporting to GCF, and facilitate knowledge exchange and capacity development.	National and wilaya consultations; technical supervision missions; review meetings; training and quality assurance processes.	FAO was central in formulation, consultations, methodological guidance and coordination with national stakeholders.	Incorporated through the overall implementation architecture, safeguards arrangements, PMU support and capacity-building approach.	Continuous across the whole project cycle; inception, supervision missions, annual and mid-term reviews, closure.
Green Dam Project Management	Direct beneficiary	Project management body	The PMU coordinates implementation, planning, reporting, safeguards, stakeholder engagement and	It will maintain consultation records, manage disclosure and	Routine coordination meetings; field supervision;	Annex 6 (ESMF) requires dedicated stakeholder	Incorporated directly in implementation arrangements and	Continuous from inception to closure; monthly internal

Unit (PMU / NPIU)			division of labour among implementing institutions.	GRM tracking, coordinate future SEP implementation, compile lessons learned, and ensure vulnerable groups are included in planning and monitoring.	local consultation support; monitoring and reporting tools; grievance tracking.	engagement and GRM functions, as well as safeguards, gender and site-level focal points.	in the expected consultation and disclosure system for the project.	coordination; quarterly field follow-up; annual reviews.
Pastoralist associations / breeders' organizations / agro-pastoral households	Direct beneficiary	Directly affected communities / organized user groups	These are core end users of rangelands, water points, grazing systems, climate advisories and pastoral value chains, and are among the groups most exposed to drought, degraded pasture and land access issues.	They will participate in pastoral code consultations, beneficiary identification, rotational grazing design, restoration planning, climate advisory feedback, GRM use, and value-chain development.	Household surveys; focus groups; commune-level assemblies; participatory land-use planning; pastoral meetings in local language; disclosure through local channels.	Local surveys and consultations focused on constraints, grievances, restoration needs, livelihoods and local participation. Stakeholders highlighted grazing pressure, drought, silting, livelihood vulnerability and the need for equitable beneficiary selection.	Incorporated through participatory grazing systems, local committees, grievance mechanisms, climate advisory services, benefit-sharing discussions and beneficiary targeting.	Inception in each commune; seasonal planning cycles; before restoration and grazing restrictions; annual review; closure consultation.
Women's organizations / rural women's associations / women cooperatives	Direct beneficiary	Civil society / vulnerable and priority beneficiary groups	These groups are essential for inclusive governance, value chains, crafts, micro-enterprises, beekeeping, poultry, processing and community stewardship, but they often face barriers to	They will participate in governance platforms, local committees, beneficiary validation, micro-	Women-only focus groups where needed; local language meetings; tailored training; targeted	Consultations identified a stress women's inclusion, 30% minimum representation in local	Reflected in governance quotas, gender-responsive communication, targeted training, women-focused enterprise support,	Inception gender workshop; recurring consultations during beneficiary

			land, finance, information and representation.	enterprise creation, value chains, crafts, processing units, climate information use, and feedback on benefit-sharing and access barriers.	outreach through associations and local facilitators; capacity-building workshops.	structures, and special support for women-led enterprises and livelihoods.	poultry/beekeeping modules and crafts/value chain development.	selection and enterprise support; annual review; closure lessons-learned sessions.
Producer associations / cooperatives / chambers of agriculture	Direct beneficiary	Organized producer groups	These actors organize smallholders and livestock producers, support aggregation, quality improvement, commercialization and local coordination for climate-resilient value chains.	They will participate in value chain development, product certification, market linkage design, training, beneficiary selection, climate-adapted production practices and local dissemination.	Producer meetings; cooperative workshops; training sessions; market analysis consultations; participatory planning.	Consultations identified priority value chains, market bottlenecks, certification opportunities and the need for stronger organization of producers.	Incorporated through Activities 3.1.1 and 3.1.2 and through support to market access, sales points, producer-private sector partnerships and quality enhancement.	Inception and value-chain design stage; seasonal production cycles; annual market review; closure capitalization.
Private sector actors in NTFP, livestock, processing, renewable energy and service provision	Indirect beneficiary	Private sector / implementation and market partners	Private firms, processors, service providers, suppliers and off-takers are needed for contracting, market access, certification, equipment supply, hydroponics, solar systems and value addition.	They will support commercial partnerships, processing and valorisation, service delivery, maintenance, market access and local investment under Components 2 and 3.	Bilateral business meetings; partnership roundtables; contract negotiation sessions; training and demonstration events.	Private actors provided feedback on constraints and opportunities in NTFP value chains and showed interest in partnering with the project.	Incorporated through producer-private sector partnerships, processing units, sales points, circular economy solutions and clean energy deployment.	During partnership development; procurement and contracting stages; annual market reviews; scaling discussions at mid-term.
Farmers, smallholders, small livestock producers, youth and	Direct beneficiary	Directly affected / target beneficiary populations	These are the main intended end users of restoration, water access, climate information, orchards, livestock modules,	They will receive and test project support, provide feedback, participate in	Household surveys; focus groups; demonstrations; farmer field	Annex 6 (ESMF) identifies these groups as the principal intended	Incorporated in the beneficiary targeting logic, training, advisory services, access-to-	Inception census and beneficiary identification; ongoing engagement

vulnerable households in the six wilayas and twelve communes			hydroponic systems, solar kits and access-to-finance support.	planning and monitoring, use the GRM, and contribute to sustaining project outcomes on the ground.	schools; local radio and noticeboard disclosure; feedback channels and GRM.	beneficiaries and highlights the need for iterative consultation, accessible information and special attention to vulnerable groups.	finance support, and safeguards requirements for inclusive participation.	throughout implementation; annual review; pre-closure and closure consultation.
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4.4. Monitoring and Reporting

Monitoring and reporting of stakeholder engagement will be carried out throughout the project cycle to ensure that the Stakeholder Engagement Plan (SEP) is implemented effectively, inclusively, and in a manner that remains responsive to stakeholder feedback. This process will support not only the documentation of consultations and disclosure activities, but also the assessment of whether engagement mechanisms are functioning as intended and whether stakeholders' views are being adequately considered in project implementation.

The Project Management Unit (PMU), under the overall leadership of MADR and DGF and with support from FAO, will be responsible for coordinating the monitoring of stakeholder engagement activities. This will include tracking the implementation of planned consultations, information disclosure activities, and grievance redress arrangements, as well as reviewing the participation of different stakeholder groups at national, wilaya, commune, and community levels. Particular attention will be given to the participation of women, youth, pastoralists, smallholder farmers, vulnerable households, and other groups that may face barriers to access or representation.

Monitoring will focus on both process and results. This will include recording the engagement activities undertaken, the stakeholder groups reached, the information disclosed, the issues and concerns raised during consultations, and the follow-up actions taken in response. The project will also monitor the functioning of the grievance redress mechanism, including the number and type of grievances received, the timeliness of responses, and the status of resolution. This information will help identify recurring concerns, implementation bottlenecks, and any need to adapt engagement methods or strengthen outreach to specific stakeholder groups.

To support this process, the project will maintain a stakeholder engagement log and related consultation records throughout implementation. These records will include, as relevant, the date and location of each engagement activity, the number and profile of participants, the topics discussed, the main observations or concerns raised, and the way in which these were addressed or referred for follow-up. This documentation will provide the basis for regular review of SEP implementation and will contribute to project learning and adaptive management.

Reporting on stakeholder engagement will be integrated into the overall project reporting system.

This approach is intended to ensure that stakeholder engagement remains a continuous and well-documented process throughout the life of the project, in line with applicable national provisions and FAO and GCF expectations regarding participation, transparency, safeguards, and grievance redress.

Table 7. Stakeholder engagement log template

Stakeholders Engagement Log						
Stakeholder	Date/Venue	Number of participants (disaggregated women/men)	Information disclosed (topic discussed)	Concerns raised	How concerns have been addressed	Follow-up

Part 5. Grievance Redress Mechanism

The Grievance Redress Mechanism (GRM) is an integral part of project implementation and stakeholder engagement. It is intended to provide project-affected people and other stakeholders with accessible, fair, transparent, and timely channels through which they can raise concerns, submit complaints, seek clarification, or provide feedback regarding project activities, decisions, impacts, or the conduct of project personnel. The mechanism is designed to support the early identification and resolution of problems before they escalate and to strengthen accountability, trust, and responsiveness throughout the project cycle.

Stakeholders involved in, affected by, or otherwise interested in the project have the right to express concerns or complaints regarding project implementation. Such complaints may relate, for example, to delays in implementation, exclusion from consultations or benefits, access to information, environmental or social impacts, beneficiary selection, land-use concerns, or dissatisfaction with the conduct of project staff or implementing entities. Complaints may also concern threats, intimidation, retaliation, or other harmful conduct affecting stakeholders in the context of project implementation.

The objectives of the mechanism are to provide a practical avenue for affected people to communicate dissatisfaction, to ensure that complaints that might not otherwise be raised are captured and addressed, to offer fair and effective remedy through transparent and inclusive processes, and to create a clear process through which project staff and responsible institutions can respond to concerns in a timely and structured manner.

The GRM will be guided by the principles of legitimacy, accessibility, predictability, fairness, transparency, confidentiality, rights-compatibility, and responsiveness. In practical terms, this means that stakeholders should be able to submit grievances without fear of retaliation; the process should be understandable and available through multiple channels; timelines for acknowledgement and response should be clear; sensitive cases should be treated confidentially; and records should be maintained to support monitoring, follow-up, and learning.

Because the project is implemented in Algeria, the design of the GRM will take into account the existing national grievance management context while also ensuring that project-level channels remain available and accessible to communities and individuals who may not have access to digital tools or who prefer to raise concerns directly with the project. In this way, the project-level GRM will complement rather than replace national systems.

5.1. Project-level Grievance Redress Mechanism (GRM)

The project-level GRM will provide several entry points so that grievances can be submitted through the most appropriate and accessible channel. Complaints may be submitted in writing or orally, including through online submission, email, telephone, WhatsApp, suggestion boxes, community meetings, or direct contact with designated project focal points. Both the contact details and the process for filing a complaint will be disclosed during project meetings, workshops, awareness-raising sessions, and through project communication materials throughout implementation.

For stakeholders without access to internet, the project will ensure access through local and community-based mechanisms. A Community Liaison Officer (CLO) or equivalent focal point will be designated to receive grievances from project-affected people, residents, and community members, and to help ensure follow-up during implementation. In addition, grievance forms may be made available through town halls, local administrative offices, or other accessible public points. Where necessary, complainants may be assisted in preparing and submitting their grievance, provided that confidentiality is respected. Special attention will be given to ensuring access for women, elderly persons, pastoralists, vulnerable households, and persons living in remote areas.

For stakeholders with access to internet, grievances may be submitted through the national online complaint platform. In addition, stakeholders may use the dedicated project and FAO channels indicated in section 5.1.4. Grievance channels If a grievance is not resolved satisfactorily at the initial level, or if the matter is particularly complex, it may be escalated through higher-level project or FAO channels.

The GRM will apply to all stakeholders who wish to file a grievance or make a suggestion related to the project. Complaints may concern project delays, implementation of field activities, stakeholder engagement, environmental and social impacts, exclusion from benefits, or other project-related concerns. The mechanism also remains open to complaints about misconduct and serious incidents requiring referral through appropriate channels.

5.1.1. GRM process

The project-level GRM will follow a stepwise process to ensure clarity and consistency.

First, the grievance will be received and registered through one of the available channels.

Second, it will be screened to confirm that it is related to the project and falls within the scope of the mechanism.

Third, the complaint will be referred to the appropriate level for response and resolution.

Fourth, the complainant will be informed of the proposed resolution.

Fifth, if the resolution is accepted, the complaint will be closed and the outcome recorded.

If the complainant does not accept the proposed solution, or if the case is too complex to be resolved at the initial level, the complaint will be escalated to a higher level until a solution or formal response is reached.

All complaints received, the responses provided, and the final resolutions will be documented. The project will preserve confidentiality throughout the process and ensure that the handling of grievances remains respectful, fair, and compliant with applicable standards. Where necessary, the person responsible for the grievance may interact with the complainant, conduct interviews, or organize meetings to clarify the facts and better understand the reasons for the complaint.

5.1.2. Principles governing grievance handling

The principles to be followed during grievance resolution include fairness, respect for human rights, compliance with national regulations, consistency with applicable standards, equality, transparency, honesty, confidentiality, and mutual respect. In operational terms, this means that grievances should be handled impartially, without discrimination, and in a way that protects complainants from retaliation. The mechanism should also remain accessible to vulnerable groups,

including women, pastoralists, rural households, and other stakeholders who may face barriers in accessing formal complaint channels.

5.1.3. Sensitive complaints and misconduct

Certain complaints require special treatment because of their seriousness or sensitivity. This includes allegations of fraud, corruption, intimidation, retaliation, harassment, sexual exploitation and abuse, or other forms of misconduct. In such cases, confidentiality must be strictly preserved and referral should be made through the appropriate FAO channels rather than relying only on community-level or standard project-level processes. Sensitive complaints should be handled through survivor-centred, gender-responsive, and confidential procedures where relevant.

5.1.4. Grievance channels

Stakeholders may use the following channels to submit a complaint:

National online grievance channel
Complaints may be submitted through the national online platform established by the Government of Algeria. (<https://nechki.interieur.gov.dz/>)

FAO	Algeria	/	project-level	channels
Email:				FAODZ-Ecoute@fao.org
Phone:	0658	96	63	44
WhatsApp:	+213	0658	96	63 44
Suggestion box address: 30, Rue Asselah Hocine, Alger				

FAO	Regional	Office	for	the	Near	East	and	North	Africa
FAO-RNE@fao.org									
11	Al-Eslah	Al-Zerai	Street,	Dokki,	P.O.	Box	2223,	Cairo,	Egypt
Phone: (202) 3331 6000 to 3331 6007									

5.1.5. Grievance structure and indicative timelines

Table 8. the grievance structure

Recipient of grievance	Role / action required	Indicative timeline
National online platform (NECHKI)	Receives and registers grievance through the national online platform; issues acknowledgement and provides a proposed response	Acknowledgement the same day; response within 30 calendar days
Local FAO Project Team / CLO	Receives project-related grievances locally, supports complainants, consults with local authority where relevant, and facilitates follow-up	Response within 5 working days
FAO Representative	Reviews unresolved or more complex cases in consultation with the relevant authority	Response within 5 working days
FAO Regional Office for the Near East and North Africa	Reviews cases escalated from country level in consultation with FAO Representation	Response within 5 working days
Office of the Inspector-General (OIG)	Handles potential misconduct and complaints concerning non-compliance with environmental and social standards where higher-level independent review is required	According to FAO procedures

5.1.6. Communication and dissemination of the GRM

The grievance redress mechanism will be disseminated to stakeholders and communities from the inception phase onward. This should take place during inception workshops in project localities and at central level, and should be supported by posters, leaflets, and other appropriate communication materials. Information about the mechanism should explain its purpose, why beneficiary feedback matters, how to submit a complaint, the timelines for response, and the available escalation channels.

Messages should be adapted to the local context and translated into Arabic and Berbere where applicable, so that the mechanism is understandable and accessible to different groups. Information on the GRM should also be integrated into broader project communication and information disclosure activities.

5.2. FAO Complaints Procedure through the Office of the Inspector General (OIG)

Stakeholders may submit complaints directly to FAO through the Office of the Inspector General (OIG), which serves as the Organization's independent oversight office responsible for investigating allegations of misconduct and reviewing certain complaints related to non-compliance with FAO's environmental and social standards. This mechanism provides an additional avenue, beyond the project-level grievance mechanism, for individuals or groups who believe they have been adversely affected by FAO-supported activities or who wish to report suspected misconduct.

Complaints may concern issues such as fraud, corruption, harassment, sexual exploitation and abuse, retaliation, abuse of authority, or other forms of misconduct within FAO's mandate. Individuals or groups directly affected by an FAO programme may also file complaints concerning alleged non-compliance with FAO's environmental and social standards. OIG assesses complaints, undertakes preliminary review where admissible, and may conduct investigations or compliance reviews, including document review, interviews and site visits, before issuing findings to the appropriate FAO authority.

FAO indicates that anonymous reporting is accepted for allegations of misconduct and that confidentiality is protected throughout the process, subject to investigative requirements. Complaints related to environmental and social standards, however, cannot be made anonymously. Complaints may be submitted through the FAO Hotline, by telephone, email, regular mail or in person. Relevant information on this mechanism should be made available to project stakeholders as part of grievance redress and information disclosure arrangements

5.3. Bottom-up Grievance Redress Mechanism, (GRM)

The project will also operate a **bottom-up Grievance Redress Mechanism**, beginning at pastoral-community and **beneficiary** level. The purpose is to allow pastoralists, agro-pastoral households,

farmers, women, workers and other affected people to raise concerns through accessible local channels and obtain timely resolution before grievances escalate

The project GRM includes specific provisions to ensure accessibility and appropriateness for vulnerable pastoralist groups as applicable, in line with Section 7.3 of the GCF Indigenous Peoples Policy. The GRM is designed to accommodate both individual and collective complaints, including submission through trusted representatives such as pastoral associations, community leaders, or customary institutions. It recognises and respects customary governance systems and allows for the use of locally accepted dispute resolution and mediation mechanisms (where consistent with project principles and human rights standards). To ensure accessibility for mobile and remote communities, complaints can be submitted through multiple channels, including in-person, community-based structures, and anonymous mechanisms at the project level. Confidentiality will be maintained where requested, and measures will be in place to ensure protection against retaliation for complainants. The GRM does not replace existing customary or formal justice systems but operates alongside them, allowing communities to choose the most appropriate channel. Information on the GRM, including procedures and rights, will be communicated in culturally appropriate ways and, where relevant, in local languages. In addition, the project will inform stakeholders of their right to access higher-level grievance mechanisms, including the FAO accountability mechanisms and the GCF Independent Redress Mechanism (IRM). Through these measures, the GRM ensures that grievance processes are culturally appropriate, accessible, and responsive to the needs of vulnerable pastoralists groups and other communities relying on customary systems.

<u>Level</u>	Entry point and responsible entity	Action and indicative timeline
<u>1. Community level</u>	Pastoral community meetings, beneficiary groups, pastoral associations, local focal points or CLO	Receive the complaint, provide assistance where needed, register it and acknowledge receipt. Complaints may be raised during field visits and seasonal consultations, avoiding the need for mobile pastoralists to travel to project offices.
<u>2. Commune/wilaya level</u>	CLO, commune authorities, local committee and relevant technical service	Review the facts, consult the complainant and affected users and seek a locally acceptable solution. Grazing, water-access or resource-use grievances will involve the relevant pastoral, forestry, agricultural or water service. Response within five working days.

<u>3. Project/FAO country level</u>	PMU safeguard/GRM focal point and FAO Representative	Review unresolved, disputed or more complex complaints, agree corrective action and communicate the decision to the complainant. Response within five working days.
<u>4. Higher-level or independent review</u>	FAO Regional Office or FAO Office of the Inspector-General	Review unresolved cases, safeguard non-compliance or allegations of misconduct in accordance with applicable FAO procedures.