STAKEHOLDER ENGAGEMENT PLAN (SEP) TEMPLATE

For use with high- and medium-risk projects

1. The Stakeholder Engagement Plan (SEP) outlines the measures that the Project Team will implement to ensure the effective participation of key project stakeholders, including men and women and those identified as disadvantaged or vulnerable stakeholders. The level of detail in the SEP will vary according to the scope of the project, numbers of stakeholders involved, and potential risks and impacts present. **A SEP is required for all high- and medium-risk projects.**

2. The SEP includes a **Stakeholder Analysis** (Section III) to identify all actors who directly or indirectly may affect or be affected by a project and their varying interests. The SEP also outlines stakeholder engagement throughout the project lifecycle, including: **Stakeholder Engagement in project preparation Phase** (Section IV), **Stakeholder Engagement in Implementation Phase** (Section V), and **Monitoring and Reporting** (Section VI). These sections outline the appropriate methods for engagement, including through neutral/third party facilitators, when necessary. They also detail required public disclosure of information on project scope and impacts, a grievance redress mechanism, the budget to complete stakeholder engagement, indicators, and learning throughout the project cycle.

3. Each revision of the plan requires further disclosure to stakeholders.

SECTION I: Project Information

PROJECT TITLE:			
CI PROJECT ID:		**PROJECT DURATION:**	**_____ months**
PROJECT TEAM:			
PROJECT START DATE*:*	*(mm/yyyy)*	**PROJECT END DATE***:*	*(mm/yyyy)*
SEP PREPARED BY:			
DATE OF (RE)SUBMISSION TO CI:			
SEP APPROVED BY:	*(To be completed by PDM ESA team)*		
DATE OF CI APPROVAL:	*(To be completed by PDM ESA team)*		

When will the SEP be disclosed to stakeholders? [1]	E.g., at the start of the implementation phase, before the end of the first quarter during implementation phase, etc.
How/where will the approved SEP be disclosed?	E.g., via the project's website, at the inception meeting with stakeholders, printed and posted on notice board in community center, etc.
Name and designation of person responsible for implementing and monitoring the SEP:	

SECTION II: Introduction (1 page)

Introduce your Stakeholder Engagement Plan (SEP) by defining the purpose of the plan and providing a brief context of your project and its stakeholders.[2] Include a brief description of circumstances that may impact your stakeholders or their decision making (e.g., conflict, land tenure, etc.). Please provide key examples of how you plan to convene stakeholders (e.g., focus groups, surveys, multi-stakeholder bodies, networks). Summarize any significant previous stakeholder engagement activities by the project team that preceded the project. Limit yourself to one page as this section is a summary and provide the details in the body of the SEP. Below is an indicative outline.

1.   PURPOSE AND CONTEXT

        1.1   Brief Description of the Project

        1.2   Scope and purpose of stakeholder engagement

        1.3   Social Context

2.   PREVIOUS STAKEHOLDER ENGAGEMENT ACTIVITIES

        2.1   Describe any stakeholder engagement activities that preceded the project

3.   NATIONAL REQUIREMENTS

        3.1   Describe any national laws, policies or regulations that apply to consultation or stakeholder engagement.

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[1] Approved Safeguard plans are to be disclosed to stakeholders in a manner and form that they will understand and that is culturally appropriate. This may require translation of the document.
[2] Stakeholder refers to individuals or groups who: (a) are affected or likely to be affected by the project (project-affected parties); and (b) may have an interest in the project (other interested parties).

SECTION III: Stakeholder Identification and Analysis (2-3 pages)

Stakeholders are often mapped based on the level of influence or power and level of interest. The following schematic representation in **Figure 1** is widely used when mapping stakeholders for the purpose of project management, with a justification on why the level of interest and influence was assigned to different stakeholders. The stakeholder strategies can be designed for clusters on the influence/interest table as indicated. This is one mapping approach; the project team may opt to use a different approach.[3]
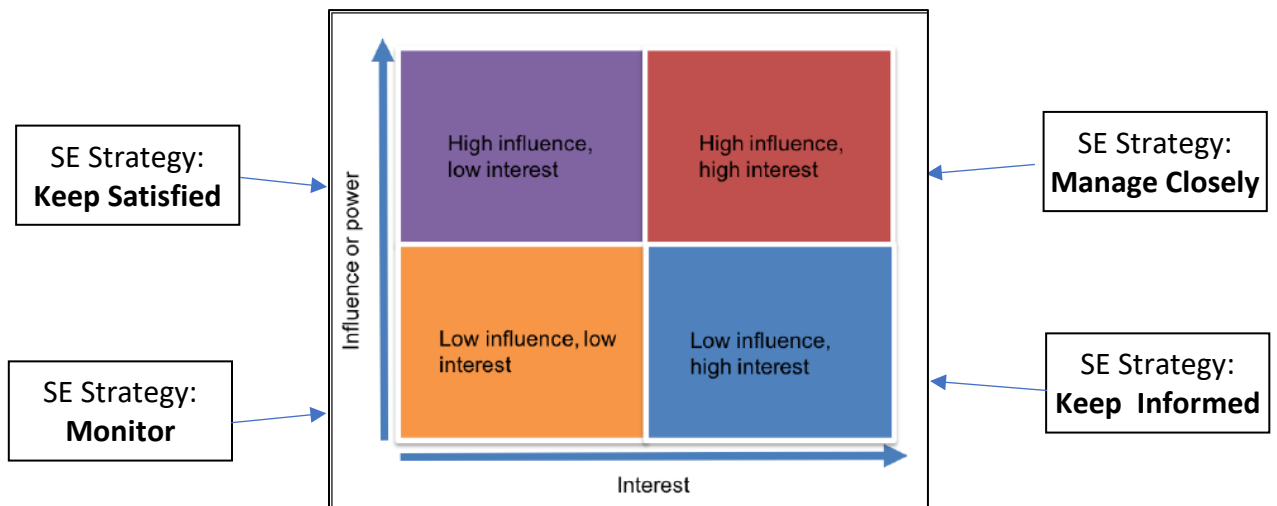

Figure 1. Generic Stakeholder Map used for Stakeholder Analysis

Step 1. In the space below, please describe methods used to identify and analyse stakeholders (either using the above method or an alternative method);

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[3] For other stakeholder engagement resources, see Pfeiffer, J., and Dunne, P. June 2020. A Road Map to Excellent Stakeholder Engagement. Arlington, VA: Conservation International.
https://conservation.sharepoint.com/teams/Extranet/stakeholder-engagement

Step 2. Using Table 1, analyse your key project stakeholders:

Table 1. Stakeholder Identification

Stakeholder Name and Function *Name of the key stakeholder, and their main purpose/function*	Stakeholder's Interest *What are the stakeholder's main interests in and concerns about the project?*	Impact of Project on Stakeholder *How will the stakeholder be affected (both positively and negatively) by the project?*	Influence of Stakeholder *How can the stakeholder affect the project? Can they hinder or contribute to the success of the project? Is engaging the stakeholder a strategic priority (consider categories from Fig. 1)?*	Risk Management *(Is this a low, medium or high-risk stakeholder? And how would you manage medium/high risk stakeholders)*
Government and Local Authorities (*Add rows as necessary*)				
Ministry of Environment *Governing institution for environmental matters in the country.*				
CSOs/NGOs (*Add rows as necessary*)				
XX Women's Group; *Advocate for women farmers in XX Village*				
Local communities (*Add rows as necessary*)				
Indigenous Peoples (*Add rows as necessary*)				

Private Sector (*Add rows as necessary*)				
	Academia (*Add rows as necessary*)			
	Disadvantaged/Vulnerable[4] Groups (*Add rows as necessary*)			
	Others (*Add rows as necessary*)			

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[4] Disadvantaged/Vulnerable refers to those who may be more likely to be adversely affected by the project impacts and/or more limited than others in their ability to take advantage of a project's benefits. Such an individual/group is also more likely to be excluded from/unable to participate fully in the mainstream consultation process and as such may require specific measures and/or assistance to do so. This will take into account considerations relating to age, including the elderly and minors, and including in circumstances where they may be separated from their family, the community or other individuals upon which they depend.

SECTION IV: Stakeholder Engagement During *Project Preparation Phase*

a. Meaningful Consultation and Participation

Describe how the engagement plan will meet the principle of meaningful consultation and participation. Meaningful consultation and participation involves an in-depth exchange of views and information, and an organized and iterative consultation, leading to the incorporating of the views of the affected stakeholders into the decision-making process on matters that affect them directly, like mitigation measures, sharing of development benefits and opportunities, and implementation issues.

b. Vulnerable and Marginalized Groups[5]

Describe any vulnerable and marginalized groups identified in the stakeholder analysis. Please identify specific ways that engagement activities are designed to minimize exclusion of vulnerable peoples.

c. Stakeholder engagement activities and disclosure

In Table 2, insert stakeholder activities that have already been undertaken and are planned (see Box 1 for examples). Describe activities in as much detail as possible (e.g., where meetings took place and when, what documents were be disclosed, etc.) and always with dates or time frames. Engagement activities typically involve one or multiple purposes, including provision of public information and disclosure of documents about the project, collection of views/opinions/suggestions about design decisions, receiving approval and other decision outcomes.

Please include a folder link to documentation of engagement activities (web or written notice, minutes of meetings, photographs, videos, sign in lists, agendas, resources/presentations provided, agreements, trip/activity reports/aide memoires, etc.).

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[5] Including but not limited to women, children, migrants, elderly, minorities, displaced, and persons with disabilities.

Box 1. Types of Engagement Activities
- *Formal newspaper notices or other public notices*
- *Targeted communication campaigns*
- *Staffed information displays*
- *Community Information Sessions*
- *Design workshops*
- *Environmental and social assessment*
- *Due diligence of implementing partners*
- *Project kickoff meetings*
- *Consultation workshops/meetings*
- *Training/Capacity Building*
- *Negotiation workshops and meetings*
- *Focus groups (youth, women, migrants, etc.)*
- *Multi-stakeholder groups*
- *Supporting change agents*
- *Network or Alliance Building*
- *Independent expert panels*
- *Formation of advisory or steering committees*
- *Beneficiary exchanges*
- *Project or Sector specific training activities*
- *Maintain Stakeholder Relationship Management Register*
- *Monitoring & feedback activities*
- *Evaluation activities*

Table 2. Stakeholder Activities during the Preparation Phase

Stakeholder Name	Activity: Date, Location and Method of Engagement[6]	Activity Purpose and Outcomes
Name the key stakeholder contacted during ***Project Preparation Phase,*** *in this column.* *Add rows as necessary.*	*When and where did you meet?* *Was it a meeting, consultation, workshop, etc?* *What steps were taken to seek consent, if needed? How was the engagement documented?[7]*	*What was the aim/rationale? What was discussed? What decisions were made, if any?* *How did this contribute to or was captured in the design of the project?* *How were the contributions of men and women captured, consistent with the project's Gender Mainstreaming Plan?* *If/how do they want to be engaged during the implementation phase?*

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[6] Method of engagement can be face-to-face meeting, telephone call, workshop, consultation, survey, etc.

[7] Please indicate where documentation of completed stakeholder engagement activities are stored and managed.

b. Project Disclosure

Disclosing project information, including a draft and final version of the Stakeholder Engagement Plan, is essential for meaningful consultation on project design and for stakeholders to understand the potential opportunities of the project, and the risks and impacts of the project.

Confirm that the following information was shared with stakeholders in a timely manner and in an appropriate form and language during the Project Preparation Phase. Please indicate if/how project information materials (printed documents, web-based presentations, videos, radio content, SMS text/whatsapp, certain email content) are translated and distributed to partners.

Table 3. Project Disclosure of draft SEP

Information (E.*g., may include draft project information, impacts, opportunities, estimates of costs and benefits, funders and related requirements, timetable, draft safeguard plans*)	**When, How and Where this was shared?** *E.g., via the project's website, at the inception meeting with stakeholders, printed and posted on notice board in community centre, etc; E.g. at the start of the implementation phase, before the end of the first quarter during implementation phase, etc.*
☐ The proposed stakeholder engagement plan, highlighting ways in which stakeholders can participate and contribute during project design and/or implementation	

c. Reporting of Indicators During Project Preparation Phase

Number (and name) of stakeholder groups involved in project design and preparation process		
Number of people who have been involved in the project design and preparation process	*Men:*	*Total:*
	Women:	
Number of engagements (meetings, workshops, consultations, etc) with stakeholders during Project Preparation phase		

d. Lessons Learned during Project Preparation Phase:

What went well and did not go well during the stakeholder engagements? What would you continue to do or do differently during implementation phase to have better stakeholder engagements?

Example 1: During the Project Preparation Phase, we found that stakeholder engagement demands a lot of time. During implementation, we need to plan more time for meaningful engagements.

Example 2: During Project Preparation Phase, we found that only 10 persons showed up for the meeting from a community of 300 persons. We learned that the time of the meeting and the location were not convenient for the community. During implementation, we will plan community meetings on Saturdays in the market square as everyone comes there and can meet for an hour when the market closes.

Example 3: During the Project Preparation Phase, we found it difficult to communicate clearly with the village as there was a language barrier. During implementation, we will hire a local person to translate and facilitate the meeting.

SECTION V: Stakeholder Engagement and Disclosure *in the Implementation Phase*

Beginning with project kick-off, list the planned engagement activities for the project launch and implementation in Table 4. Reflecting efforts to incorporate activities proposed in prior consultation to design the Stakeholder Engagement Plan, please list activities that extend as far into the full project term as possible. The SEP is a living document. The Project Lead, or designated person, will update the SEP through the lifetime of the project, in particular whenever there have been changes to the project or additional stakeholder activities or when particular milestones (agreements with communities) have been reached. Learning from Project assessments should be incorporated in SEP updates. To the extent possible, include indicative future or recurrent activities, which are important to ensure stakeholders understand and can prepare for ongoing engagement opportunities. Please provide as much detail as possible.

A stakeholder relationship management (SRM) database should be developed and maintained over the lifetime of the project. This will ensure that critical relationships, interactions, grievances, concerns etc. are recorded and monitored. The Project team member designated as responsible for the SEP will be responsible for the management of the SRM system and may

delegate specific relationships to the "best for project" staff or project partner. See Annex 1 for an indicative design for the SRM.

Please indicate if/how project information materials (printed documents, web-based presentations, videos, radio content, SMS text/WhatsApp, certain email content) are translated and distributed to partners. Please describe any significant reports/products during the reporting period.

Table 4. Stakeholder Engagement Activities during Project Implementation

Stakeholder Name	Purpose of Activity and Expected Outcome	Method of Engagement	Location and Frequency	Resources Required	Budget
Name the key stakeholder and group type to be engaged. Add rows as necessary.	*What was the aim/rationale? What is the topic to be discussed? What decisions will be made, if any?* *How will this contribute to the the project implementation?* *What are the contributions of men and women that are expected?* *What followup is expected?*	*How will you involve and engage this stakeholder? (meeting, consultation, workshop, discussion, etc)* *What special measures would be taken to include disadvantaged/vulnerable individuals/groups? (e.g., women, minorities, elderly, youth, etc.)?* *What steps would be taken to seek consent, if needed.* *Who will engage the stakeholders e.g., project staff, facilitators, etc.?* *Reminder: Disclosure of project information continues throughout implementation so be sure to cater for this.*	*Where and when will you engage with this stakeholder?*	*What materials (presentations, websites, brochures, surveys, translation) are needed?* *What personnel are needed to lead and monitor these engagements?*	*How much will this engagement cost? Consider resources required, staff, transportation, etc.*

SECTION VI: Roles and Responsibilities

Person responsible for implementing and monitoring the SEP:	*Project Manager – Project Management Unit, or designated alternate*
Identified community and/or stakeholder representative who holds responsibility for implementing the plan (as appropriate)	

CI Project Team and identified implementing agencies through the designated person (PM or other) will be responsible for implementing the SEP during the preparation, implementation and operation phase.

Some projects (particularly high-risk projects) may choose to facilitate a formal stakeholder engagement team. The stakeholder engagement team should be inclusive and may consist of representatives from the village community, community women's group and regional council committee/team. The purpose of the team may include:

- Enhance public awareness of the activities undertaken at the site by implementing agencies
- Assisting with resolution of community related issues, with the aim of preventing disputes
- Assist in the measures taken to minimise access disruptions
- Assist in the employment of local people
- Assist in the social and general awareness and in implementing the gender equity requirements from the project Gender Mainstreaming Plan (GMP)
- Assist the Safeguard Officer in implementing of the ESMP
- Help prepare and update stakeholder engagement plan for the project and for each proposed protected area
- Identify opportunities to engage vulnerable and marginalized individuals in the community

SECTION VII: Monitoring and Reporting during SEP Implementation

Monitoring of stakeholder engagements will be performed as a part of overall project monitoring, based on defined performance indicators. The project will report on a periodic basis towards implementation of the SEP. At a minimum, the reporting on stakeholder engagement should be conducted yearly until the end of the project.

Through the project's annual donor report, the following CI's minimum indicators are to be reported. The project can include other appropriate stakeholder engagement indicators in addition to the CISS indicators. The PDM ESA team will review the donor report for safeguards before submission and, if necessary, engage with the project team to take corrective actions.

SharePoint sites should be shared with PDM ESA that contain documents used to provide evidence of monitoring results may include meeting minutes, lists of participants of stakeholder meetings and grievance log. Monitoring reports, in line with the overall project reporting, should be made available to affected communities concerning ongoing risks, impacts and mitigation measures.

Indicator	Baseline		Target	
	Men	*Women*	*Men*	*Women*
1. Number of direct beneficiaries (sex disaggregated) that have been involved in or benefitting from project implementation phase (on an annual basis)				
2. Number of engagements (meetings, workshops, consultations, etc.) with stakeholders during the project implementation phase (on an annual basis).				
3. (*optional*) Number of stakeholder groups (government agencies, civil society organizations, private sector, indigenous peoples and others) that have been involved in the project implementation phase (on an annual basis)				
4. *Please add additional indicators as relevant*				

ANNEX 1. TEMPLATE FOR STAKEHOLDER RELATIONSHIP MANAGEMENT DATABASE

Group	Stakeholder	Contact details	Notes: Latest Interaction, Results/next steps
Project Developers/Private Sector			
	Organization / Name	Address Email	
	Organization / Name	Address Email	
National Government Authorities			
	Organization / Name	Address Email	
	Organization / Name	Address Email	
District Level Government Authorities			
	Organization / Name	Address Email	
	Organization / Name	Address Email	
Local Level Government Authorities			
	Organization / Name	Address Email	
	Organization / Name	Address Email	

NGOs/CSOs/IPOs			
	Organization / Name	Address Email	
	Organization / Name	Address Email	
etc			
	Organization / Name	Address Email	
	Organization / Name	Address Email	