



Food and Agriculture Organization
of the United Nations

FUNDING PROPOSAL TO THE GREEN CLIMATE FUND

**-IRES-CUBA-
INCREASED CLIMATE RESILIENCE OF RURAL
HOUSEHOLDS AND COMMUNITIES THROUGH THE
REHABILITATION OF PRODUCTIVE AGROFORESTRY
LANDSCAPES IN SELECTED LOCALITIES OF THE REPUBLIC
OF CUBA**

ANNEX 7 Summary of consultations and stakeholder engagement plan

October 2019
Republic of Cuba

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Acronyms

NDA	National Designated Authority for the GCF
FAO	Food and Agriculture Organization of the United Nations
GCF	Green Climate Fund
IRES	“Increased climate resilience of rural households and communities through the rehabilitation of productive agroforestry landscapes in selected localities of the Republic of Cuba” Project
MINAG	Ministry of Agriculture
CITMA	Ministry of Science, Technology and Environment
MINCEX	Ministry of Foreign Trade and Foreign Investment
IIFT	Tropical Fruit Institute
INIVIT	Tropical Food Research Institute
ACPA	Cuban Association of Animal Production
ANAP	The National Association of Small Farmers
PMU	Program Management Unit
INRH	Institute of Hydraulic Resources
FMC	Federation of Cuban Women
IAGRIC	Institute of Agricultural Engineering
BANDEC	Bank of Credit and Commerce
OIG	Office of the Inspector-General
PT	Project Team
MSP	

Introduction

Cuba is facing serious impacts due to climate change. These alterations are increasingly affecting livelihoods and food security by changing the relationship between fundamental components of the landscape – water, soil, vegetation, saline and coastal waters. Given this situation, FAO has made it one of its priorities to contribute to enhance the livelihoods of the populations most vulnerable to the effects of climate change; for which it has developed the project named "IRES: Increased climate resilience of rural households and communities through the rehabilitation of productive agroforestry landscapes in selected localities of the Republic of Cuba".

It is recognized that the involvement of all actors engaged on the activities developed in the different territories is necessary for the preparation of proposals that are effective on the fight against climate change and its impacts. For that reason, this project has been prepared with the involvement of stakeholders and based in different consultation processes that have taken place in the country.

A stakeholder is defined as a person who has something at stake from the outcomes of a planning process or project. (CE-FAO, n/d). The stakeholders 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; experts

The dialogue with stakeholders, knowing their visions, concerns and interests will allow a project design considering a broader range of perspectives, addressing the various problems and providing benefits better aligned with the reality of people in the territories and the country’s development plans. As actors gain ownership, the project’s outcomes will continue beyond the scope of the project.

This document summarizes the stakeholders that have been engaged during the design and formulation of this proposal, the consultations carried out with the project’s governmental partners, and the procedures to be followed to ensure that all project stakeholders are identified and will properly and effectively participate in its execution, in compliance with the policies of the Green Climate Fund, as well as the country’s regulations and planning.

Part 1: Stakeholder Engagement During Project Formulation

1.1 Stakeholder Identification

1. This project has been subject to a broad consultation process from its inception, from the top management levels to the potential producers to benefit. A letter of no objection was issued by the Ministry of Science, Technology and Environment, as the National Designated Authority for the Green Climate Fund. This letter of no objection allowed FAO to start the process of designing the proposal. Among the initial tasks, a mapping of the entities and other actors of potential relevance to the socio-environmental aspects of the project was carried out, due to its technical leadership in the solutions, for its role in the management of natural resources, biodiversity and on the main processes that would be addressed in the project.

Table 1. Main stakeholders identified during the IRES design.

Key Stakeholders	Interest / Roles within the project
Food and Agriculture Organization of the United Nations (FAO)	Accredited implementing entity
Ministry of Agriculture (MINAG)	Manager of Agricultural and Forestry Development, implementing
Ministry of Science, Technology and Environment (CITMA)	Manager of Environmental Activities
Ministry of Foreign Trade and Foreign Investment (MINCEX)	Manager of International Cooperation
Agroforestry Group	Expertise in forestry issues, provision of services
National Company for the Conservation of Flora and Fauna	Management of the protected areas of the project municipalities
Forest Directorate - Flora and Wildlife of the MINAG	Director of the forestry activity and for the management of flora and wild fauna
Ministry of Labour and Social Security	Manager of employment and salaries
Livestock Management of the MINAG	Management of livestock development and genetic resources
Direction of Seeds of the MINAG	Plant genetic resources and seed management
Direction of Soil of the MINAG	Soil Management
Directorate of Health of the MINAG	Vegetable Health, animal, fertilizers and pesticides

Center of Land Control	Management of land holding
Agroforestry Institute	Expertise in forestry issues, provision of services
Institute of Pastures and Forage	Expertise management of pastures and forages
Institute of Animal Science	Expertise in the management of animal science
Tropical Fruit Institute (IIFT)	Expertise in the cultivation of fruit trees
Tropical Food Research Institute (INIVIT)	Expertise in the cultivation of food and bananas
Institute of Physical Planning	Management of territorial planning and land use
Municipal Governments	Management of territorial development programs. In charge of local decisions, provide spaces for exchange and coordination among institutional actors, mediation in possible conflicts. Rectors of the territorial management of risks
Non-governmental organizations (Cuban Association of Animal Production (ACPA) and Cuban Association of Agricultural and Forestry Technicians)	Providers of technical assistance services and opportunities for organizational development
The National Association of Small Farmers (ANAP)	Represents Producers
Institute of Hydraulic Resources (INRH)	Management of water and watersheds
Federation of Cuban Women (FMC)	Represents women, provides support in gender issues
Institute of Agricultural Engineering (IAGRIC)	Management of agricultural machinery and irrigation
Territorial Companies	Beneficiaries, services providers
Universities of Matanzas, Villa Clara and of Las Tunas	Technology and options developers for the application of scientific knowledge
Bank of Credit and Commerce (BANDEC)	Partner for the financing and granting of credits. Link for the management of environmental funds
Cooperatives and independent producers	Beneficiaries

2. Several field visits have been made to the communities and potential areas of implementation to identify socio-environmental risks and to gain first-hand knowledge of

the opinions of producers, community leaders, organizations, women and local authorities, including meetings and visits to the community grounds. However, it is very important to continue the consultation with the interested parties during the first months of implementation, mainly to conclude the identification of risks and guarantee the compliance commitments of the socio-environmental safeguards, because the design process has not yet finished, the activities and sub-activities have not been determined, so the implementation areas and the final beneficiaries have not been specified in detail. New relevant aspects to consult and evaluate may arise.

1.2. Stakeholder Engagement during Project Preparation/Formulation

1.2.1. Consultations at the National Level

3. The elaboration of this project responds to an interest of the Ministry of Agriculture, with the approval of the National Designated Authority (NDA). The first meetings and discussion of ideas began in 2017 with the participation of FAO and NDA. As a previous step, a consultation process was carried out, including several meetings aimed at reconciling interests, identifying priorities and applying policies and regulations, with the participation of leading entities from the agricultural, environmental and science branches with impact on the project, among them: The Environmental Directorate of CITMA, the Forest and Wildlife Directorate of MINAG, the Agroforestry Institute, the Pastures and Forages Research Institute, the Livestock Directorate of MINAG, the Directorate of Science, Technology and Environment of MINAG, The Soil Institute, Institute of Plant Health and the Institute of Agricultural Engineering.
4. Then followed a national process that has been extended for more than a year, supported by FAO, but coordinated by the MINAG, first of all for diagnosis and then for compiling information, preparing documents and designing the proposals. Governing bodies and national representations of the project's beneficiaries (direct executors of the implementation actions) have been continuously consulted, who have provided information and their criteria for the elaboration of the project, in support of the work of the technical design team of FAO. This has made it possible to identify socio-environmental risks, making decisions and adjusting the different proposals so that they are minimized or avoided.
5. In the National Workshop for Project Formulation held on the 14th and 15th of December 2017 (Minutes of the meeting are available in Appendix 7.3), many important aspects of the project were discussed and decided collaboratively. For example, a fundamental aspect of the project related to concerns regarding increasing water scarcity in the country was discussed in-depth during this meeting. Accordingly, important considerations regarding water management were included in the project following these consultations. Additionally, in this meeting the first outlines of the modules to be implemented by the IRES project in Cuba were discussed. Although subsequent modifications to modules were made in order to optimize the intervention design, key considerations, such as the use of agroforestry methods, agro-pasture systems and the necessity of recovering areas infected by Marabu were addressed.
6. Subsequently, in the national workshop held on 3rd and 4th April 2018 (Minutes of the meeting available in Appendix 7.3.3), more specificities on the technical aspects of the modules were defined collaboratively with stakeholders. The final names and broad characteristics from the

modules defined in that meeting have been maintained in the final proposal, with the exception of one module (Module 2) that has been eliminated. In general, most of the species and management tools and technology that were defined in that meeting are the final ones that have been adopted in the proposal, for example the use of certain specific species (CENSA Banana, Yarua and Baria in Module 1; Mango and other associated crops in Module 4; *Samanea Saman* in Module 6). Overall, the use of specific technologies and considerations on the physical aspects for the implementation of certain modules were agreed during that meeting and have been maintained to the final proposal.

1.2.2. Consultations at Provincial and Village Levels

5. In November 2017, consultations were held in the three provinces that make up the two project areas, as well as in each and every one of the seven municipalities. The consultations focused on meetings with authorities, organizations, cooperatives, producers and communities to provide information on: a) the purposes of the project; b) general information on potential impacts; and c) preliminary ideas of the way the project would be implemented. These meetings were used to exchange on aspects of gender, attention to young people and possible less favored groups, assess the interests and priorities of people and entities, as well as assess support for the project.
6. The consultations of the socio-environmental safeguards at the level of the provinces and municipalities, carried out in December 2017, had the purpose of: informing the communities, cooperatives, authorities and producers of the possible impacts of the project; gather information and criteria, identify risks and learn from the experiences of people to face them, as well as take advantage of their in-depth knowledge on the characteristics of the areas, about the most important phenomena and their perception of them; evaluate the possible support of the community, organizations and entities to the implementation of the project; in addition to obtaining the approval at the local level of the environmental authorities and rectors of the management of natural resources and social aspects.
7. These community consultations included a series of visits to local farms and “model plantations”, where information was gathered on practical and climate-resilient methods of agricultural production, that were adapted to the reality of Cuba and to the changing climate. That information was then used to construct the modules and to decide which species and agricultural procedures would be utilized in each module. Field visits to local farms carried out during December 2017 (visit to Agroforestry farms “Majibacoa” and “Los Vélez”; visit to the Bosque Modelo; visit to the Demonstrative Polygons of water and soil management) were of fundamental importance to define the kind of multi-species plantations, forestry management and water management technologies that would be later on considered for the modules. In addition, consultations with local farmers on their experiences and perspectives on climatic change, and the associated risks in the proposed project areas was also used as a basis of local knowledge to formulate the modules and activities of the project. More information on the local consultation processes and field visits and its results can be found in the “Documento Integral de Evidencias Objetivas” on Appendix 7.3.1. These consultation procedures are of fundamental importance for project planning and implementation, and it is assumed that they should continue during the first months after the launch of the project, once the specific areas and the direct beneficiaries are finally determined.

8. A complete list of participants in the consultations carried out (including at the national level) can be found in Appendix 7.1. In addition, a separate folder (Appendix 7.3: Supplementary Material to Annex 7) is available that provides documentary evidence of the completion of the consultations, the minutes of meetings and several additional photos.



Images of consultation actions with interested parties: on the left, with inhabitants of Loma Alta Community of the Central Zone, and on the right with provincial authorities in the Eastern Zone (Delegation of the Ministry of Agriculture in Las Tunas), 2018

1.2.3. Results from consultation processes and incorporation in project design

1.3. Stakeholder Engagement during Project Implementation

8. Consultation at all levels during implementation is a good practice in order to ensure that potential negative impacts and concerns are adequately addressed during the construction and operation of the project. An extensive consultation with the involved populations is required when the sub-activities could include impacts that would affect the natural resources that sustain the agricultural production of the local population, the generation of income and the livelihoods of the people.
9. Consultations with the interested parties during the implementation of the project will be carried out in three different moments: At the initial phase, immediately after the start of the project (when the definitive activities and sub-activities have been identified), then in the middle of the project (for possible adjustments) and almost at the end (also for adjustments). The consultation process at the field level will be done by the local project staff while the general consultation program will be coordinated by those in charge of the Safeguards (see Annex 6 to the Funding Proposal). Appendix 7.2 provides a general description of the schedule for stakeholder consultations, as well as other safeguard measures.

1.4. Public Consultation Results

10. Final consultations of this stage are still pending as well as the communication of results from the analysis of safeguards, aiming to its validation and the achievement of the commitments with the interested parties, including the aspects of gender, participation and mechanism for

managing complaints.

1.5. Disclosure

11. Dissemination of relevant project information helps stakeholders to participate effectively. FAO will disseminate the information in a timely, accessible and culturally appropriate manner, paying due attention to the specific needs of the community groups involved in the implementation of the project.
12. For moderate risk projects, FAO publishes the applicable information as soon as possible, and no later than 30 days before project approval. The 30-day period begins only when all the relevant information requested from the project has been provided and is available to the public.
13. FAO will carry out the disclosure of all moderate risk projects. For this, an outreach portal has been established to publicly disclose the documentation of projects related to environmental and social safeguards (environmental and social analysis, social and environmental impact assessments, environmental and social management frameworks, and other relevant documents). The website is: <http://www.fao.org/environmental-social-standards/en/>
14. In order to ensure greater dissemination and outreach of project information, including all details related to applicable environmental and social safeguards, local and accessible dissemination tools will be used, including audiovisual material such as brochures, videos and community radio broadcasts, among other tools. In addition, special attention will be given to farmers, people with limited or no access to the Internet and groups with special needs. The dissemination of information among these groups will be carried out with project counterparts and local actors, such as municipalities, producer associations, associations and leaders, the government and other territorial actors.

1.6. Grievance Redress Mechanism

15. FAO is committed to ensuring that its programs are implemented in accordance with the Organization's environmental and social obligations. In order to better achieve these goals, and to ensure that beneficiaries of FAO programs have access to an effective and timely mechanism to address their concerns about non-compliance with these obligations, the Organization, in order to supplement measures for receiving, reviewing and acting as appropriate on these concerns at the program management level, has entrusted the Office of the Inspector-General with the mandate to independently review the complaints that cannot be resolved at that level.
16. FAO will facilitate the resolution of concerns of beneficiaries of FAO programs regarding alleged or potential violations of FAO's social and environmental commitments. For this purpose, concerns may be communicated in accordance with the eligibility criteria of the Guidelines for Compliance Reviews Following Complaints Related to the Organization's Environmental and

Social Standards¹, which applies to all FAO programs and projects (Guidelines for Compliance Reviews Following Complaints Related to the Organization's Environmental and Social Standards).

17. Concerns must be addressed at the closest appropriate level, i.e. at the project management/technical level, and if necessary at the Regional Office level. If a concern or grievance cannot be resolved through consultations and measures at the project management level, a complaint requesting a Compliance Review may be filed with the Office of the Inspector-General (OIG) in accordance with the Guidelines. Program and project managers will have the responsibility to address concerns brought to the attention of the focal point.
18. The principles to be followed during the complaint resolution process include impartiality, respect for human rights, including those pertaining to indigenous peoples, compliance of national norms, coherence with the norms, equality, transparency, honesty, and mutual respect.

Project-level grievance mechanism

19. The project will establish a grievance mechanism at field level to receive complaints. Contact information and information on the process to file a complaint will be disclosed in all meetings, workshops and other related events throughout the life of the project. In addition, it is expected that all awareness raising material to be distributed will include the necessary information regarding the contacts and the process for filing grievances.
20. The project will also be responsible for documenting and reporting as part of the safeguards performance monitoring on any grievances received and how they were addressed.

The mechanism includes the following stages:

- 1) The complainant files a complaint through one of the channels of the grievance mechanism. This will be sent to the National Operations Officer to assess whether the complaint is eligible. The confidentiality of the complaint must be preserved during the process.
- 2) The Project Team (PT) will address eligible complaints and the National Operations Officer will be responsible for recording the grievance and how it has been addressed if a resolution was agreed.
- 3) If the situation is too complex, or the complainant does not accept the resolution, the complaint must be sent to a higher level, until a solution or acceptance is reached.
- 4) For every complaint received, a written proof will be sent within ten (10) working days; afterwards, a resolution proposal will be made within thirty (30) working days.

¹Available online at: <http://www.fao.org/3/a-i4439e.pdf>

- 5) In compliance with the resolution, the person in charge of dealing with the complaint, may interact with the complainant, or may call for interviews and meetings, to better understand the reasons.
- 6) All complaint received, its response and resolutions, must be duly registered.

Internal process

- 1) Project Team. The complaint could come in writing or orally to the Project Team directly or through the provincial focal points. At this level, received complaints will be registered, investigated and solved by the coordinator.
- 2) FAO Representative. If the complaint has not been solved and could not be solved by the Coordinator, then the assistance of the FAO Representative is requested.
- 3) FAO Regional Office for Latin American and the Caribbean. The FAO Representative will request, as necessary the advice of the Regional Office to resolve a grievance, or will transfer the resolution of the grievance entirely to the regional office, if the problem is highly complex.
- 4) The FAO Regional Representative will request only on very specific situations or complex problems the assistance on the FAO Inspector General who pursuits its own procedures to solve the problem.

Resolution

21. Upon acceptance a solution by the complainer, a document with the agreement should be signed with the agreement.

Local Level	National Operations Officer – FAO Cuba (tbd: to be designed)-----7208 6411 Provincial coordinator Center: to be designed Provincial coordinator Eastern: to be designed
FAO representation	Must respond within 5 working days, in consultation with Project Team. Mr. Marcelo Resende De Souza FAO-CU@fao.org Marcelo.resende@fao.org

Regional FAO Office for Latin America and the Caribbean	<p>Must respond within 5 working days in consultation with FAO's Representation.</p> <p>Mr. Julio Berdegue</p> <p>RLC-ADG@fao.org</p> <p>Julio.Berdegue@fao.org</p>
Office of the Inspector General (OIG)	<p>To report possible fraud and bad behavior by fax, confidential:</p> <p>(+39) 06 570 55550</p> <p>By e-mail: Investigations-hotline@fao.org</p> <p>By confidential hotline: (+ 39) 06 570 52333</p>

Part 2: Stakeholder Participation Plan

2.1. Participation and consultation at country level

22. Cuban regulations for the authorization of development and final approval of international collaboration projects include as an essential step their validation by governing bodies according to the nature of the projects and the provincial and municipal authorities. The authorities, especially the municipal ones, are in turn obliged to get involved in the design processes of the projects and to guarantee that the communities, organizations and relevant entities at the local level are consulted up to the level of the Popular Council. In addition, municipalities must ensure that there is a correspondence between project objectives and Spatial Planning Plans which constitute the main territorial tool for planning and development and are collectively constructed and approved in the municipalities.
23. For new investments and/or activities that impact the environment, Cuban environmental legislation through Resolution No. 132/2009 "Regulation of the Environmental Impact Assessment Process (EIA)", considers, among other elements, public consultation with the communities involved in the areas of action.
24. The National Association of Small Farmers (ANAP), identified in the initial mapping of key actors of the project and repeatedly consulted from the stage of discussion of primary ideas and in the design, is the space for participation, articulation and interrelation of producers for the development of agricultural and livestock activity and development projects. There are also other spaces created by non-governmental organizations and the Federation of Cuban Women (FMC), the latter of which organizes women from the age of 14.

25. Agricultural producers participate in development planning processes and are key actors in the elaboration of Cooperative Development Plans (PDC) (each cooperative has its own); they are consulted and their interests, motivations and aspirations are taken into account in order to materialize collective purposes, according to the demands, needs of territorial consumption and the market (tourism, exports, etc.). The investment, collaboration and development projects are reconciled with the PDCs. There are recent experiences of high-impact projects, based on the promotion of the PDC of livestock cooperatives (PRODEGAN Project) and grain producers (PRODECOR Project), sponsored by the International Fund for Agricultural Development (IFAD).

2.2. Multiple stakeholders Process

26. The stakeholder analysis is a tool to identify the needs and concerns of the different stakeholders regarding the project and its implementation. It can help improve everyone's understanding and create consensus, communicate benefits of the proposed project, and design in an inclusive manner its implementation (CE-FAO, nd).
27. A multi-stakeholder process (MSP) is about participatory decision-making and information sharing at the country level. Key stakeholders should be represented and decide what issues to focus on and what actions to take. These processes range from simple processes, such as one-off consultations, to more complex ones such as multi-stakeholder networks and partnerships. The benefits of MSPs include:
- **Relevance:** Local stakeholders best understand which activities are truly relevant to their needs and are realistic in a specific context.
 - **Ownership and sustainability:** Local stakeholders share information and jointly decide what actions to take. This leads to a greater local ownership of activities and outcomes, which makes them more sustainable.
 - **Builds partnerships and alliances:** Sharing goals strengthens partnerships and creates opportunities for dialogue and sharing resources (FAO, nd).
28. FAO recommends some practices to carry out these participatory processes:
- Key stakeholders should be involved in designing the MSP and coordinating the process.
 - Conducting a stakeholder mapping exercise will ensure that all stakeholders are represented, and will allow to learn about the power relations.
 - Training local facilitators who speak the local language.
 - Ensuring that women and traditionally marginalized groups have a voice and that meetings are truly participatory.
 - Having a permanent platform for multi-stakeholder consultations will ensure that the benefits of MSPs continue beyond the scope of the project or program.
 - During meetings, avoid long presentations by experts and maximize the time for discussions and group work.
 - The process should be used to find common points / goals among the parties and build a shared vision of the project, even at a longer term, avoiding focusing on the differences between stakeholders.

2.2.1. Setting up a Multi-Stakeholder Process

29. Three main steps are proposed, each with specific objectives and actions, to achieve the main objective which is the involvement of all the stakeholders in a specific process, so that decision making as well as the execution of actions are carried out in a truly participatory manner. FAO proposes the following steps:

Phase 1: Initiate the process

30. This step aims to clarify the common objectives and the scope of the initiative. An initial situation analysis is conducted to identify the stakeholders: what are their interests, fears, expectations, issues and power relationships, as well as the policies involved. A coordination team is established and the main milestones are identified.

Phase 2: Build Sustainable Collaboration

31. Once Phase 1 has been completed and the process has started, the parties should seek a shared future vision, ensuring that the decision-making process is inclusive and participatory. Relationships of trust should be built through the sharing of values, concerns and interests of each of the involved groups; for it is important communicating progress and outcomes to the stakeholders regularly.

Phase 3: Manage collaboration

32. During the third phase detailed and concrete action plans will be developed, resources and support for the implementation of said plans will be managed, capacities should be strengthened, and implementation and management mechanisms will be established, including mechanisms for conflict resolution (FAO, nd).

2.3. Green Climate Fund Guidelines for the Involvement of Stakeholders

33. The Environmental and Social Policy of the Green Climate Fund (GCF) (Green Climate Fund, 2018), clearly states that the activities financed by this Fund must have the support and the participation of multiple actors throughout its development and implementation; it points out that the process should be inclusive, gender responsive and culturally appropriate, based on the publication of relevant information, in accordance with the GCF Information Dissemination Policy (Article 8i). It also states that for those activities that affect the territories of indigenous peoples, they should be consulted and, if necessary, a plan for the management of the impacts should be established and built with the participation of the affected indigenous peoples. In the specific case of Cuba, indigenous people's regulations do not apply, because there are no recognized indigenous peoples in the country.
34. In general terms, Environmental and Social Policy of the Green Climate Fund applies to all persons who may be affected by the activities of a project or program. Section 7.2 (Art. 67 to 72) specifically addresses the involvement of stakeholders, understood as those actors who are affected or potentially affected by proposed GCF funded activities; it indicates the need for a

participation plan and its requirements, with particular emphasis on vulnerable and / or marginalized groups or individuals.

35. The stakeholder participation plan will describe how information will be disclosed; the process by which meaningful consultation and informed participation will take place in a culturally appropriate and gender responsive manner; and in certain circumstances, how the free, prior and informed consent of indigenous peoples should be obtained, according to GCF social and environmental standards. Stakeholders participation will be guided by the principles of transparency, inclusiveness, non-discrimination, "do no harm" and accountability, as well as by international best practices.
36. The GCF requires and will ensure that meaningful consultations are carried out throughout the life cycle of the activities in a culturally appropriate manner, providing information in real time and in a friendly format, in local languages, through an inclusive and gender responsive process, free from coercion, and incorporating the visions of the actors in the decision-making processes. The entire process and specific cases will be supported by the objectives and requirements of the GCF social and environmental standards and other relevant policies.
37. For an Accredited Body and Executing / Intermediary Entities, stakeholder participation should be seen as an opportunity to improve each phase of its activities, and not only as a process to validate or confirm positions of individuals or groups (Green Climate Fund, 2019). These processes can be a great opportunity to innovate and collaborate on shared challenges, build trust and credibility, and improve outcomes.
38. It is necessary to differentiate between "consultation" and "participation". The first involves seeking the input of stakeholders to better understand their perspectives; if well designed, the consultation processes show due diligence in considering a range of opinions. "Participation" is a more in-depth process that gives stakeholders a larger role in framing questions and participating actively in the project discussions, it is an on-going and two-way dialogue.
39. A "meaningful" process has certain characteristics (Green Climate Fund, 2019):
 - Flexibility, adapting to national and local needs, as well as the activity conditions and requirements;
 - The project general budget includes resources for participation activities, including salaries or fees for experts who facilitate the process;
 - The process starts early enough to identify problems and influence decisions;
 - Information is presented in understandable and culturally appropriate formats
 - Communication flows two ways;
 - The processes are inclusive for the different groups;
 - Free from coercion or manipulation;
 - The meetings are well documented to be able to follow up;
 - The process to timely reporting is clear and mutually agreed.
40. The GCF recommends following five steps to develop a meaningful involvement of stakeholders, as described below (Green Climate Fund, 2019):

Step 1: Develop a strategy

41. It is important that the project executing team and the stakeholders are clear about why the participation and engagement of the stakeholders is important; this will provide direction to the working teams and the actors in general. It can start from a brainstorm to develop the stakeholder's participation general strategy that articulates the purpose and objectives of the participation plan, guiding principles, commitments and success indicators, roles and responsibilities related to the stakeholder's participation, among others.
42. For an effective participation, the project management team should include specific personnel responsible for the participation and engagement of the communities, including gender and social / cultural specialists, and others with specific expertise.

Step 2: Map stakeholders and issues

43. Mapping exercises are the starting point for developing plans and strategies to effectively engage stakeholders, addressing their concerns and gaining their support. They help to organize people and groups of interest according to specific criteria related to the project, such as positions, interests, expectations, relative influence on the specific project or within an organization or community, the possible contributions to the project or to a specific activity, etc. They are useful to ensure that a wide range of participants and diverse perspectives are promoted.
44. Stakeholder maps are dynamic, which means that the perspectives and interests of the actors can change throughout the life of the project, as more information becomes available, or as a result of their involvement.
45. Not all interest groups will share the same concerns or perspectives, it is important to develop a prioritized engagement list using a hierarchy system. This implies an analysis of multiple factors related to the potential social and environmental impacts of the activity, and the level or intensity of engagement that may be required for each stakeholder group.

Step 3: Engage with stakeholders

46. Once the stakeholder groups, their problems and interests have been examined, it is important to validate the assumptions with the same groups and adjust what is necessary through initial approaches or "pre-consultations", which also offer the opportunity to share information about the project, gather ideas on how to handle communication and participation, etc. It is crucial to meet with all the stakeholders identified in the mapping exercise.
47. A practical approach to manage stakeholders is to divide them into three categories:
 - **Those who are engaged**, are most likely to be affected by project activities, are the key stakeholders;
 - **Those who communicate**, are not as directly impacted, but might have a high interest in the activity and willingness to participate, as well as experience in issues relevant to the project. They are actors with whom it is important to maintain communication and with whom specific activities can be coordinated.

- **Those who are informed**, they are less interested and less willing to collaborate directly with the project, however, they may wish to receive information and updates.

48. When engaging key actors, it is important to consider some good practices:

- Choose properly the meeting places
- Provide information that responds to expectations and interests of the group of actors engaged in the project, that is understandable and contextualized;
- Consultations and meetings are gender inclusive and culturally appropriate, where most vulnerable and marginalized groups are represented, which process is free from coercion, intimidation or reprisals;
- Listen deeply, acknowledging participants' concerns, seeking common understanding and identifying areas of disagreement, be prepared to negotiate, change plans and explore alternatives;
- Offer multiple opportunities for consultation and participation;
- Keep track of all meetings and activities, with agreements and timelines for tasks;
- Distribute summaries of meetings to stakeholders and appropriate interest groups

Step 4: Implement the plan

49. This is perhaps the most important step as it tries to translate the findings, agreements or recommendations into concrete actions. The action plan should be developed in two levels: internal that the Accredited Entity and the project partners will manage and execute directly, and external actions that have to do with communications, specific engagements or stakeholders' meetings, it may involve external experience or partners.

50. The implementation plans must include clear descriptions of the commitments, the reason behind these commitments, decisions and their reason or justification; budget requirements, timelines and the roles and responsibilities of the executing team or interest groups who will implement the actions.

Step 5: Monitor and Follow-up

51. To ensure the success of the plan, a monitoring process must be included to understand how well the process is working and why, but also to respond to unexpected events as they unfold, such as changes in the scope, activities, locations or changes in external or project policies; all this can introduce new environmental and social risks and impacts, or increase the level of those already identified

52. Evaluation should be part of the overall participation strategy. Some projects align monitoring and evaluation of participation with project milestones, others conduct quarterly or semi-annual assessments of stakeholder participation.

2.4. Stakeholders' Participation and Engagement in the IRES Project

53. Project stakeholders were identified and contributed to the design of the project, from national authorities to local, community-level associations, academy, farmers, etc. The process was organized in several stages and resulted in a proactive participation during the initial phase and in the validation of the proposal, both with local actors in the territories, as with the Designated National Authority (CITMA) and the other government institutions that will be involved in the execution of the project.
54. The consultation process was implemented through several sessions in which the project was presented and opinions discussed. In total, 810 people participated. This process will be used as a basis to develop the stakeholder participation plan. The procedure to develop said plan is described below.

Project Strategy to Engage Stakeholders

55. This project has undergone a broad consultation process from its inception, from senior management to potential producers to beneficiaries. A letter of no objection was issued by the Ministry of Science, Technology and Environment as the Designated National Authority for the Green Fund. This letter of no objection allowed FAO to begin the proposal design process. Among the initial tasks, a mapping of the entities and other actors of potential relevance for the socio-environmental aspects of the project was carried out due to their technical protagonism in the solutions, their role in the steering role over natural resources, biodiversity and the main processes that would be addressed in the project.
56. The development of this project responds to an interest of the Ministry of Agriculture, with the approval of the Designated National Authority (NDA). The first meetings and discussion of ideas began in 2017 with the participation of FAO and the NDA. As a previous step, a consultation process was carried out that included several meetings aimed at reconciling interests, identifying priorities and the application of policies and regulations, with the participation of the governing bodies of the agricultural and environmental sectors and of the branches of science with influence on the project among them: The CITMA Environment Directorate, the MINAG Forestry and Wildlife Directorate, the Agroforestry Institute, the Pasture and Forage Research Institute, the MINAG Livestock Directorate, the MINAG Science, Technology and Environment Directorate, the Soil Institute, the Plant Health Institute and the Agricultural Engineering Institute.

Stakeholder Mapping

57. Once the project's governance structures have been established and their operation has begun, one of the first activities to be programmed will be the mapping of stakeholders, in order to ensure that the project's different groups of interest have been identified and the level which its actions might affect them, the relationships between the actors and with the project. This will allow the classification of the groups according to their level of engagement throughout the life of the project. It is important to notice that at this stage the mapping of actors produced previously will be used as an input and will be complemented with data obtained through the methodology detailed below.

58. For this task, a specialized team in social mapping will carry out the process through an appropriate, participatory and sufficiently robust methodology to ensure the effective identification of the key actors in the territories. The specialized personnel of the PMU and the Territorial Operative Units will coordinate the mapping.
59. It will be very important to establish who are the actors directly involved to the project's activities, as well as the groups who support and those who oppose, and then write down appropriate action plans to work with each group, which will result in a more effective participation of stakeholders.
60. It is important to highlight, as mentioned above, that during the execution of the project, actors' dynamics may change for different reasons, such as identifying new actors, changing vision and interest on the project, or changes in external circumstances or project internal policies; consequently, the initial mapping, as well as the stakeholders' participation plan, may need adjustments.

Stakeholder participation plan

61. The stakeholder map will be presented to stakeholders in the territories, as well as to the governance structures of the project, in order to review and validate the results, as well as sharing preliminary information about the project with different stakeholder groups and gather feedback inputs for its implementation. In the initial approaches with the identified parties, each group will work with the definition of their specific roles and interests, how they can collaborate and / or benefit from the project's activities.
62. Once the stakeholder mapping is validated and stakeholders are confirmed identifying their close medium or distant connection with the project, with additional inputs from the first round of approaches with the stakeholder groups, an action plan will be established for the involvement of the stakeholders. The plan will define specific approaches and actions for each group according the level of connection with the project and considering inputs provided by the same actors.
63. As recommended in the GCF Guide (Green Climate Fund, 2019), it is a two-level action plan: an internal level that directly concerns the Accredited Entity and executors of the project, and an external level that focuses on activities outside the executing structures of the project and / or carried out by external actors given the specificity of action and agreements reached with the stakeholders.
64. In each territory identified where the project is to be implemented, the participation plan may be adapted to specific circumstances, needs and interests of stakeholders in the territory, while maintaining the general vision of the project plan.
65. The action plan for the involvement of the IRES project stakeholders will have clarity on the actions, to whom they are addressed and who is responsible for its execution, identifying budgetary needs and defining achievement indicators to monitor plan. It is important to highlight that flexibility should be maintained as the original plan may undergo changes during the life of the project due to different circumstances.

Implementation Plan

66. According to the previous step, the specialized personnel of the PMU and of the Territorial Operative Units will establish operational plans and will follow the fulfillment of the proposed activities to ensure the participation and engagement of the stakeholders, promoting that each group gets involved as defined and receive the agreed information and / or benefits.
67. The implementation of the participation plan must ensure a balance in the involvement and benefits between men and women, as well as the participation of vulnerable and traditionally marginalized groups, ensuring that the project's objectives are met in terms of improving the resilience of the populations in poverty and extreme poverty located in the prioritized territories.
68. Regular meetings will be scheduled with the representatives of the groups of actors involved in the project, for the revision of the plan, activity progress and necessary adjustments according to probable changes in the initial context during the execution of the project.

Monitoring and Evaluation of the Participation

69. The monitoring and evaluation of stakeholders' participation will be based on the indicators that will be defined in the participation plan at the beginning of the project, and will be linked to the established periods for the general monitoring and evaluation of the project.
70. However, to ensure the plan objectives are met and to make adjustments it in real time - if issues arise such as changes in actors or particular situations during the implementation -, as already stated in the previous section, periodic meetings will be scheduled with the representatives of the groups of actors involved in the project, for the revision of the plan, activity progress and necessary adjustments according to probable changes in the initial context during the execution of the project.

Part 3: Appendices

Appendix 7.1: List of Consultations

Actividades de consulta con los interesados (s)	Fecha	Participantes	Ubicación	Cantidad de personas consultadas
MISIÓN # 1 Recorrido por las provincias de Villa Clara y Matanzas Reunión Provincial	15-11-2017	CITMA Provincial; Delegación Provincial del MINAG, Villa Clara; Centro Meteorológico Provincial, Villa Clara; Estación de Pastos, Villa Clara; Dirección Provincial de Economía y Planificación Física; ANAP Provincial; Instituto de Investigaciones de Viandas Tropicales (INIVIT); Empresa Agroforestal Villa Clara.	Delegación Provincial de la Agricultura (Villa Clara);	17
MISIÓN # 1 Recorrido por las provincias de Villa Clara y Matanzas Reunión No 2	16-11-2017	Delegación Provincial del MINAG; Delegación Municipal del MINAG; PCC Municipal (Miembro del Buró, Esfera Agroalimentaria); ANAP Municipal (Presidente); FMC Municipal; ANEC Municipal (Presidente); CITMA Municipal (Especialista municipal); Consejo de la Administración Municipal (CAM); Centro Universitario Municipal (CUM); Empresa Aprovechamiento Hidráulico; Flora y Fauna; Empresa de Proyecto e Ingeniería del MINAG (ENPA).	Municipio Quemado de Güines	16
MISIÓN # 1 Recorrido por las provincias de Villa Clara y Matanzas Reunión No 3	16-11-2017	Delegación Provincial del MINAG; Delegación Municipal del MINAG; CITMA Provincial; UEB Silvícola Corralillo; ENPA (Oficina Central); FMC Municipal; Acueducto y Alcantarillado, Corralillo; Empresa Agropecuaria; CUM; Asamblea Municipal del Poder Popular (DMPP).	Municipio Corralillo	17
MISIÓN # 1 Recorrido por las provincias de Villa Clara y Matanzas Reunión No 4	17-11-2017	Delegación Provincial del MINAG; Delegación Municipal del MINAG; Empresa Agroforestal, Provincia Villa Clara; FMC Municipal; CTC; UEB Silvícola; Servicio Forestal Estatal (SEF); Cuerpo de Guardabosques; INIVIT; ENPA (Oficina Central); ACPA; Estación de Pastos; ANAP; Consejo de la Administración Municipal (CAM); CITMA; ACTAF; CUM.	Instituto de Investigación de Viandas Tropicales (INIVIT), Municipio Santo Domingo	30
MISIÓN # 1 Recorrido por las provincias de Villa Clara y Matanzas Reunión No 5	17-11-2017	CAM (Sub Delegada); Servicio Estatal Forestal; Delegación Municipal del MINAG; ACTAF; ANAP Municipal; UEB Integral Agropecuaria, Los Arabos; CTC Municipal; CUM.	Provincia Matanzas, Municipio: Los Arabos	15
MISIÓN # 1 Recorrido por las provincias de Villa Clara y Matanzas	18-11-2017	Instituto de Investigaciones de Pastos y Forrajes "Indio Hatuey", (Investigador: Dr. Jesús Manuel Iglesias Gómez	IIPF- Indio Hatuey provincia Matanzas.	11

Reunión No 6				
MISIÓN # 2 Recorrido por la provincia de las Tunas Reunión # 1, Provincial	21-11-2017	Delegación provincial del MINAG; ENPA (Oficina Central); ENPA, UEB Las Tunas; Subdelegación Ganadera; Empresa Agroforestal; Departamento de suelos; Sanidad Vegetal; Empresa Integral Agropecuaria; Cuerpo de Guardabosques; Instituto Nacional de Recursos Hidráulicos, Las Tunas; CITMA Provincial; ANEC Provincial; Departamento Forestal, Flora y Fauna Silvestre; ACTAF; UEB Flora y Fauna; EEPF "Indio Hatuey"; Movimiento Cooperativo	Delegación Provincial de la Agricultura (Las Tunas);	23
MISIÓN # 2 Recorrido por la provincia de las Tunas Reunión # 2	22-11-2017	Delegación municipal del MINAG; CITMA; Poder Popular; ANAP; ENPA; IPF; UEB Agroforestal; UEB Agropecuaria; FMC; BANDEC; ANEC; Empresa de Flora y Fauna.	Municipio Amancio	17
MISIÓN # 2 Recorrido por la provincia de las Tunas Reunión # 3	23-11-2017	Delegación Provincial del MINAG; Delegación Municipal del MINAG; Consejo Administración Municipal (CAM), Municipio Jobabo; UEB Agroforestal Jobabo; Área protegida Flora y Fauna; Instituto de Planificación Física (IPF); FMC, Jobabo; CITMA Municipal, Jobabo; Centro de Gestión y Desarrollo Local, Jobabo; Educación Municipal, Jobabo (Director).	Municipio Jobabo	23
MISIÓN # 2 Recorrido por la provincia de las Tunas Reunión # 4	23-11-2017	Delegación Municipal del MINAG; Proyecto de Desarrollo Local; CAM (Vicepresidente); AZCUBA; PCC (Miembro del Buró Agroalimentación); Servicio Estatal Forestal (SEF); UEB Agroforestal; Registro Agropecuario; UEB Granja Urbana; UEB Integral Agropecuaria Colombia; Departamento de Suelo; Cultivos Varios; Sanidad Animal.	Municipio Colombia	21
MISIÓN # 3: "Recorrido integral por las posibles zonas de intervención del proyecto Reunión # 2	4-12-2017	Delegación provincial del MINAG; CITMA Provincial; Delegación Provincial (Genética y Registro Pecuario); Delegación Provincial de Cooperativas; Departamento de Sanidad Vegetal (Delegación Provincial del MINAG); Departamento de Ganadería; Departamento Sanidad Animal; Banco (BANDEC); Cultivos Varios; Delegación Provincial de Planificación Física (DPPF); Departamento de Agronomía; Departamento de Suelos; ACTAF; Empresa Agroforestal Las Tunas (EAF); Servicio Estatal Forestal Provincial (SEF); Departamento de Semillas; FMC Provincial; UEB ENPA Las Tunas; INRH (Provincial); DPPFS.	Delegación Provincial de la agricultura de Las Tunas	41
Visita a la finca Agroforestal "Los Vélez"	4-12-2017	Equipo nacional Finqueros Autoridades provinciales del MINAG	Municipio las Tunas	56
Visita a la finca Agroforestal "Majibacoa"	4-12-2017	Equipo nacional Finqueros Autoridades provinciales del MINAG	Municipio Majibacoa, Las Tunas	32
Visita de campo al polígono demostrativo de aguas, suelos y bosques MINAG	5-12-2017	Equipo nacional Finqueros Autoridades provinciales del MINAG	Municipio las Tunas	37

Intercambio técnico	5-12-2017	Delegación Municipal del MINAG, CITMA, Poder Popular, ANAP, ENPA, IPF, UEB Agroforestal, UEB Agropecuaria, FMC, BANDEC, ANEC y Empresa de Flora y Fauna.	Hotel las Tunas	19
Reunión # 4: Encuentro en la Delegación municipal del MINAG	6-12-2017	Delegación provincial y municipal del MINAG; CITMA; Poder Popular; ANAP; ENPA; Estación de Pastos; INIVIT; Centro Meteorológico, IPF; Empresa Agroforestal; FMC.	Delegación municipal del MINAG, Quemado de Güines	17
Actividad # 5: Visita a comunidad pesquera Norte de Villa Clara	7-12-2017	Delegación Provincial y Municipal del MINAG; Comunidad pesquera.	Quemado de Guines, Villa Clara	46
Visita a zona bananera para visualizar el sistema de riego por goteo.	7-12-2017	Delegación municipal del MINAG; Cooperativa Bananera (Dirección y trabajadores de la cooperativa)	municipio Quemado de Güines, Villa Clara	28
Visita al Bosque Modelo	8-12-2017	Delegación municipal del MINAG; UEB “El Espinal” (Bosque Modelo).	municipio Santo Domingo, Villa Clara	87
Visita al Instituto de Investigación de Viandas Tropicales (INIVIT).	8-12-2017	OLPP (Presidenta del gobierno); INIVIT (Sub Directora e investigadores); Delegación Provincial del MINAG; Centro Meteorológico; Empresa Agroforestal; Cuerpo de guarda – bosques; ANEC; CTC; UEB Silvícola.	municipio Santo Domingo, Villa Clara	19
Reunión en el municipio Corralillo.	8-12-2017	OLPP (Presidente del gobierno); MINAG Provincial y Municipal (Delegada municipal MINAG); CITMA Municipal; ANAP; Centro Meteorológico; Empresa Agroforestal.	Delegación municipal del MINAG, municipio Corralillo	11
Visita Comunidad Costera	8-12-2017	OLPP (Presidenta del gobierno); Delegación municipal del MINAG (Delegada del MINAG y otros funcionarios); Comunidad costera.	Comunidad costera municipio Corralillo	68
Reunión en la provincia Matanzas, municipio “Los Arabos”.	8-12-2017	OLPP (Presidenta del gobierno); MINAG municipal (Sub delegado); Poder Popular; ANAP; SEF Los Arabos; ACTAF; CPA Mario Muñoz; UEB Instituto Agropecuario.	Delegación municipal del MINAG, municipio “Los Arabos”.	17
Visita Comunidad Agropecuaria	8-12-2017	OLPP (Presidenta del gobierno municipal); Delegación municipal del MINAG (Delegado del MINAG municipal y otros funcionarios); Comunidad agropecuaria.	Comunidad agropecuaria	56

			municipio Los Arabos	
Taller nacional para la formulación del proyecto	14 -12-2017 15 -12-2017	Cuerpo de Guardabosques, Universidad Agraria de La Habana, Instituto de Meteorología, Asociación Cubana de Producción Animal, Empresas Forestales Provinciales, CITMA Provinciales y Municipales, Registro de la Tierra, Instituto de pastos y Forrajes, Sanidad Animal, Flora y Fauna, Consejo de Administración Municipal, Centro de Gestión de Desarrollo Local, Empresa Nacional de Proyectos Agropecuarios, Instituto de Ciencia Animal, Facultad Forestal de la Universidad de Pinar del Río, Dirección Nacional de ganadería del MINAG, Genética Camilo Cienfuegos, Instituto de Investigaciones Agroforestal, Estación de Pastos y Forrajes Indio Hatuey.	Hotel Meliá Habana	32
Reuniones , talleres para el ajuste y diseño del proyecto , aspectos uso del agua, maquinaria, especies de los módulos	14 al 21 de diciembre de 2018	Equipo FAO Habana vinculado a IRES, equipo internacional de diseño, Dirección Nacional Forestal, Grupo Agroforestal, Instituto de Pastos y Forrajes, Instituto Agroforestal, Instituto de Ingeniería Agrícola, consultor salvaguardas socio ambientales.	Oficina FAO Habana	17
Videoconferencia para consulta sobre especie a manejar el IRES	14 de febrero 2019	Equipo FAO Habana vinculado a IRES, Agencia de Medio Ambiente del Ministerio de Ciencia Tecnología y Medio Ambiente, consultora experta en especies exóticas invasoras Sílvia R. Ziller, consultor salvaguardas socio ambientales.	Oficina FAO Habana	1
Videoconferencia para consulta sobre especie a manejar el IRES	22 de febrero de 2019	Equipo FAO Habana vinculado a IRES, Instituto Agroforestal, Dirección Nacional Agroforestal, Grupo Agroforestal, Instituto de Investigación en Pastos y Forrajes, consultora experta en especies exóticas invasoras Sílvia R. Ziller, consultor salvaguardas socio ambientales	Oficina FAO Habana	5
Reuniones , talleres para el ajuste y diseño del proyecto , aspectos uso del agua, maquinaria, especies de los módulos, manejo de suelos, agroquímicos, manejos en los módulos y especies	Del 8 al 18 de abril de 2019	Equipo FAO Habana vinculado a IRES , equipo internacional de diseño, Dirección Nacional Forestal, Grupo Agroforestal, Instituto de Pastos y Forrajes, Instituto Agroforestal, Departamento Nacional de Suelos, Instituto de Ingeniería Agrícola, Instituto de Ciencia Animal, consultor salvaguardas socio ambientales	Oficina FAO Habana	31
Total de personas consultadas				810

Appendix 7.2: ESMF Timeline and Budget

ESMF Work plan IRES

IFM PROJEC T	ACTIVITY	INDICATOR	YEAR 1				YEAR 2				YEAR 3				YEAR 4				YEAR 5				COS T US \$	RESPONSIBILI T Y
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4		
1. Project Environmental Commitment Plan (PCAS)																								
	1.1 Elaboration of an updated Plan of Socio-Environmental Commitments of the Project (PCAS)	PCAS Document																						FAO / MINAG/ Safeguard Specialist
	1.2 Identification of sub-activities. ² Environmental Partners	List of sub-activities																						FAO / Safeguard Specialist
	1.3 Revision of socio-environmental activities	Socio-environmental detection checklists																						FAO / MINAG Safeguard Specialist
	1.4 Socio-environmental assessment and drafting of documentation related to safeguards for compliance	Pre-implementation documents by sub-activity																						Safeguard, Gender and Biodiversity Specialists
2. Capacity Development																								

² Sub-activities have not been defined at the time of performing the socio-environmental analysis

	2.1 Training of project staff on safeguards ³	Reports of training activities																					Safeguard Specialist / ESM Unit FAO
	2.2 Capacity development for the elaboration of the Socio-environmental Management Plans of the selected entities ⁴	Workshop reports																					FAO / MINAG/ Safeguard Specialist
	2.3 Training to extension agents, technicians and leading producers in topics such as management of invasive alien species, pesticide management, forests, water, soils and use of climate information	Workshop Reports																					FAO / MINAG/ Safeguard Specialist
	2.4 Training for producers on topics such as management of invasive alien species, pesticide management, forests, water, soil and the use	Activity Reports																					FAO / MINAG/ Safeguard Specialist

³ Must be done before the elaboration of the updated PCAS

⁴ See recommendations of the socio-environmental analysis

[illegible]

[illegible]

