



Centre de Suivi Ecologique

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**UPSCALLING "NATANGUE" FARMS PROJECT INTEGRATED  
FAMILY AND VILLAGE FARMS FOR RESILIENT AGRICULTURE IN  
SENEGAL**

**STAKEHOLDER ENGAGEMENT PLAN - SEP -**

**NOVEMBER 2023**

## DEFINITIONS OF TERMS USED

**Participation:** "Citizen participation can be defined as a process of compulsory or voluntary engagement of ordinary people, acting alone or within an organization, to influence a decision about significant choices that will affect their community".

**Context and relevance:** Any process to develop a complaints management mechanism will be localized so as to be adapted to the local context, in line with local governance structures and within the specific framework of the program being implemented.

**Safety:** To ensure that people are protected and can make a complaint or express a concern safely, ANIDA will carefully assess the risks to the various stakeholders and integrate them into the design of a Complaints Management Mechanism (CMM).

**Interest:** (motivating factor) of a stakeholder is considered strong given its proximity to or dependence on the Project.

**Power:** (ability to influence the project) of a stakeholder is defined by its capacity to influence the results of the Project or to persuade or force stakeholders to take decisions and adopt a course of action with regard to the Project.

**Confidentiality:** To create an environment where stakeholders can easily raise concerns, have confidence in the mechanism and be sure of the absence of reprisals, confidential procedures must be guaranteed. Confidentiality helps to ensure the safety and protection of complainants and their targets. This means limiting the number of people with access to sensitive information.

**Transparency:** Stakeholders will be clearly informed of how to access the PGM, and of the various procedures that will follow once they have done so. It is important that the purpose and function of the mechanism be communicated transparently.

**Accessibility:** the mechanism will be accessible (easy to use, both in terms of the system and language) to as many people as possible from the various stakeholder groups; in particular those who are often excluded or who are the most marginalized or vulnerable. Where the risk of exclusion is high, particular attention will be paid to secure mechanisms that do not require the ability to read and write.

**Complaint:** In the Complaint Management Mechanism, "A complaint is an expression of dissatisfaction with the level and/or quality of assistance provided, which relates to actions or inactions on the part of staff or volunteers that directly or indirectly cause distress to anyone". In the context of this project, which targets the resilience of Senegal's agricultural sector, a complaint or grievance is a form of expression of dissatisfaction expressed by an individual or group of individuals, due to non-compliance with standards and/or agreements agreed as part of the implementation of project interventions. This complaint may be oral or written. A complaint requires a response aimed at satisfying both the complainant and the project promoter, or even the CSE as coordinating entity.

**Complainant:** An individual or group (PAP, NGO, GIE, Riverains, farm managers etc.) with a question, concern, problem and/or claim that they want addressed and/or resolved amicably.

**Party complained against:** Natural or legal person presumed to be the perpetrator of a minor or serious offence or misconduct

**Project Complaints Management System:** A non-judicial, community-based process for resolving disputes amicably, through which stakeholders file a complaint and receive a response to their concerns.

It is also a set of simple and rapid procedures that give stakeholders access to a secure means of having complaints heard in areas relating to and within the sole control of the project.

**Grievances:** Requests addressed by a third party to those in charge (authorities, managers), essentially to make remarks or express a wish.

**Claim:** The act of applying to an authority for recognition of the existence of a right. A claim actually indicates two deviations:

- The presence of a non-conformity or a discrepancy between expected and perceived quality;
- The absence of quality control, or in any case the failure of the service provider to detect this anomaly.

**Appreciation:** the act of evaluating a given situation, or analyzing what one perceives of it.

**Witness:** A person who has direct knowledge of a package or event through having seen it, and who can help attest to important considerations relating to the package or event.

**Error:** An unintentional violation of the project or rules. Official errors are due to staff errors, and customer errors occur when customers inadvertently give incorrect information.

**Bribery:** offering, giving, requesting or accepting an advantage or reward that may fraudulently influence a person's action.

**Fraud:** A deliberate action consisting of falsification, deception, artifice and perversion of the truth or breach of confidentiality in relation to an organization's financial, material or human resources, its capital, the services it provides and or transactions, generally for personal profit or gain.

**Conciliation procedure:** Procedure by which parties in disagreement attempt to reconcile their points of view, by making mutual concessions, through the intervention of a third party. In the context of the Project, the third party represents the complaint management bodies in place. The chosen solution must be unambiguous. The wording of the agreement must be clear and precise, and the parties must have the same understanding.

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## LIST OF ACRONYMS

<b>ANCAR</b>	National Agency for Agricultural and Rural Consultancy
<b>ANIDA</b>	National Agency for Agricultural Insertion and Development
<b>CADL</b>	Local development support center
<b>CSE</b>	Centre de Suivi Ecologique
<b>DREEC</b>	Regional Division for the Environment and Classified Establishments
<b>EAS</b>	Sexual exploitation and abuse
<b>GCF</b>	Green Climate Fund
<b>HS</b>	Sexual harassment
<b>INP</b>	National Institute of Pedology
<b>NGO</b>	Non-governmental organization
<b>PAP</b>	Person affected by the project
<b>AIDS</b>	Acquired immunodeficiency syndrome
<b>PMU</b>	Project Management Unit
<b>HIV</b>	Human Immunodeficiency Virus
<b>PRACAS</b>	Programme to Accelerate and Relaunch Senegalese Agriculture
<b>SEP</b>	Stakeholder Engagement Plan
<b>ARD</b>	Regional Development Agency
<b>DRDR</b>	Regional Directorate for Rural Development
<b>GRM</b>	Grievance Redress Mechanism

## I. BACKGROUND AND PROJECT DESCRIPTION

### 1.1. Project background

Senegal is highly exposed to climate risks, particularly in the agricultural sector, which accounts for ~15% of GDP (World Bank, 2018). The impact of climate change in particular (the average drop in annual rainfall from 61 to 89 mm by 2035, the 20% reduction in the length of the rainy season leading to lower yields and loss of land, the increase in average temperature from 1.17 to 1.37 degrees Celsius by 2035 and the increase in both the intensity and occurrence of extreme events such as floods, droughts and extreme heat) will cause significant consequences for the agricultural sector.

In response to this complex challenge, ANIDA and CSE have decided to work together to develop this program for the resilience of Senegal's agricultural system.

Since its creation as part of the Programme d'Accélération et de Relance de l'Agriculture Sénégalaise (PRACAS), the Agence Nationale d'Intégration et de Développement Agricole (ANIDA) has set up hundreds of "Naatangué" village/family farms, with the aim of modernizing production and providing small producers with year-round alternative income. The creation of "Naatangué" farms is a response to climatic hazards, namely droughts and the loss of arable land, which significantly affect agricultural yields. The current Naatangué farms project will build on the foundations, experience and best practices

of these projects to better strengthen the resilience of rural communities. To avoid duplication, the project will target municipalities that have not participated in other interventions.

## **1.2. Project description**

The project aims to increase the resilience of Senegal's agricultural sector, particularly small-scale producers, to the impacts of climate change, notably drought and loss of arable land. The project focuses primarily on areas with high agricultural potential in the regions of Thiès, Saint-Louis, Louga, Tambacounda, Kolda, Kaolack, Kaffrine and Ziguinchor. The project is structured around three interconnected components aimed at:

- i) improve water management by modernizing agricultural production capacities;
- ii) optimize farm utilization/profitability and maximize farmers' incomes through climate-smart farming practices integrated into the Naatangué farming model;
- iii) professionalize producers and build their capacities for better market access and production management.

The components are described briefly below:

### **Outcome 1: Establishing Naatangué farm models for sustainable agriculture in eight (8) regions**

Water remains the most limiting factor in the targeted regions, which are characterized by long dry seasons, irregular rainfall and high temperatures. These conditions, combined with poor water management, increase the vulnerability of small-scale producers to land and crop losses due to climate change. This increases the risk of deforestation and agricultural losses in these regions. Without project intervention, year-round water availability is limited and dependent on groundwater pumping infrastructure, which is generally unavailable or very expensive (high diesel costs). In this component, climate resilience translates into optimal water use thanks to an adapted drip system that saves water in an environment characterized by drought, high evapotranspiration, etc. In addition, climate resilience is assessed by the possibility given to growers to improve their ability to adapt, mainly to the effects of drought. In addition, the use of solar energy will considerably reduce CO<sub>2</sub> emissions, which exacerbate the phenomenon of climate change.

This component comprises three key results linked to the construction and consolidation of Naatangué farms (for more details on Naatangué farm models).

1. Creating 100 Naatangué family farms: This farm modernization specifically targets the deployment of solar irrigation equipment and drip irrigation lines for better water control and efficiency on family farms of 1 ha each for a total of 100 ha under cultivation. Thanks to the cooperatives and the training of advisors/trainers under Component 3, these farms will also receive targeted training and support for activities such as crop and livestock production, valorization of agricultural residues and diversification of production.
2. Facilitating the integration of 40 village farms: At village farm level, the project will aim to improve and consolidate existing farming operations (the operational assessment revealed that some farms were devoting 40% of their income to fuel costs) and deploy new income opportunities such as poultry and cattle rearing and organic fertilizer production. The main focus will be on developing infrastructure and operations for poultry farming. However, for five identified village farms that already have cattle farms, the project will support the development of milk processing units to further add value to existing farms. The poultry and beef farms supported by the project will also be accompanied by waste recovery and organic fertilizer activities to unlock additional value streams and minimize the environmental externalities of project activities. These activities will be developed over a total area of 536 hectares. The overall

aim of these activities will be to develop the financial viability of these village farms, which will not only help to improve livelihoods and incomes, but also achieve a new degree of self-sufficiency that will enable the ANIDA advisors/trainers currently supporting these farms to extend their involvement to other farms in the regions. 40 village farms and 100 family farms are targeted by the project under this component. A committee will be set up to evaluate applications according to predefined selection criteria. These criteria include age (priority is given to people aged between 18 and 35), gender, land availability (each person must own the site) and legal formalization (the farm must be set up as a business). Other considerations such as operating efficiency, operating expenses (particularly for diesel pumping) and access to capital will also enable specific producers to be targeted for project intervention. The proposed community contribution system builds on existing and traditional revolving funds, known as "tontines", which have been used in Senegal for decades. The creation of a community contribution system (managed by the agricultural cooperatives established under Component 3) should be readily accepted given their widespread adoption in the country, as well as the benefits it generates for contributing local communities, such as safer storage of money and immediate availability of funds for reinvestment at preferential rates. The program's investments will help provide a guarantee to traditional financial institutions and will be used to finance the beneficiaries' operations, notably by supporting the maintenance costs of agricultural equipment, thus generating long-term sustainability for the initial investments. For village farms, the project will seek to improve existing value chains and establish new ones for agricultural production, particularly in livestock breeding and processing.

## **Outcome 2: Strengthening the capacity of agricultural advisors and smallholder**

ANIDA's intervention strategy is oriented towards off-season crops, and those targeted are therefore mainly market gardening and arboriculture with year-round water control. These crop varieties play an important role in the food security and resilience of rural households. This is not a drought per se, but a shift in the rainy season. Although these varieties are drought-resistant, the variability that exists in the project area means that we need to use climate forecasts and information to select seeds from varieties suited to the season's profile.

This component aims to facilitate and accelerate the integration of climate-smart agroforestry practices on smallholder farms. To achieve this, it will strengthen the extension and advisory services provided by the state's system of agricultural advisors (part of the services are managed by ANIDA) while building a solid foundation for delivering climate-smart packages to improve producers' resilience. Overall, the project will strive to integrate climate-smart agriculture into Naatangué farms. The project will also support improved processing and marketing of agricultural products and, above all, opportunities for job and income creation, particularly for women and young people. Specific activities include:

- Capacity-building for 40 agricultural advisors in additive domestication, high-value forest fruit trees, resilient agroforestry practices and climate-resilient agroforestry technology packages,
- Capacity-building (awareness-raising and training) for growers on the use of climate information tools and their links with soil, water, nutrient and pest management. This will involve training 40 agricultural advisors - who will in turn train producers (>400) - in decision-making using climate data specific to their localities, as well as locally available data on crops, livestock and other livelihoods. This activity will also inventory and prioritize promising climate-smart crop, livestock and agroforestry practices that could be mainstreamed.



- Production support and monitoring: Development and implementation of farm management plans, periodic monitoring of campaigns and introduced species, and monitoring of technical operations.

### **Outcome 3: Empowering farmer entrepreneurship through market integration and accelerating new agricultural markets**

This component aims to better organize small-scale producers and professionalize their activities in order to ensure their long-term viability, resilience to climate change and expanded income-generating opportunities.

Specific activities include:

- Targeted training for agricultural advisors on value chains, marketing, irrigation, operations and maintenance of solar and agricultural equipment, and best practices for resilient agriculture.
- Organizational development and capacity building: development and implementation of customized training plans for producer organizations to improve the competitiveness and efficiency of agriculture.
- Creation of agricultural cooperatives: Reduce the burden on producers and strengthen technical capacities by creating new agricultural cooperatives. The agricultural cooperatives will act as training and capacity-building centers, while managing the new community contribution system.
- Marketing support: targeted support for improving agricultural productivity, market access and value chains, including but not limited to price monitoring to reduce price volatility and oversupply risk, sales monitoring and innovation exchanges for knowledge management in value chains. The creation of agricultural cooperatives is specifically targeted by the project to provide an alternative route for small-scale producers to access financing to help modernize the farm. Cooperatives not only help to reduce the cost of farm modernization (particularly solar irrigation technologies), but also provide a means for the sharing of knowledge and innovation and a catalytic impact through the scaling-up and dissemination of best practices, as well as financial support through marketing training and the management of the community contribution system. In addition, the lessons learned by cooperatives in adapting services and investing in small-scale agriculture can be leveraged by ANIDA and other partners to support engagement with traditional private sector players to help overcome perceived risk barriers in the future. In this way, the creation and training of cooperatives becomes central to the success of the project.

#### **1.3. Purpose of stakeholder engagement**

Stakeholder involvement in this project to make Senegal's agricultural system more resilient to the effects of climate change aims to build and maintain constructive relationships over the long term. This is an ongoing process between a project and all the stakeholders involved in its implementation. It extends throughout the project life cycle and encompasses a range of activities and approaches: from information sharing and consultation to participation, negotiation and partnership. Consultations will be carried out with decentralized administrations in the project's target areas at regional, departmental and communal level, as well as with many other key stakeholders. Consultation for this Project will build on existing relationships with communities that have benefited from ANIDA's achievements on previous projects, notably the establishment of village and family farms.

#### **1.4. Purpose of the Stakeholder Engagement Plan**

This Stakeholder Engagement Plan presents the approach and program prepared by the Project developer to ensure effective stakeholder engagement, particularly with regard to beneficiary communities. Overall, the aim of the SEP is to define, at a high level, a participatory approach to the overall planning and implementation of the Project. The SEP is designed to build on the stakeholder engagement activities carried out during the Project preparation and development phases.

The specific objectives of this SEP are as follows:

- Establish a reciprocal dialogue that gives the various parties involved the opportunity to exchange views and information, to listen and to have their questions heard and taken into account;
- Put in place the participatory planning, implementation and monitoring processes needed to deliver on environmental and social commitments;
- Disseminate comprehensible information prior to consultation and decision-making, using easily accessible methods and locations;
- Ensure inclusive representation of viewpoints, particularly those of women, Indigenous Peoples, young people, marginalized and vulnerable people<sup>1</sup>;
- Establish processes free from intimidation or coercion, where all participants are fully aware of their rights in accordance with national law and international standards;
- Develop structured mechanisms to respond to community concerns, suggestions and grievances;
- Demonstrate how feedback has been incorporated into project or program design, and report regularly to stakeholders.

#### **1.5. Overview of the socio-economic context of the intervention zone**

The following data are taken from Senegal's latest Recensement général de la population et de l'habitat (RGPH-5) and provide a mapping of some regional/regional data.

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<sup>1</sup> Vulnerable groups are essentially women over the age of 16, the elderly over 60, people living with a disability, individuals with no socio-economic activity and Indigenous People.

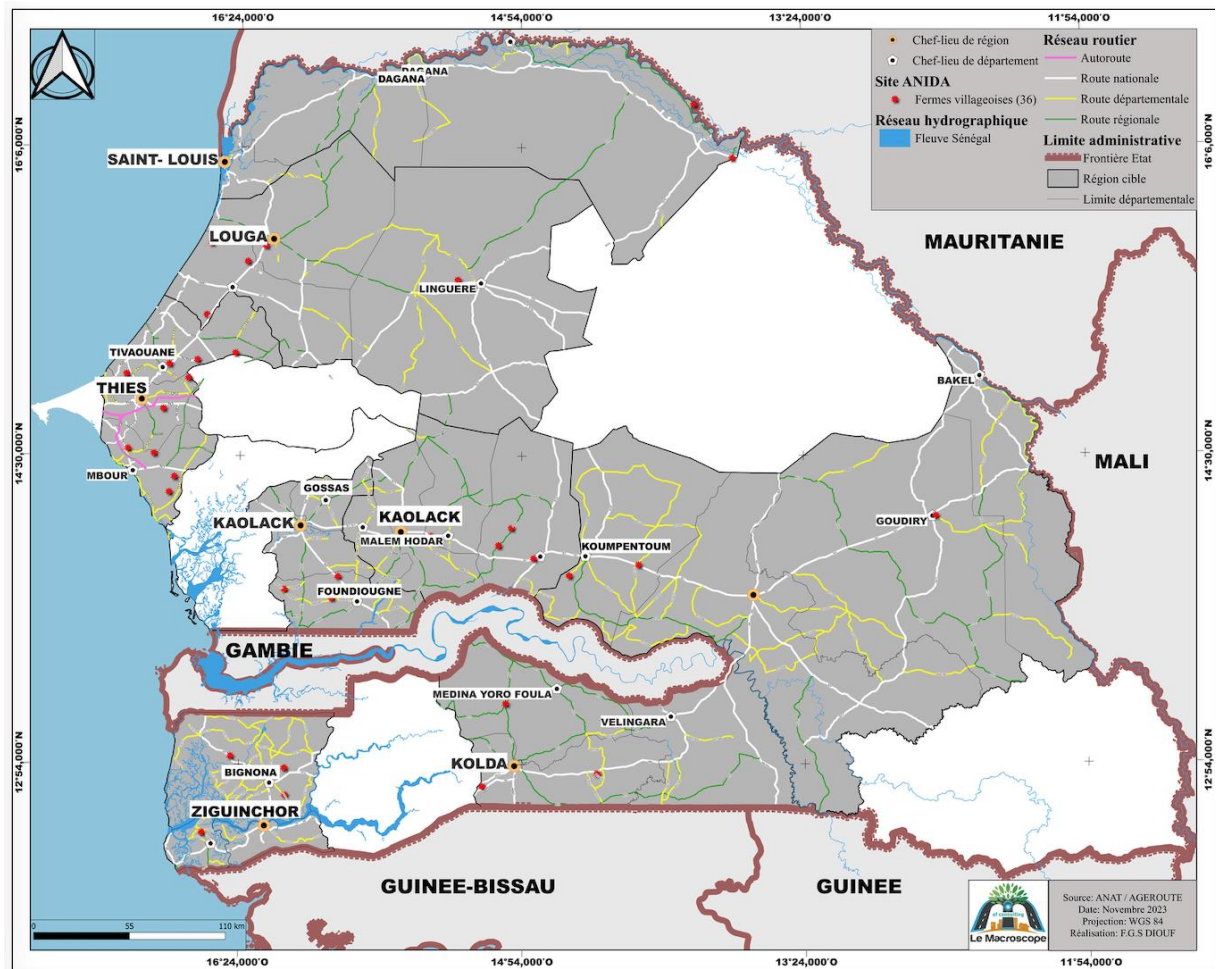


Figure 1 Location map of Natangué project sites

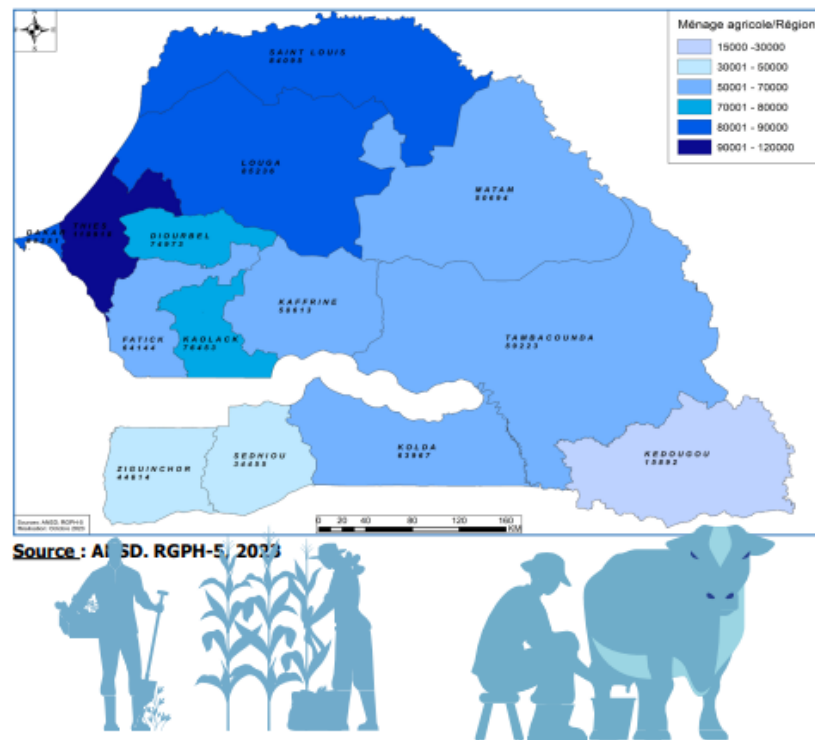


Figure 2 Map of the farming population in the Natangué project regions

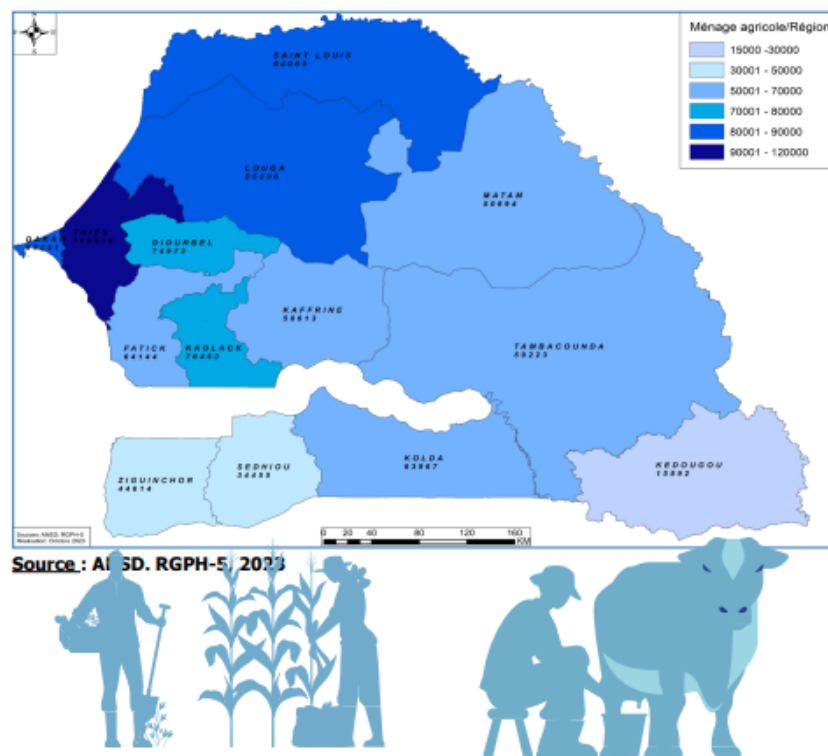


Figure 3 Map of population density in the Natangué Project intervention regions

## II. SEP PREPARATION METHODOLOGY

### 2.1. Document review

The literature review included the following documents:

- Project description in the *Simplified Approval Process* - SAP -;
- The English version of SEP;
- The manual for implementing the CSE's environmental and social policy;
- The CSE Complaints Mechanism;
- The CSE's gender policy;

A review of these documents has enabled us to gain a better understanding of the project's context, its activities and its position in relation to other projects.

### 2.2. Stakeholder identification and data collection

The consultative process for this project began in 2019. The first step was to identify the stakeholders relevant to the project, followed by consultations in the form of focus groups, individual face-to-face interviews, individual telephone interviews, public consultations and surveys to determine the baseline. Considering a stakeholder as a person or group who benefits directly or indirectly from the project; who has an interest in the project or who could influence the results of the project positively or negatively; who may be affected by the project's activities.

Down below a summary of the consultation undertaken in 2019.

Stakeholders	Consultation methods
the territorial command (regional governors, prefects, sub-prefects);	<ul style="list-style-type: none"><li>- Individual physical interviews</li><li>- Individual telephone interviews</li><li>- Meetings</li></ul>
Decentralised technical services: Regional Development Agency (ARD), Regional Directorate for Rural Development (DRDR), Regional Directorate for the Environment and Classified Establishments (DREEC)	<ul style="list-style-type: none"><li>- Individual physical interviews</li><li>- Individual telephone interviews</li><li>- Meetings</li></ul>
Local councillors of the municipalities concerned in the selected regions: sub-prefecture	<ul style="list-style-type: none"><li>- Meetings</li><li>- Surveys to determine the baseline</li></ul>
Communities (including vulnerable groups): village chief, presidents of associations, the beneficiaries (producers of village farms and Naatangué family farms).	<ul style="list-style-type: none"><li>- Focus groups</li><li>- Public consultations</li><li>- Surveys to determine the baseline</li></ul>

After identifying the stakeholders, the consultations made it possible to determine their roles and responsibilities in the implementation of the project and to collect their concerns for the future phases of finalizing the formulation and implementation of the project.

*Matrix of stakeholder's analysis*

Stakeholders	Main characteristics	Nature and scope of interest in relation to the project	Nature and scope of influence on the project	Potential roles and responsibilities in the project implementation	Stratégies proposées
Administrative authorities (Sub-Prefect of the district)	The field of action of the Sub-Prefect is the district in which he coordinates economic and social development actions. It is responsible for the execution of laws and regulations.	The sub-prefect plays a very important role as a stakeholder: He chairs the selection committee for farm beneficiaries; and in relation with the mayor of the municipality, he lists the villages close to the site to be included in the list of beneficiaries using a distribution key (according to the demographic size and the number of beneficiaries of these villages).	Participation in the selection of beneficiaries of farms.	Not beneficiary of the project. Participate in the resolution of conflict cases and the establishment of a grievance management system.	Involve in the selection of beneficiaries Involve in the formation of cooperatives Involve in the definition of the grievance management mechanism at the project level
Local authorities (Mayor, municipal councillors from the villages near the farm)	The Mayor is elected and represents the municipal authority of the local community. Among his missions, he is in charge of granting deliberation of land that he can assign to natural or legal persons after evaluation	The Mayor plays an important role in the project. Indeed, the Mayor grants the deliberations.	Participation in the selection of beneficiaries of farms and villages to be polarized.	Not beneficiary of the project. Participate in the resolution of conflict cases and the establishment of a grievance management system.	Involve in the selection of beneficiaries Involve in the formation of cooperatives Involve in the definition of the grievance management mechanism at the project level

Stakeholders	Main characteristics	Nature and scope of interest in relation to the project	Nature and scope of influence on the project	Potential roles and responsibilities in the project implementation	Stratégies proposées
	of the use to be made of it.				
Local technical services	The technical services are the decentralized services of the national directorates and agencies in charge of implementing the Government's policy in a concrete way.	The technical services, including the CADL in the area where the farms are located, are an integral part of the beneficiary selection committee. These services are also included in the Departmental Development Committee or the Local Development Committee under the chairmanship of the Prefect or the Sub-Prefect of the district depending on the location of the farm.	Participation in the selection of beneficiaries of farms.	Not beneficiary of the project. Participate in the resolution of conflict cases and the establishment of a grievance management system, particularly with regard to the Regional Divisions of the Environment and Classified Establishments (DREEC in French acronym). In the national process for managing project-induced conflicts, DREEC is the major body for the identification of complaints, their classification and their management.	Involve in the selection of beneficiaries Involve in the definition of the grievance management mechanism at the project level
Beneficiaries of the farm	The beneficiaries are producers, farmers, entrepreneurs who want to develop or diversify	They play an important role in the project since they are the recipient of all trainings and will	Capacity to jeopardize or not the project implementation.	Participate in the implementation of activities (trainings,	Involve in all steps of project implementation.

Stakeholders	Main characteristics	Nature and scope of interest in relation to the project	Nature and scope of influence on the project	Potential roles and responsibilities in the project implementation	Stratégies proposées
	their activities in agriculture.	make sure that the impacts of the project are continued.		agroforestry programs, etc.).	

*Summary of exchanges with stakeholders*

Stakeholders	Key Features	Nature and scope of interest/influence	Potential role	Recommandations
SUB-PREFECT	<ul style="list-style-type: none"> <li>- chairs the selection committee for farm beneficiaries</li> <li>- social regulator</li> <li>- coordinates economic and social development actions.</li> </ul>	District	<ul style="list-style-type: none"> <li>- Key actor in charge of listing the villages close to the site to be included in the list of beneficiaries.</li> <li>- Social regulator</li> </ul>	<ul style="list-style-type: none"> <li>- Think about the sustainable use of solar energy as an alternative</li> </ul>
LOCAL AUTHORITIES OF THE MUNICIPALITIES CONCERNED	<ul style="list-style-type: none"> <li>- Member of the selection committee for farm beneficiaries</li> <li>- Holder of the list of villages for the choice of beneficiaries</li> </ul>	Regional, communal and local level (villages concerned)	Land allocation (deliberation)	
DECONCENTRATED TECHNICAL SERVICES	<ul style="list-style-type: none"> <li>- Member of the selection committee for farm beneficiaries</li> <li>- Key contact</li> </ul>	Regional and local level	<ul style="list-style-type: none"> <li>- Guidance on the proposed strategies</li> <li>- Indications on the type of works to be carried out, their</li> </ul>	<ul style="list-style-type: none"> <li>- Adaptation to local conditions;</li> <li>- Development of agroforestry;</li> </ul>



Stakeholders	Key Features	Nature and scope of interest/influence	Potential role	Recommandations
			cost and the methods of execution	<ul style="list-style-type: none"> <li>- Consolidation and profitability of existing farms;</li> <li>- Using of adapted species (e.g. Melifera) as fences;</li> <li>- Securing (future) solar installations;</li> <li>- Promotion of rational water management systems such as drip irrigation;</li> <li>- Establishment of the baseline situation of each farm;</li> <li>- Taking into account the projects that are operating in the project area such as the cashew nut value chain;</li> <li>- integration of the social aspect (education, health) / (CSR);</li> <li>- Organization of capacity building sessions;</li> </ul>

Stakeholders	Key Features	Nature and scope of interest/influence	Potential role	Recommandations
				<ul style="list-style-type: none"> <li>- Establishment of the baseline situation to determine the modalities of using solar energy;</li> <li>- Use of new energy sources (biomass) and energy mix;</li> <li>- Organization of small sectoral sharing meetings after the formulation phase.</li> </ul>
PRODUCERS	<ul style="list-style-type: none"> <li>- Have a deliberation or land title to claim the establishment of a family farm</li> <li>- Main activities: <ul style="list-style-type: none"> <li>• Cultivation of mainly fruit species (citrus melon, papaya, banana, watermelon, etc.);</li> <li>• poultry farming</li> <li>• organization of activities according to gender</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- polarized villages in the case of modern village farms</li> <li>- Naatangué family farms</li> </ul>	<ul style="list-style-type: none"> <li>- Active participation in all development activities (weeding, seeding, watering, harvesting, etc.).</li> </ul>	<ul style="list-style-type: none"> <li>- use of solar energy, replacing fossil fuel energy, to substantially improve the income of the beneficiaries;</li> <li>- reorganization of activities;</li> <li>- development/increase of activities (poultry farming);</li> <li>- increase in the number of members;</li> <li>- strengthening of tree farming</li> </ul>

Stakeholders	Key Features	Nature and scope of interest/influence	Potential role	Recommandations
				<ul style="list-style-type: none"> <li>- integration of activities such as poultry farming;</li> <li>- strengthening of arboriculture;</li> <li>- possibility to benefit from training to ensure the continuity of activities;</li> <li>- fencing of fields;</li> <li>- improvement of the drip system which is easily clogged;</li> <li>- empowerment of the solar system</li> </ul>

In November 2023, consultation continued with a view to consolidating and updating the final stakeholder consultation report. Nevertheless, a certain gap was noted in the completeness of the people consulted. This was mainly due to the size of the project area and a lack of financial resources to cover the costs of organizing these consultations.

At the inception phase, it is planned to conduct a new baseline study assessing the baselines and targets for the Project outcome and co-benefit indicators, and in the event there are any changes to be made to baselines or targets as a result of such assessment update the project's logical framework.

We will take advantage of this to engage further with stakeholders by conducting another consultation focused on IPs in order to:

- address the gaps identified in the 2023 consultations
- further engage IPS identified, gather their concerns and update if needed the engagement plan.

The identification of stakeholders is being carried out in collaboration with ANIDA, which has provided a great deal of support through its regional offices for the organization of public consultations from November 13 to 23, 2023.

#### Summary of 2023 consultations

Locations/Level	Structures	Staff consulted		
		Total	Men	Women
National level	ANIDA	7	7	0
	CSE	2	0	2
	INP	4	4	0
	ISRA/CNRF	1	1	0
	SUB-TOTAL 1	14	12	2
THIES West Zone Coordination	<b>Administrative authorities</b>			
	Sub-Prefect	0	0	0
	<b>Local authorities</b>			
	Mayor	0	0	0
	<b>Regional technical services</b>			
	Regional Development Agency	1	1	0
	Direction Régionale de l'Environnement et des Etablissements classés (Regional Directorate for the Environment and Classified Establishments)	2	2	0
	Direction Régionale du Développement Rural	1	1	0
	Regional Inspectorate for Water, Forests, Hunting and Soil Conservation	1	1	0
	Service Régional de l'Hydraulique	1	1	0
	Mbour Departmental Livestock Service	0	0	0
	Beneficiaries	0	0	0
	SUB-TOTAL 2	6	6	0
SAINT-LOUIS North zone coordination	<b>Administrative authorities</b>			
	Sub-Prefect	0	0	0
	<b>Local authorities</b>			
	Mayor	0	0	0
	<b>Regional technical services</b>			
	Regional Development Agency	1	1	0
	Direction Régionale de l'Environnement et des Etablissements classés (Regional Directorate for the Environment and Classified Establishments)	2	2	0
	Direction Régionale du Développement Rural	1	1	0

Locations/Level	Structures	Staff consulted		
		Total	Men	Women
	Regional Inspectorate for Water, Forests, Hunting and Soil Conservation	2	0	2
	Service Régional de l'Hydraulique	1	1	0
	Breeding department	1	1	0
	Beneficiaries	0	0	0
	SUB-TOTAL 3	7	5	2
KAOLACK Coordination Zone Centre	<b>Administrative authorities</b>			
	Sub-Prefect			
	<b>Local authorities</b>			
	Keur Madiabel Town Hall	1	1	0
	<b>Regional technical services</b>			
	Regional Development Agency	0	0	0
	ANCAR	1	1	0
	Direction Régionale de l'Environnement et des Etablissements classés (Regional Directorate for the Environment and Classified Establishments)	0	0	0
	Direction Régionale du Développement Rural	2	1	1
	Regional Inspectorate for Water, Forests, Hunting and Soil Conservation	1	1	0
	Service Régional de l'Hydraulique	0	0	0
	Breeding department	0	0	0
	Beneficiaries	16	10	6
	SUB-TOTAL 4	21	14	7
KOLDA South Zone Coordination	<b>Administrative authorities</b>			
	Sub-Prefect			
	<b>Local authorities</b>			
	Mayor			
	<b>Regional technical services</b>			
	Regional Development Agency			
	Direction Régionale de l'Environnement et des Etablissements classés (Regional Directorate for the Environment and Classified Establishments)	1	1	0
	Direction Régionale du Développement Rural	2	1	1

Locations/Level	Structures	Staff consulted		
		Total	Men	Women
	Regional Inspectorate for Water, Forests, Hunting and Soil Conservation	1	1	0
	Service Régional de l'Hydraulique	1	1	
	Service de l'élevage (départemental)	1	1	0
	Beneficiaries Kafesse farm (Ziguinchor) - (the Peulh that are agropastoralist or seminomadic, that live inside the project area)	8	7	1
	Bodeyel Abdoul farm (Dioulacolon commune)	6	4	2
	SUB-TOTAL 5	20		
TAMBACOUNDA East Zone Coordination	<b>Administrative authorities</b>			
	Sub-Prefect of Koussanar	2	2	
	<b>Local authorities</b>			
	Mayor			
	<b>Regional technical services</b>			
	Regional Development Agency	1		
	Direction Régionale de l'Environnement et des Etablissements classés (Regional Directorate for the Environment and Classified Establishments)			
	Direction Régionale du Développement Rural	2	2	
	Regional Inspectorate for Water, Forests, Hunting and Soil Conservation	1	1	
	Service Régional de l'Hydraulique			
	Breeding department			
	Beneficiaries	4	2	2
	SUB-TOTAL 6	9		

Public consultation as part of this mission took place in a participatory and inclusive manner. Taking into account certain constraints and challenges, the focus was on individual and group interviews at the level of the five zonal coordinations.

**In all, nearly 80 stakeholders were interviewed during these consultations.**

### 2.3. International Finance Corporation Performance Standards

IFC's environmental and social policies and procedures are widely regarded as de facto international standards for the environmental and social management of projects, with the aim of providing a framework for their implementation.

IFC Performance Standard (PS) 1 describes how environmental and social issues are to be addressed in project development, and serves as the core around which other standards are developed. This standard requires the appropriate engagement of communities on issues that may affect them.

Key requirements include:

- Implement an informed consultation and participation process with affected communities throughout the project;
- Ensure that project activities are implemented with appropriate disclosure of information to, and prior consultation and participation of, those affected.
- Working in an inclusive and culturally appropriate way;
- Meeting the needs of disadvantaged or vulnerable groups; and
- Provide an effective grievance management mechanism.

The IFC identifies the key elements for good stakeholder participation, as illustrated in the figure below:

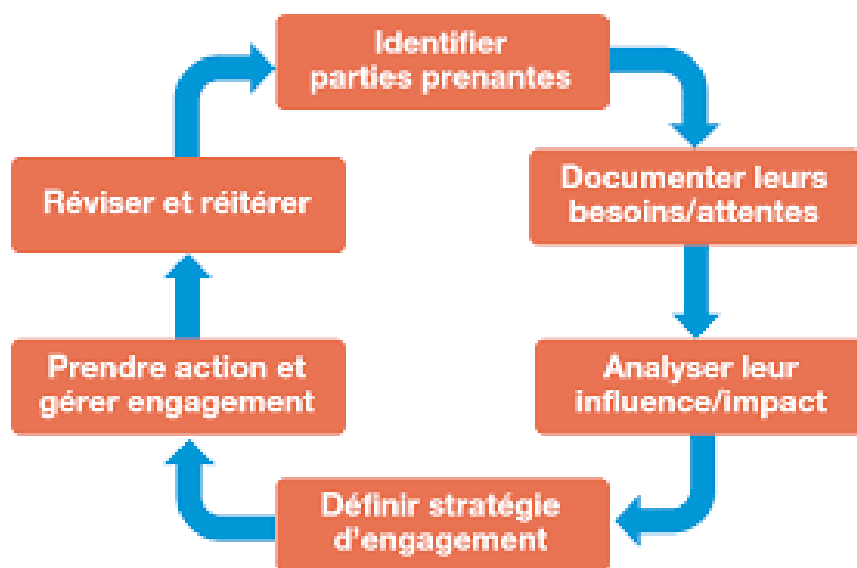


Figure 4 Key elements for effective stakeholder participation (SFI)

Ideally, a consultation process that meets international standards will:

- Aimed at those most likely to be affected by the Project;
- Started early enough to include key issues and have an effect on the project decisions to which they relate;
- Continuous throughout each phase of the Project life cycle, from pre-construction to closure;
- Informative, following the provision of relevant information in advance;
- Meaningful for the people consulted because the content is presented in an easily understandable format and the techniques used are culturally appropriate;
- Reciprocal so as to give both parties the opportunity to exchange views and information, to listen and have their questions heard and taken into account;
- Inclusive of gender equality by raising awareness that men and women often have different views and needs;
- Localized to reflect appropriate timeframes, context and local languages;
- Free from manipulation or coercion;
- Documented to keep track of who was consulted and the main issues raised; and
- Communicated in the form of a timely report to consultees, with details of next steps.





### **III. STAKEHOLDER IDENTIFICATION AND ANALYSIS**

#### **3.1. Objectives**

The purpose of stakeholder identification is to determine the organizations and individuals likely to be directly or indirectly affected (positively or negatively) by, or to have an interest in, the Project. Stakeholder identification is a process that requires regular review and updating. In order to draw up an effective Plan, stakeholders have been identified taking into account their interest in the project, need for participation, level of vulnerability, expectations in terms of participation and priorities. The project will aim to develop trust-based relationships with all stakeholders and contribute to proactive interactions to avoid, where possible, unnecessary conflicts based on rumor, under-information and misinformation. Identify structures and processes through which conflicts and complaints will be managed rather than attempted to be stifled; thus giving the Project a better understanding of stakeholder issues and expectations, and thereby increasing the opportunities for the Project to add value to local stakeholders. In response to the risks of EAS/HS identified, the Project will prepare a plan for the prevention and management of EAS/HS, in parallel with the complaints management mechanism (see below), and will implement it. This information will be used to tailor participation to each type of stakeholder. In this sense, it was deemed particularly important to identify those individuals and groups who will find it more difficult to participate, and those likely to be unequally or disproportionately affected by the Project, due to their marginalized or vulnerable situation. Emphasis was placed on understanding how each stakeholder might be affected, or how they perceive themselves to be affected, so as to better inform them and understand their opinions and concerns. The process of identifying the people and organizations in each group is ongoing.

#### **3.2. Stakeholder categories**

For the purposes of analysis, Project stakeholders have been grouped under the following three categories:

- Affected parties: individuals, groups and other entities in the project area who are directly impacted (actually or potentially, positively or negatively) by the project and/or who have been identified as most likely to be affected by the project and who must be closely involved in identifying impacts and their significance, as well as in deciding on mitigation and management measures;
- Interested stakeholders: individuals, groups or entities whose interests may be affected by the Project and who have the potential to influence the Project's outcomes in any way. This category includes, for example, local or national government authorities, politicians, the media, religious leaders, civil society groups and organizations with their special interests, companies, MSEs, etc... ;
- Vulnerable groups: Individuals, groups or communities likely to be disproportionately affected or more disadvantaged by the Project than other groups because of their vulnerability, and this may require special engagement efforts to ensure their equal representation in the consultation and decision-making process associated with the Project. Indigenous people such as Peulh that have been identified in Kolda one of the project intervention areas.

Cooperation and negotiation with stakeholders during all phases of the Project also requires the identification of individuals within the groups who act as legitimate representatives of their respective groups, i.e. the people to whom group members have entrusted their interests. Community representatives can provide useful information on local contexts and act as the main channels for disseminating Project-related information and as the main communication link/liaison between the Project and its targeted partners. The legitimacy of these representatives derives both from their

officially elected status and from their informal and widely-supported status within the community, which enables them to act as points of contact in CSE/ANIDA's interaction with its stakeholders.

### 3.3. Stakeholder identification

For the purposes of effective and personalized engagement, Project stakeholders are identified in order to understand their needs, concerns and expectations in terms of participation, as well as their priorities and objectives regarding the Project. In addition, it is particularly important to identify individuals and groups who may find it more difficult to participate, and those likely to be unequally or disproportionately affected by the Project, due to their marginalized or vulnerable situation. These vulnerable or marginalized groups are people who, by virtue of their gender, ethnicity, age, physical or mental disability, economic disadvantage or social status, have limited participation in consultations. We ensure that these people are duly represented, and if necessary will be consulted individually or via other channels such as different networks like associations. The following list of stakeholders is based on the Project's current knowledge. It may be updated following consultations and will be included in the Communications Register which, in reality, is an evolving database periodically updated by the PMU that will be set up, as the identification of stakeholders will take place on an ongoing basis throughout the project.

### 3.4. Stakeholders interested in the Project

Interested stakeholders include all entities and communities involved in project implementation. They can be divided into two groups: those who participate in project implementation and those who have an influence or interest in project implementation in particular.

**Table: category of interested stakeholders**

Stakeholders involved in project implementation	Stakeholders with an influence or interest in project implementation
<ul style="list-style-type: none"> <li>- CSE and ANIDA</li> <li>- Project PMU</li> <li>- Government entities, including departmental services and territorial administration and other entities responsible for urban management, control of natural resource use and environmental protection, community health and safety, human welfare, social protection and employment, etc.</li> <li>- The donor (GCF) and those who may become potential partners in the future;</li> <li>- Universities and research institutes with an interest in agriculture;</li> <li>- Technical partners: the project can call on the services of technical partners for advice and technical assistance.</li> </ul>	<ul style="list-style-type: none"> <li>- Media and associated interest groups, including spoken, written and audiovisual media and their associations.</li> <li>- Local GBV platforms, EAS/H</li> </ul>

The table below shows the categories of interested stakeholders and their role in the implementation of the Project.

**Table: List of interested stakeholders**

Stakeholder categories	Role in project implementation
<b>State through its central and decentralized technical departments</b>	<ul style="list-style-type: none"> <li>▪ Screen project activities;</li> <li>▪ Monitoring compliance with labor regulations, in particular working conditions and hygiene;</li> <li>▪ Monitoring the quality of relations between employees and employers from the dual perspective of worker protection and economic competitiveness;</li> <li>▪ Supports the project in the implementation of activities;</li> <li>▪ Implementation of SEP;</li> <li>▪ Informing and involving stakeholders;</li> <li>▪ Ensuring compliance with commitments made to stakeholders;</li> <li>▪ Ensures that the needs and interests of agricultural producers are taken care of;</li> <li>▪ Ensure process transparency;</li> <li>▪ Management and monitoring of the complaints management mechanism;</li> <li>▪ Monitoring the development and implementation of planning documents;</li> <li>▪ Follow-up to the publication of study results ;</li> </ul>
<b>Local authorities</b>	<ul style="list-style-type: none"> <li>▪ Identification of priority projects;</li> <li>▪ Diagnosis of problems encountered in the sector;</li> <li>▪ Testing innovative techniques;</li> <li>▪ Defending the interests of vulnerable communities and individuals;</li> <li>▪ Helps identify vulnerable people;</li> <li>▪ Support for the implementation of the communication plan and social support;</li> <li>▪ The project's ally in outreach programs;</li> <li>▪ Anticipates awareness-raising by informing people about the potential positive or negative impacts of the project;</li> <li>▪ Social mediation;</li> <li>▪ Raising awareness of EAS/HS</li> </ul>
<b>Community players (youth networks &amp; women's networks)</b>	<ul style="list-style-type: none"> <li>▪ Identification of priority projects;</li> <li>▪ Diagnosis of problems encountered in the sector;</li> <li>▪ Testing innovative techniques;</li> <li>▪ Defending the interests of vulnerable communities and individuals;</li> <li>▪ Helps identify vulnerable people;</li> <li>▪ Support for the implementation of the communication plan and social support;</li> <li>▪ The project's ally in outreach programs;</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Anticipate awareness-raising by informing people about the potential positive or negative impacts of the project;</li> <li>▪ Social mediation ;</li> <li>▪ Raising awareness of EAS/HS.</li> </ul>
<b>Engineering consultants</b>	<ul style="list-style-type: none"> <li>▪ Consulting support ;</li> <li>▪ Development of backup tools ;</li> <li>▪ Study and Diagnosis.</li> </ul>
<b>University and research institutes</b>	<ul style="list-style-type: none"> <li>▪ Development of research programs on intelligent agriculture in the face of climate change;</li> <li>▪ Setting up and running research laboratories ;</li> <li>▪ Extension of research results on agricultural innovations</li> </ul>
<b>Financial partners</b>	<ul style="list-style-type: none"> <li>▪ Ensures compliance with national regulations, environmental and social performance standards and environmental, health and safety (EHS) guidelines;</li> <li>▪ Ensures the availability of regular information on environmental and social performance;</li> <li>▪ Financial support ;</li> <li>▪ Supervision of project activities. - Ensures stakeholder participation.</li> <li>▪ Controls resources.</li> </ul>

### **3.5. Stakeholders likely to be affected by the project:**

Taking into account the Project's sphere of influence, the analysis of the various types of social and environmental risk has enabled us to identify the distinct individuals and groups that should be referred to as stakeholders affected either directly or indirectly. Due to the activities carried out by CSE/ANIDA, certain stakeholders may be affected by the development or rehabilitation of family or village farms.

#### **3.5.1. Vulnerable groups affected by the project**

One of the challenges of a SEP is to identify the parties likely to be differentially affected by the project (individuals or groups) in view of their particular situation, which may disadvantage them or make them vulnerable. As previously mentioned, CSE and ANIDA carry out activities that can directly affect communities, and therefore vulnerable individuals and groups. The partner structures and entities that will interact with CSE and ANIDA within the framework of this project are mainly the national directorates and agencies operating in the field of agriculture in Senegal.

The stakeholder engagement to be carried out by future consultants should include the following categories of vulnerable groups: The disabled (physical or mental) One of the challenges of a SEP is to identify the parties likely to be differentially affected by the project (individuals or groups) in view of their particular situation, which may disadvantage them or make them vulnerable.

When implementing the Project, these categories of vulnerable groups must be given special attention. These are mainly:

- the disabled (physical or mental);
- sick people, particularly those suffering from HIV/AIDS or other serious or incurable illnesses;
- old people without support;
- households headed by women;
- Pregnant women;
- households where the head of the family is destitute or virtually destitute, such as farms;

- vulnerable people at risk of Gender-Based Violence (GBV), Sexual Exploitation and Abuse (SEA) and Sexual Harassment (SHA);
- People belonging to certain cultural minorities;
- Widows with no income and/or support;
- Minor orphans;

These vulnerable groups have a disability or marital status, or are subject to marginalization and stigmatization that could deprive them of the benefits that will accrue from the implementation of the Project.

### 3.5.2. Provisions to be included in environmental protection documents

Vulnerable people will be identified during the selection of Project beneficiaries and will receive special attention from the promoter. Each safeguard instrument prepared as part of the project will include specific provisions for assistance to vulnerable individuals and groups. It is important that the project ensures that the views expressed by all identified groups and organizations are taken into account, taking into account the principles of gender equality and the inclusion of all vulnerable groups (women, young people, the elderly, the disabled, etc.). Consultations targeting women and girls, as well as with other vulnerable groups likely to be excluded, in order to understand their perspective on the project and in particular on accessibility to project benefits, obstacles and social risks.

EAS/HS mitigation measures will also be the subject of consultation, in particular with women and groups particularly vulnerable to EAS/HS risks (such as, for example, female heads of household, women with disabilities or caring for a disabled person, girls and young women, etc.).

The same applies to the monitoring of exploitation at work. Project ownership to better take into account community expectations will require strong communication and civic engagement to receive feedback from beneficiaries, with specific strategies for identifying barriers to women's participation and overcoming them. This can be done, for example, through the organization of consultation workshops, community forums and the involvement of community relays, community radios and Community-Based Organizations (CBOs), including women's groups and other vulnerable stakeholders.

## 3.6. Stakeholder analysis

Stakeholder analysis determines the likely relationship between stakeholders and the project, and helps identify appropriate consultation methods for each stakeholder group over the life of the project. The analysis below is based on several categorizations and assessments. For stakeholders, their level of influence vis-à-vis the project has been assessed on three simple levels (high, medium and low). A stakeholder's level of influence is defined by its ability to influence Project outcomes, or to persuade or force stakeholders to make decisions and adopt a course of action with regard to the Project.

**Table: Stakeholder influence evaluation criteria<sup>2</sup>**

Level of influence	Criteria
<b>High</b>	Individuals or organizations in this category are considered "natural stakeholders" because of their high levels of influence. Collaboration with these individuals or organizations is therefore essential to ensure their support throughout the project. These are the players whose actions can modify or even block the project. These are the stakeholders who need to be involved at every stage of project implementation. This category includes:

<sup>2</sup> Consultant team

	<ul style="list-style-type: none"> <li>- CSE and ANIDA, especially the regional branches (the five zonal coordinations);</li> <li>- The Public Sector (Government, State technical services, Universities, Research Centers and Institutes) directly in charge of project follow-up;</li> <li>- The financial backer ;</li> </ul>
<b>Medium</b>	<p>Individuals or organizations in this category attach great importance to the success of the project, and therefore wish to be kept informed of its progress. These are the players whose actions may lead to a rethink of the project's implementation, and cause certain stakeholders to adopt certain positions with regard to the project. They do not have the capacity to block the project, but can slow down or delay its implementation. These are stakeholders who must support the project's implementation, and with whom close collaboration must be ensured. These stakeholders need to be informed and sensitized at every stage of the project's implementation.</p> <p>This category includes :</p> <ul style="list-style-type: none"> <li>▪ Beneficiary communities ;</li> <li>▪ Agricultural producer organizations ;</li> <li>▪ The private sector (agro-industrial companies) ;</li> <li>▪ Consumer associations</li> </ul>
<b>Low</b>	<p>These are players with a very low level of influence in the implementation of the project. Individuals or organizations in this category are only remotely involved in the project. They attach little importance to its success, and have no particular influence on the achievement of objectives. The strategy to be put in place is therefore to monitor these stakeholders in case their levels of power and/or interest increase.</p>

Finally, based on the interviews and available information, the level of commitment was classified into five (5) categories: High, Medium, Passive, Low, Negative or antagonistic.

## IV. STAKEHOLDER ENGAGEMENT PLAN

Performance Standard 1 requires "Borrowers" to consult with stakeholders throughout the project life cycle, beginning their engagement as early as possible in the project preparation process and within timeframes that allow for meaningful consultation with stakeholders on project design. The nature, scope and frequency of stakeholder consultation will be commensurate with the nature and scale of the project and its potential risks and impacts.

### 4.1. Stakeholder engagement method

This section describes the principles of methods that could potentially be used for stakeholder engagement in the context of the project. Some of the more common methods used to consult stakeholders include:

- Phone / e-mail / SMS ;
- One-on-one interviews ;
- Workshops / discussion groups ;
- Distribution of newsletters ;
- Newspapers / magazines / international radio ;
- Websites ;
- Social networks ;
- WhatsApp groups ;
- Facebook, Tweeter etc.

When deciding on the appropriate frequency and engagement technique used to consult a particular stakeholder group, three criteria should be considered:

- The extent of the project's impact on the stakeholder group;
- The extent of the stakeholder group's influence on the project; and
- Culturally acceptable methods of engaging and disseminating information.

In general, engagement is directly proportional to impact and influence, and as the impact of a project on a stakeholder group increases, or the influence of a particular actor increases, engagement with that stakeholder group should intensify, deepening in terms of frequency and intensity of the engagement method used.

Any engagement should be based on methods that are culturally acceptable and appropriate for each of the different stakeholder groups. For example, when consulting government representatives, formal presentations are the preferred method of consultation, while communities prefer public meetings and informal group discussions facilitated by posters, non-technical brochures and other visual aids.

Various engagement techniques are used to build relationships with stakeholders, gather information from them, consult with them and disseminate project information to stakeholders. When selecting an appropriate consultation technique, culturally appropriate consultation methods and the purpose of working with a stakeholder group must be taken into account.

Their levels of influence, interest and desire to collaborate with the project are nuanced and vary according to their interest in the Project. The issue of the resilience of Senegal's agricultural system is of interest to all stakeholders. Each of them will play a key role in the project.

*Table 1 : Summary of appropriate stakeholder consultation methods*

Consultation methods	Method objectives	Targeted stakeholders
<ul style="list-style-type: none"> <li>▪ Correspondence</li> <li>▪ Phone call</li> <li>▪ E-mail</li> <li>▪ Meeting</li> </ul>	<ul style="list-style-type: none"> <li>▪ Disseminate information to interested parties</li> <li>▪ Invite stakeholders to meetings</li> </ul>	<ul style="list-style-type: none"> <li>▪ Stakeholders involved in implementation ;</li> <li>▪ Stakeholders with an influence or interest in project implementation</li> </ul>
<b>CSE and ANIDA websites</b>	<ul style="list-style-type: none"> <li>▪ Presentation of the project and its components (text, video, sound clips, photos)</li> <li>▪ Access to backup documents</li> <li>▪ Submit a complaint/grievance</li> </ul>	<ul style="list-style-type: none"> <li>▪ Stakeholders involved in implementation</li> <li>▪ Stakeholders with an influence or interest in project implementation;</li> <li>▪ All visitors to the website</li> </ul>
<b>Online meeting</b>	<ul style="list-style-type: none"> <li>▪ Disseminate information to interested and affected parties;</li> <li>▪ Enable stakeholders to talk freely about sensitive issues, especially vulnerable people and women;</li> <li>▪ Forging links with affected stakeholders;</li> <li>▪ In-depth investigation of socio-economic aspects of households prior to work</li> </ul>	
<b>Formal meetings</b>	<ul style="list-style-type: none"> <li>▪ Present project information to a group of stakeholders;</li> <li>▪ Sharing results ;</li> <li>▪ Validation of studies and plans ;</li> <li>▪ Mobilizing stakeholders ;</li> <li>▪ Disseminate and discuss the plausibility of technical information ;</li> </ul>	Stakeholders involved in implementation (administrative authorities, technical services) - Stakeholders with an influence or interest in project implementation (women's networks, youth networks, producer associations, agricultural industries)



Consultation methods	Method objectives	Targeted stakeholders
	<ul style="list-style-type: none"> <li>▪ Facilitate the sharing of opinions, concerns and views among stakeholders;</li> <li>▪ Formalize the documentation of these opinions where appropriate;</li> <li>▪ Weaving an impersonal relationship with high-level stakeholders;</li> <li>▪ Encouraging producer networks to join</li> </ul>	
	<ul style="list-style-type: none"> <li>▪ Present project information to a wide range of stakeholders, particularly communities;</li> <li>▪ Sharing non-technical information ;</li> <li>▪ Sharing the job opportunities offered by the project;</li> <li>▪ Share environmental and social safeguard studies;</li> <li>▪ Sharing the GRM ;</li> <li>▪ Facilitate meetings with power point presentations, magnetic boards, posters, etc.</li> <li>▪ Provide information on the technical aspects of the project;</li> <li>▪ Inform parties about the complaint</li> </ul>	Stakeholders likely to be affected by project implementation: grassroots communities, project beneficiary communities

Consultation methods	Method objectives	Targeted stakeholders
	management mechanism; <ul style="list-style-type: none"> <li>▪ Provide the outlets affected by the work.</li> </ul>	
Social networks (Facebook, Instagram and TikTok, WhatsApp)	<ul style="list-style-type: none"> <li>▪ Present information about the project and its progress;</li> <li>▪ Receive feedback on project activities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Stakeholders involved in implementation (administrative bodies potentially affected);</li> <li>▪ Stakeholders with an influence or interest in project implementation (prefectures, communes, riverside communities);</li> <li>▪ Stakeholders likely to be affected by project implementation</li> </ul>
Press releases Radio - Television - Community radio - Community television	<ul style="list-style-type: none"> <li>▪ Disseminate precise information over a specific period of time</li> </ul>	<ul style="list-style-type: none"> <li>▪ Stakeholders likely to be affected by project implementation in grassroots communities of all categories</li> </ul>
Project site visits	<ul style="list-style-type: none"> <li>▪ Show the parties the areas affected by the project;</li> <li>▪ Demonstrate the applicability of study results</li> </ul>	<ul style="list-style-type: none"> <li>▪ Stakeholders involved in implementation ;</li> <li>▪ Stakeholders with an influence or interest in project implementation;</li> <li>▪ Stakeholders affected by the project</li> </ul>

Generally speaking, the results of the public consultations revealed that the activities planned under this Project enjoy strong commitment from stakeholders, as the expected results will enable the beneficiary communities to meet vital needs that are still the subject of priority actions.

The engagement methods initiated by ANIDA up to now are essentially based on community meetings, which seem to be fairly effective. But they need to be backed up by greater involvement of communications professionals and the use of social networks.

However, stakeholder consultation methods will be adapted to the intended targets and the topics addressed. For example, in all the communication strategies described in this document, issues relating to the impact of project activities on girls and women will be addressed, and in particular the risks of SEAH. Girls and women will also be informed of the content of the code of conduct that will be prepared and signed by all stakeholders, and they will be consulted on safe and accessible ways in which SEAH

survivors could report misconduct by project staff, as well as informed of the services available to SEAH survivors in their communities.

These consultations will focus on general trends related to SEAH risks and the challenges/barriers faced by community members (particularly women and girls), and should in no way attempt to identify survivors of violence. However, if a person, during or after the consultation meeting, discloses that they are a survivor of violence, the facilitator should refer them to the nearest GBV service provider (information on locally available services should be gathered prior to consultations).

It is in this way that the project will forge solid relationships with partner organizations, but could also forge relationships with producer networks. The project will monitor all communication and mobilization activities carried out by partner institutions. In this respect, communication and mobilization activities must be designed to match the objectives pursued by CSE and ANIDA, while minimizing the risk of antagonistic behavior and conflict, and avoiding/minimizing the risks of exclusion, particularly those representing vulnerable groups.

## **4.2. Communication and information dissemination strategy**

### **4.2.1. Communication principles**

Since its implementation, ANIDA has undertaken community mobilization actions. These actions will continue as part of this project to build resilience in Senegal's agricultural system. Implementing partners are kept informed of the project's planned activities. In addition, consultations carried out as part of the SEP's development have revealed that certain stakeholders, notably national agencies and departments, and other producer organizations, have a very positive perception of the planned activities. What remains to be done is to define and share with them the roles and responsibilities of each party. This will facilitate the social acceptability of the Project.

In this way, the project will capitalize on the communication strategy (hybrid consultation) implemented to date, and take steps to improve it by ensuring that national partner agencies and departments have the appropriate tools for virtual conferences and meetings.

A successful communications plan and strategy generally rests on three important pillars: inform, reassure and lead. With the involvement of all stakeholders, the adoption of these three elements can have a positive impact on stakeholder buy-in and awareness:

- Inform: give clear instructions on how to deal with the pandemic;
- Reassurance: taking into account the concerns of stakeholders, trying to find solutions. This involves receiving feedback, engaging in open and mutual dialogue, and anticipating reactions and questions; and
- Lead: standardize messages that inform and reassure, and correct misconceptions and calm fears of the unknown. Thus, the CSE/ANIDA, through the PMU that will be set up, will have to share information in real time with partners and other players involved in implementation;

### **4.2.2. List of information to be disclosed**

Disclosure of relevant project information helps stakeholders understand the risks, impacts and opportunities resulting from the project. CSE/ANIDA and its partners must provide access to relevant information on :

- Purpose, nature and scale of project;
- The nature of innovations and their implications for productivity;
- Duration of project activities ;

- The risks and impacts to which beneficiaries could be exposed and the corresponding mitigation measures. The process envisaged for stakeholder participation; and
- The grievance mechanism.

The documents below should be available in hard copy as well as electronically on the CSE and ANIDA websites. The availability of the documents could be announced on the Facebook and Instagram accounts of these institutions, as well as through a press release that will be distributed in the Project areas.

To this end, all of the following documents must be disclosed:

- Geographical map or area of intervention;
- Schedule of activities and deadlines;
- Studies in progress (other annexes of FP package) and those already completed ;
- This stakeholder engagement plan ;
- The grievance management mechanism and all required contacts and forms;
- Grievance mechanism monitoring and evaluation reports;
- Environmental and social monitoring reports

All documents must contain a high degree of visual support (such as maps, models, photos, etc.) to maximize understanding of the project by illiterate people. It should be noted that local facilitators will also have the task of popularizing the project's technical information to both literate and non-literate local communities. These documents are to be made available to the communities in hard copy, and can be deposited at the town hall, with the district chiefs or with the local facilitators for consultation.

#### **4.2.3. Subsequent phases of the project**

CSE and ANIDA will implement a reporting system that will enable project information to be collected, analyzed and disclosed to interested parties. Monthly reports on SEP will show how environmental and social issues are being addressed and managed. The implementation of SEP will also be monitored by biannual reports produced by the PMU team to be set up by CSE and ANIDA. This will include monitoring and reporting on the GRM.

The project will draw up and share with stakeholders an annual report presenting the level of implementation of the various indicators. A steering committee will be organized by CSE and ANIDA, which will also invite a limited and representative number of stakeholders to assess the project's progress, evaluate challenges and plan future actions.

#### **4.2.4. Managing feedback and sharing information with PPs**

Suggestions, complaints and other contributions from stakeholders will be collected in a feedback form to be filled in during the consultation meetings. In addition, stakeholders will have the opportunity to send their feedback by email and physical mail, or interactively by telephone, via social networks or the project website. Feedbacks compiled by dedicated project staff are shared with the PMU for prompt action.

## **V. RESOURCES AND RESPONSIBILITIES FOR IMPLEMENTING SEP**

### **5.1. Resources**

The PMU is responsible for the mobilization aspect, and a stakeholder engagement unit may be created. It could be supported by community relays recruited on a part-time basis, who would take over from it in the various project intervention zones. Another option would be to set up focal points in the five zonal coordinations set up by ANIDA.<sup>3</sup> These focal points will be under the supervision of ANIDA. They will also be supported by the CSE Environment and Social Officer.

### **5.2. Management function and responsibility Project coordination unit**

More specifically, the Project's stakeholder mobilization pole (made up of community relays recruited on a part-time basis or focal points from zonal coordinations) will have as its mission:

- (i) steering and coordinating mobilization activities in all areas,
- (ii) coaching the pool of stakeholder mobilization agents
- (iii) managing the complaints mechanism and feedback on project activities.

He/she will also build and maintain ongoing relations and contacts with stakeholders. To this end, he or she must master participatory techniques for mobilizing stakeholders and communicating, and have solid experience in disseminating and sharing information.

#### **5.2.1. State technical services:**

They are involved in implementation and should play a role in implementing SEP, especially since, as government institutions, they have a mandate to ensure compliance with the relevant legislation. The project will ensure that implementing entities are familiar with SEP, particularly those aspects (Performance Standards) that are not part of Senegalese legislative requirements. This may involve a common understanding with the implementing entity and the sharing of best practices for environmental and social performance approaches.

Companies, consultancies and subcontractors implementing project components must implement measures to avoid and mitigate the environmental, social, health and safety risks and impacts associated with their activities. Indeed, their internal capacity for good environmental and social performance is the basis for preserving the credibility and relationships that CSE/ANIDA maintains with partner institutions in project areas.

Municipalities, neighborhood communities, producers' organizations, women's associations and youth associations all play a role in applying the results of studies commissioned by CSE/ANIDA.

The project will need to ensure that they understand these roles and responsibilities. Where capacity building is required, the PMU will need to ensure that sufficient technical and financial resources are extended to these organizations.

#### **5.2.2. Project partners**

In the various partner countries, CSE/ANIDA will maintain relations with the experts responsible for implementing environmental and social safeguard actions. Periodic reports will be provided to the CSE by these experts from different countries. The CSE environmental safeguard specialist will ensure that performance indicators are monitored and results achieved.

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<sup>3</sup> ANIDA 5 coordination zones cover all of the countries in Senegal

## **VI. GRIEVANCE REDRESS MECHANISM**

The Grievance Redress Mechanism (GRM) has become a requirement for donor-funded projects such as the GCF. It is designed to be a key component of successful projects.

Indeed, the GRM's organizational structure reduces the distance between beneficiaries and the project team. The PMU must also develop a capacity-building program for the members who will make up the complaints management committee. The implementation of a Kobotool box platform with smartphones that will be distributed to all complaint management committee focal points will further improve and modernize working conditions for handling and monitoring complaints. Feedback on complaints will be more fluid and in real time.

The specific nature of sexual exploitation and abuse and sexual harassment requires appropriate measures for the reporting, documentation and safe, confidential and ethical handling of such allegations through complaint mechanisms. The mandate of an EAS/HS-sensitive complaints mechanism is to:

- make it possible to have several entry points confirmed as safe and accessible by women during consultations;
- enable links between the survivor and GBV service providers, including a link with the national legal system (only with the survivor's informed consent),
- enable a dedicated team to determine the likelihood of an allegation being linked to the project using confidential, survivor-centered procedures. Specific procedures for EAS/HS complaints will be drawn up by a specialist consultant and appended to the project's EAS/HS complaint management mechanism document. These procedures will place particular emphasis on the guiding principles of confidentiality and survivor safety in conjunction with a survivor-centered approach to responding appropriately to allegations. In addition to raising awareness among workers, national management and agencies, as well as service provider workers, the links between the complaints management mechanism and the project's standards of conduct must be strengthened. All workers will need to understand the links between the complaints mechanism and the code of conduct, or their roles, responsibilities and prohibited behaviors (such as EAS/HS) will be detailed in the code of conduct, with sanctions for misconduct.

### **6.1. Objective of the GRM (for complaints not related to EAS/HS)**

The Project's GRM will aim to provide an operational, swift, effective, participatory and accessible complaints recording and management system for all stakeholders, enabling deviations/damages and conflicts to be prevented or resolved through negotiation and dialogue with a view to amicable settlement.

One of its main objectives is to avoid recourse to the legal system and to seek an amicable solution in as many situations as possible, thus protecting the interests of complainants and the project's image by limiting the risks inevitably associated with legal action. This mechanism is not intended to be a compulsory prerequisite, still less to replace legal channels for managing complaints and disputes. However, it does ensure that concerns/complaints from stakeholders relating to Project activities are promptly listened to, analyzed, processed and documented with the aim of detecting causes, taking corrective action and avoiding injustice or discrimination and aggravation beyond the Project's control. Among other things, it enables:

- Strengthen democracy and respect for the rights and benefits of project stakeholders;
- Minimize and eradicate conflicts and complaints in the implementation of the beneficiary selection procedure;

- Document complaints or abuses of various kinds (aspects of governance, exploitation, sexual abuse and harassment, risk of exclusion of beneficiaries from the opportunities offered by the project and inefficiency in the quality of services offered to beneficiaries, etc.) observed to enable implementing partners to respond;
- Establish a transparent framework for the collection and processing of stakeholders' grievances and suggestions during all phases of the project;
- Promote dialogue and fair communication with project stakeholders.

## **6.2. General principles**

As part of the implementation of this project, people wishing to make a complaint or raise a concern will only do so if they are confident that complaints will be dealt with quickly, fairly and without risk to themselves or others. To ensure that a complaints management mechanism is effective, inspires confidence and is likely to be used, the following fundamental principles must be respected:

- **Participation:** the success and effectiveness of the mechanism will only be ensured if it is developed with strong participation from representatives of all stakeholder groups, and if it is fully integrated into project activities;
- **Safety:** to ensure that people are protected and can safely raise a complaint or concern, the risks to different users need to be carefully assessed and incorporated into the design of a GRM. Ensuring the safety of those who use the mechanism is essential if it is to inspire confidence and be used effectively;
- **Confidentiality:** to create an environment where stakeholders can more easily raise concerns, have confidence in the mechanism and be sure that there will be no reprisals if they use it, confidential procedures must be guaranteed. Confidentiality helps to ensure the safety and protection of both those making a complaint and those affected by it. This means limiting the number of people with access to sensitive information;
- **Transparency:** stakeholders must be clearly informed of the steps they need to take to gain access to the GRM, and of the various procedures that will follow once they have done so. It is important that the purpose and function of the mechanism be communicated transparently;
- **Accessibility:** it is essential that the mechanism should be accessible (easy to use from both a system and language point of view) to as many people as possible from the various stakeholder groups, particularly those who are often excluded or who are the most marginalized or vulnerable. Where the risk of exclusion is high, particular attention should be paid to secure mechanisms that do not require the ability to read and write.

## **6.3. Types of complaints and disputes**

The implementation of the project may give rise to the following types of disputes, complaints and claims:

- Environmental and social impacts;
- Discrimination in labor recruitment;
- Low involvement of beneficiaries in the implementation of preparation activities;
- Delays by service providers in fulfilling their contracts;
- Modalities and level of stakeholder participation in the project, relational problems, conflicts of competence, conflicts of interest, exclusivity of the decision-making process;
- Non-compliance with the terms of the contract by the implementing partner;
- Non-involvement of project beneficiaries;
- Compliance with performance standards (decent work, gender mainstreaming, harassment, violence against women and vulnerable persons and groups, abuse of power by certain project actors);



- Personnel management;
- Management of allocated funds;
- Timely provision of resources to carry out activities;
- Payment of wages/compensation;
- Slow signing of agreements.

#### **6.4. Steps and procedures**

For the Project, the complaint management process includes the following steps:

- Informing stakeholders, particularly communities living in potentially affected areas, about the existence of the GRM and how it works (reception, registration, processing and feedback procedures);
- Receipt, registration and acknowledgement of claims;
- Claims categorization and eligibility review;
- Evaluation and investigation or verification;
- The joint settlement;
- Feedback to the complainant, implementation and monitoring of the application of decisions taken by the committee that handled the complaint;
- Closing the complaint and archiving.

In particular, the CSE could provide training, logistical support and monitoring. Given the low sensitivity of project activities, the implementation of the GRM will not require periodic face-to-face meetings.

##### **6.4.1. Information/awareness-raising:**

The GRM as part of the overall project framework will be widely disseminated to all stakeholders in the project area, including parties who may be interested in the negative social impacts of the project.

Information will be provided on (i) the importance and benefits of the GRM; (ii) the objectives of the mechanism; (iii) the entities in charge, the channels and tools for referral set up for this purpose, including contacts; (iv) the processing times allowed at each stage of the procedure; (v) their right of appeal in the event of grievances, complaints and claims.

##### **6.4.2. Receipt and registration of complaints:**

Complaints can be received and registered in two ways:

- They can be submitted verbally by telephone (via a toll-free number to be set up by the project, the CSE and ANIDA websites) or electronically via a dedicated email address to be set up by the project both within the project unit and in the prefectures and sub-prefectures. 9.2.3. Actors, roles and responsibilities.
- The grievance and conflict resolution mechanism will be administered by the CSE, given its experience in implementing the GRM, to ensure better operationalization. It will be able to work with the zonal coordinations set up by ANIDA as part of its regalian activities.

## **VII. MONITORING AND REPORTING**

Monitoring and evaluation of the implementation of project activities and associated impacts are designed to ensure that the expected results are achieved. Monitoring and evaluation also enable appropriate corrective action to be taken when difficulties are encountered, and to ensure that the main objective of the project is achieved, and that stakeholders participate in an inclusive and participatory way in all processes.



With this in mind, follow-up/evaluation actions revolve around monitoring and evaluation. They will be carried out by the safeguard specialist to be recruited by the PMU, in collaboration with a monitoring and evaluation committee to be set up before the start of project activities. This committee will be made up of the PMU, representatives of the stakeholders affected by the project's implementation, and the representative of the prefectures and communes concerned, representatives of the technical services involved in the project's implementation, companies and control offices.

The following indicators will be used to monitor and evaluate the effectiveness of stakeholder engagement activities:

- Number of stakeholders mobilized by category ;
- Number of meetings of various kinds (public consultations, workshops, meetings with local leaders) held with each category of stakeholder and number of participants;
- Number of suggestions and recommendations received by the PMU through various feedback mechanisms ;
- Number of publications covering the project in the media ;
- Number of complaints and grievances received and processed.

### 7.1. Reporting to stakeholder groups

CSE Environmental and Social Safeguards Specialist's main task will be the ongoing coordination of the management and monitoring of the implementation of the commitment program developed. To this end, he/she will liaise with all stakeholders to ensure the proper implementation of this component in order to achieve all the project's expected results. In addition to drawing up the minutes of meetings and workshops, these experts will ensure the sharing and dissemination of these minutes, as well as the summary reports on the handling of complaints, to the various stakeholders. They will also be responsible for disseminating and communicating the results and impacts of the project in accordance with a communication plan drawn up at the start of the project. Finally, every 3 (three) months, they will include in the activity report the commitment actions specifically implemented, the problems encountered and the solutions found to resolve them.

### 7.2. SEP monitoring indicators

Indicators are parameters whose use provides quantitative or qualitative information on the impacts and benefits of project activities. Performance indicators enable us to check whether each of the plan's objectives will be achieved. The information obtained from the indicators thus feeds the adaptive management approach and enables us to adjust our aim, if necessary, in order to maximize stakeholder commitment. To assess the effectiveness of the Stakeholder Engagement Plan's activities, monitoring indicators have been developed.

*Table 2 SEP indicators*

Activities	Indicators	Frequency
<ul style="list-style-type: none"> <li>▪ Establish and maintain a constructive relationship with the various stakeholders throughout the life of the Project.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of stakeholders mobilized by category,</li> <li>▪ Number of meetings of various kinds (public consultations, workshops, meetings with local leaders)</li> </ul>	Quarterly

<ul style="list-style-type: none"> <li>▪ Ensure targeted and inclusive engagement with men, women, the elderly, youth, displaced people and the vulnerable and disadvantaged. - Quarterly</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of specific activities for these groups (number of people, age and gender breakdown)</li> <li>▪ Number of visits to homes of vulnerable people (e.g. disabled people) (number of people, age and gender breakdown)</li> </ul>	<b>Quarterly</b>
<p>Ensure timely disclosure of relevant, transparent, objective, meaningful and easily accessible information that is in culturally appropriate local language and formats that are understandable to affected communities to help them participate meaningfully.</p>	<p>Level of communication and information</p> <ul style="list-style-type: none"> <li>▪ 1=Very fable: no information and communication tools -</li> <li>▪ 2 = Weak: limited information tools and unstructured communication methods</li> <li>▪ 3=Medium: limited information tools and semi-structured communication methods</li> <li>▪ 4=High: general information tools and structured communication methods ;</li> <li>▪ 5=Very high: structured information tools and communication methods</li> </ul>	<b>Quarterly</b>
GRM	<ul style="list-style-type: none"> <li>▪ Number of complaints received ;</li> <li>▪ Number of complaints received and handled ;</li> <li>▪ Number of grievances received and processed</li> </ul>	<b>Quarterly</b>

## VIII.SEP IMPLEMENTATION BUDGET

Implementing SEP involves a series of costs that need to be properly budgeted. The aim is to have a sufficient initial budget, with access to additional funding if circumstances require. It is advisable to carry out a financial needs assessment before the start of activities. The purpose of this section is to outline all the costs to be considered in the financial evaluation of the budget.

*Table 3 Estimated budget for implementation of the Natangué SEP project*

Sections	Activities	Manager	Deadlines	CFA costs	Costs in USD
SEP disclosure	CRD organizations in project target regions	CSE/ANIDA	As soon as SEP is approved	30 000 000	
Capacity-building for players	Training and support for administrative authorities, producer networks, institutes and research centers in mediation and stakeholder interest management	CSE/ANIDA	As soon as SEP is approved	20 000 000	
Development of communication plan and materials	<ul style="list-style-type: none"> <li>▪ Development of a global communications plan ;</li> <li>▪ Design of communication materials ;</li> <li>▪ Communication sessions (radio, television and print media)</li> </ul>	CSE/ANIDA	As soon as SEP is approved	<b>10 000 000</b>	
Accessibility	<ul style="list-style-type: none"> <li>▪ Setting up a platform (interactive website, Facebook pages, Twitter ;</li> <li>▪ Creation of a toll-free number, e-mail and postal addresses;</li> <li>▪ Creation of a toll-free number; e-mail and postal addresses</li> </ul>	CSE/ANIDA	As soon as SEP is approved	PM: included in PM budget: included in PMU budget	

## IX. VERBATIM PRELIMINARY RESULTS OF THE STAKEHOLDER CONSULTATION

Table 4 Summary of stakeholder consultations

Region/Location	Target group category	Questions and concerns	Answers from AE
National level	Technical services	<p>The project is an excellent initiative that will stimulate youth employment and reduce poverty by creating diversified sources of income. Although the environmental impacts are minor, ANIDA must take into account the following recommendations for the project's sustainability and social acceptance.</p> <ul style="list-style-type: none"> <li>- Establish the soil's reference condition in order to know which crops and cultivation techniques to use. Soil quality also influences the type of irrigation to be developed;</li> <li>- Managing water quality ;</li> <li>- Ensure the commitment of producers before any development in order to avoid a loss-making investment;</li> <li>- Involve technical departments and strengthen collaboration;</li> <li>- Securing farms to protect them from animal depredation and livestock straying, and to prevent conflicts between farmers and breeders;</li> <li>- Promoting equity;</li> <li>- Define zones for the sustainable management of natural resources ;</li> <li>- Improving animal health and welfare on integrated poultry and dairy farms;</li> </ul>	<ul style="list-style-type: none"> <li>- Most of our concerns have been taken into account in the financing of this project.</li> </ul> <p>There are plans to acquire :</p> <ol style="list-style-type: none"> <li>1) kids for soil analysis to assess the reference situation and monitor soil quality.</li> <li>2) the drip irrigation system is preferred for better water management.</li> <li>3) for existing village farms, the commitment of producers is ensured from the moment of selection, but is also reinforced by the organization set up by ANIDA on the farms, in particular the meetings held to prepare the agricultural campaigns.</li> <li>4) technical departments may need to work with ANIDA to support and share information, particularly with decentralized environmental departments as part of the project's environmental monitoring.</li> <li>5) plant species dedicated to securing farms have been identified and will be integrated into village and family farms to combat animal straying and act as win10dbreaks.</li> <li>6) animal health and welfare are taken into account through the technical support of ANIDA's animal production experts.</li> <li>7) sustainable management will be ensured through best practices developed on village and family farms.</li> </ol>
Western region/Thies	Technical services		

Region/Location	Target group category	Questions and concerns	Answers from AE
		<ul style="list-style-type: none"> <li>- Recovering organic waste;</li> <li>- Respect the 15 km safety distance on both sides in areas where medium- or high-voltage lines cross;</li> <li>- Contact DGPRES to find out about the state of the water table;</li> <li>- Ensure that the workforce is available to meet objectives. Payroll has a major impact on farm profitability;</li> <li>- Consider ways of recovering plant debris, for example by developing bio-coal;</li> <li>- Introduce value-added species for hedges and windbreaks. In addition to protecting crops and soil, they can also provide a source of income through the sale of firewood or timber. At the same time, hedges and windbreaks help reduce water consumption;</li> <li>- Integrate similar projects into planning documents,</li> <li>- Respect commitments for better follow-up;</li> <li>- Drawing up rental contracts ;</li> <li>- Set up storage and processing units for perishable products to reduce losses;</li> <li>- Measuring and sharing groundwater withdrawal volumes ;</li> </ul> <p>Trade fairs and sharing networks are an excellent way to market products.</p>	<p>8) organic waste will be recovered and recycled through compost pits and biodigesters to be built as part of the project.</p> <p>9) the exclusion list for the farms took into account safety distances from high and medium-voltage power lines.</p> <p>10) the village farms already built are based on DGPRES documentation made available to ANIDA. These water points are already integrated into the DGPRES database. It should be noted that wells tap into surface water tables (which fill up during the rainy season), while boreholes tap into deep water tables, whose reserves are very large.</p> <p>11) in village farms, the workforce made up of producers is permanently on the farms to make them profitable.</p> <p>12) a waste management plan takes care of plant debris.</p> <p>13) the integration of trees on farms is a component of ANIDA's environmental policy, with an emphasis on species with high added value, because of the benefits they bring to the farm (windbreaks, hedges, soil protection, reduced water consumption, etc.).</p> <p>14) village and family farm models will be consolidated with the project to be integrated into all planning documents and scaled up.</p> <p>15) commitments will be made and lessons learned will be capitalized on as part of the project.</p> <p>16) if necessary, rental contracts will be envisaged with agreements between producers and promoters.</p> <p>17) the project's financing takes into account the value chain of agricultural and livestock production by setting up storage and processing units.</p> <p>18) measurements and withdrawals of water from village farms are known through ANIDA's agricultural</p>

Region/Location	Target group category	Questions and concerns	Answers from AE
		<ul style="list-style-type: none"> <li>- Target functional MSEs,</li> <li>- Installation of piezometers or monitoring of borehole water quality</li> <li>- Input aid for producers ;</li> <li>- Training of technicians for better monitoring of activities ;</li> <li>- Involve SAED, which is responsible for valley development, and ANCAR;</li> <li>- Communicate with beneficiaries on the conditions of input subsidies. Many projects have failed due to a lack of communication;</li> </ul> <p>For the sustainability of the project, beyond the training of producers, it will be necessary to ensure rigorous follow-up and to create a network for the exchange of experience.</p> <ul style="list-style-type: none"> <li>- In the long term, we need to consider the use of fecal sludge as a fertilizer and the development of biogas;</li> <li>- strengthen collaboration with technical departments, particularly for monitoring activities ;</li> <li>- improve ANIDA's communications</li> </ul> <p><u>Need to build capacity in</u> human resources and environmental and social management</p>	<p>advisory system. It should also be noted that all boreholes in Senegal are subject to authorization by the DGPPE, and that ANIDA respects this provision for all its developments.</p> <p>Marketing:</p> <ol style="list-style-type: none"> <li>1- water quality in the village farms targeted by the project is known, and is monitored by ANIDA's agricultural advisory service.</li> <li>2- strengthening producers' marketing capacities by setting up functional cooperatives. All stages of marketing can be supervised by the producers' cooperative.</li> <li>3- ANIDA, in conjunction with the cooperatives set up, will work closely with the technical services (ANCAR, SAED, etc.) involved in the same fields. Whether it's subsidies, group purchasing or marketing, the cooperatives set up will take charge of all these aspects.</li> </ol> <p>Sustainability of the project beyond producer training.</p> <ol style="list-style-type: none"> <li>1) sludge from fecal matter will be used, but the project will also take charge of biogas production on animal production farms.</li> <li>2) monitoring of activities could involve technical services through collaboration with ANIDA.</li> <li>3) ANIDA's communication is developed through events, but also through internet networks (ANIDA website). Community radio stations could also be approached, as could local NGOs.</li> <li>4) the project's environmental and social management framework, together with an environmental and social management plan, will be piloted by CSE's environmental</li> </ol>

Region/Location	Target group category	Questions and concerns	Answers from AE
			expertise and ANIDA in collaboration with the environmental technical services.
Centre/Kaolack region	Technical services	<p>ANIDA has a strong design capability, but unfortunately its weakness lies in development.</p> <p>To avoid losses, potential customers must be approached in advance of production, so that production can be calibrated to demand.</p> <p>Parceling for better productivity, collectivization is more appropriate for input acquisition and marketing.</p> <p>Strengthen collaboration between ANIDA and technical departments at all levels,</p> <p>Careful selection of development zones,</p> <p>Limit development zones to make them more productive</p> <p><u>Institutional capacity-building needs</u></p> <p>Capacity-building in agroforestry, information technology, financial management and environmental and social management</p>	<ol style="list-style-type: none"> <li>1) In order to promote the development of its farm models, ANIDA is strengthening its skilled and diversified human resources.</li> <li>2) Selling before producing is an approach that is being popularized on ANIDA farms through capacity-building for producers.</li> <li>3) Whether it's parcelling out or collectivization, the cooperatives set up in conjunction with ANIDA will take care of these aspects.</li> <li>4) collaboration between ANIDA and the technical services will be strengthened in every respect.</li> <li>5) the intensification of farm activities while respecting the environment will be adopted as part of the project.</li> </ol> <p>Institutional capacity building.</p> <ol style="list-style-type: none"> <li>1) agroforestry, information technology, financial management and environmental and social management are well addressed in the project's activities.</li> </ol>
	<p>Beneficiaries</p> <p>Darou Mbitéyène and Waar Wi village</p>	<u>Need for social support :</u>	<u>Other farm models produced by ANIDA are currently in operation, and were visited during the firm's consultation.</u>

Region/Location	Target group category	Questions and concerns	Answers from AE
	farms in Keur Madiabel	<p>Finalize the layout of the farmhouse, as some equipment has yet to be installed;</p> <p>Installation of hedges</p> <p>Help in the fight against depredation,</p> <p>Help with access to financing to cover farm expenses (labor costs, purchase of farm inputs and equipment);</p> <p>Fertilization of soils subject to water or wind erosion.</p>	
	Local community Keur Madiabel Town Hall	<p>Enhance the space at the center of family farms by developing fish ponds,</p> <p>Reinforce security by placing a wall in front of the fence to prevent trespassing and stray livestock.</p> <p>Create a functional consultation framework with the town hall.</p> <p><u>Capacity building</u>: conflict management, project management, tendering, environmental and social management.</p>	<p>1) The development of fish farming on family farms is taken into account within the framework of the project.</p> <p>2) The farms will be secured by a wire fence reinforced with dedicated forest species.</p> <p>3) As a stakeholder, the mayor's office is ANIDA's gateway, participating in the entire process from identification to implementation and even sustainability of the project.</p> <p>4) capacity-building on conflict management, project management and environmental and social management is carried out on the farms on the basis of internal MSE regulations that take into account the concerns of young people and women. This aspect will be strengthened under the project by setting up cooperatives.</p>



Region/Location	Target group category	Questions and concerns	Answers from AE
South/ Ziguinchor and Kolda regions	Beneficiaries  Kafesse farm (Ziguinchor)	<p>For the past three (3) years, a dispute has pitted the farm's producers against a Spanish promoter approached by ANIDA. At the end of the contract, the promoter refused to pay the producers. For some producers, ANIDA had failed in its mission of support, not having felt involved in ensuring that the producers received their funds. This situation is said to have led to the departure of half the farm's workforce, i.e. some forty growers.</p> <p>The producers' constraints are as follows:</p> <ul style="list-style-type: none"> <li>- fuel costs (approximately 800,000 Frs per week);</li> <li>- Transport for marketing outside the field, a truckload costs between 60 000 and 70 000 Fr ;</li> <li>- the cost of equipment maintenance ;</li> <li>- wild animal depredation, vermin attacks and livestock straying,</li> <li>- the farm's isolation, especially in winter.</li> </ul> <p><u>Need for social support:</u></p> <ul style="list-style-type: none"> <li>- Replacement of the dilapidated fence;</li> <li>- Agricultural training ;</li> <li>- Processing and recovery of crop residues ;</li> <li>- Bushfire prevention and management. One bushfire burned 0.25 ha in 2021.</li> </ul>	<ol style="list-style-type: none"> <li>1) <b><u>Reminder:</u></b> the kaffesse farm is one of 40 problem farms targeted by the project for consolidation. Among the problems identified are the high cost of fuel, equipment maintenance and outdated fencing.</li> <li>2) The dispute is due to the promoter's failure to honour his commitments, as the costs were high and the profits made did not enable the promoter to honour his commitments to the growers, and the contract was terminated. That's why we believe that the project's solar installation, repairs, fence reinforcement and capacity building will provide solutions to the problems encountered.</li> </ol> <ul style="list-style-type: none"> <li>- the cost of fuel and maintenance will be reduced with the installation of solar power;</li> <li>- increased production will encourage the development of transport services (carts, tricycles, etc.). In addition, ANIDA could help producers to obtain contracts that include the buyer's responsibility for transport.</li> <li>- The problem of animals running loose has been solved by repairing and reinforcing the farm fence;</li> <li>- the problems of marketing, processing and valorization of crop residues, bushfire prevention and management, and predation will be addressed through capacity building for producers.</li> </ul>

Region/Location	Target group category	Questions and concerns	Answers from AE
	Ferme Bodeyel Abdoul (Kolda)	<p>Constraints :</p> <ul style="list-style-type: none"> <li>- Insufficient drip irrigation network ;</li> <li>- Insufficient water basins ;</li> <li>- Ransacking of plants by wild animals (monkeys),</li> <li>- Insufficient agricultural equipment ;</li> <li>- Difficult marketing conditions ;</li> <li>- Difficulty for women to combine domestic tasks with farming obligations.</li> </ul> <p>Need for social support :</p> <ul style="list-style-type: none"> <li>- Training in agriculture, marketing techniques, administrative management, well use and maintenance;</li> <li>- Setting up processing units and training,</li> <li>- Provision of equipment for the safe slaughter of chickens.</li> </ul>	<p>1) On the farms targeted by the project, these concerns are taken into account during project implementation.</p>
	Technical services	<p>Collaboration with technical services is limited. The development of farms must emanate from a social demand that guarantees their success. We also need to consider the reasons why some farms are not functional, or why they operate intermittently. This is why the involvement of technical services at every stage (design, implementation) is so important.</p> <p>Activities such as ANIDA's should be subject to a strategic environmental assessment or impact study to take account of environmental and social issues. Recommendations have been</p>	<p>1) Collaboration with the technical departments will be essential for this project.</p> <p>The conclusions of the present environmental and social management framework study for the project confirm its classification in category C of the Senegalese nomenclature.</p> <p>All ANIDA sites were subject to environmental screening by the authorities (deconcentrated environmental services) at the time they were set up.</p>

Region/Location	Target group category	Questions and concerns	Answers from AE
		<p>formulated as part of the environmental screening.</p> <p><u>Institutional capacity-building needs of the regional environmental monitoring committee :</u></p> <p>Pest and pesticide management,</p> <p>Packaging management,</p> <p>Biomedical waste management</p> <p><u>Complaints management mechanism</u></p> <p>Projects such as PACASEN and PIPADHS have set up their own complaints management mechanisms in the municipalities where they operate. There is also the departmental expenditure assessment commission, chaired by the prefect, which deals with community complaints. However, for reasons of efficiency and effectiveness in complaint management, it would be more appropriate to create a single platform.</p>	<p>1) Pest and pesticide management as well as packaging management are taken into account in ANIDA's waste management plan.</p> <p>2) the only biomedical waste that can be considered is that resulting from contamination, in which case the State of Senegal takes charge.</p> <p>3) Complaints management mechanism :</p> <p>ANIDA has not had to record any complaints to date, as its procedures help to limit any potential complaints. These procedures include the following:</p> <ul style="list-style-type: none"> <li>- ANIDA exclusion lists for site identification ;</li> <li>- a beneficiary selection procedure involving all social strata;</li> <li>- organization of beneficiaries through MSEs and cooperatives on farms.</li> </ul> <p>Furthermore, it's not a problem to have other complaint management mechanisms in the locality; the key is for each mechanism to communicate effectively and for project managers to be able to engage in dialogue.</p>
East/Tambacounda	Technical services	<p>Strengthen communication and collaboration with administrative authorities and technical services at all stages of the project;</p> <p>Decentralize decision-making and budget management to optimize project implementation; build the capacity of</p>	<p>1) communication and collaboration with administrative authorities and technical services exist and will be strengthened within the framework of the project</p> <p>2) ANIDA's services are already decentralized across 5 Coordination Zones in Senegal. ANIDA works in close collaboration with local and administrative authorities.</p>

Region/Location	Target group category	Questions and concerns	Answers from AE
		institutions and producers; strengthen communication/awareness-raising with producers.	3) communication and awareness-raising already exist, as ANIDA provides farmers with a permanent agricultural advisor on the farm.
	Producers	Input support ; Training in best cultivation practices	1) the project strengthens producers' capacity in all aspects of good agricultural practice.

## APPENDICES

## Appendix 1 List of stakeholders met

## Appendix 2 Stakeholder feedback forms

### Appendix 3 Sample complaints form (not related to EAS/HS)



## Appendix 4 Complaint resolution form (not related to EAS/HS)