## 3.2 Partnerships, Stakeholder Engagement, and Coordination

1. Partnerships: The project spans a wide geographic area, and encompasses a range of thematic topics, and as such there are a large number of project stakeholders and partners. These are summarized in Annex 14 of this Prodoc, in the Stakeholder Engagement Plan. The overall project partnership approach is that success across such a large area, addressing complex ecological issues, can only be achieved through extensive cooperation and partnership, including with the private sector. It is also necessary for the project to involve all of these partners because Ukraine has a complex land ownership system. Lands may be privately owned, publicly owned and communally owned. Second, such lands can be managed by users who have rented these lands for five or more years. Therefore, a large number of participants must be contacted in order to carry out hydrological restoration works. In addition, various institutions have an impact on land users through policies, strategies and legislation. There may also be on these lands forms of infrastructure that is owned and used by other stakeholders. Therefore, all these parties have to be involved in the project activities. With respect to agriculture, agricultural producers are represented in various ways in Ukraine: private farms, agricultural producers (from small to large enterprises), and individual small holders who produce agricultural products both for their own needs and for the market. The key partnerships for the project are summarized below.
2. Private livestock companies own or lease land, and they develop land use plans, and implement them to produce livestock products. They support the introduction of environmentally efficient land uses in their management practices. Private sector companies will provide co-financing to implement sustainable livestock and responsible value chain activities envisaged in the project, such as setting up cooperatives for the breeding of the cattle, establishing farms to increase the production of livestock (milk) products, and restoring degraded land and further using it in agriculture. They will propose measures to strengthen livestock management. The project will collaborate with private agricultural companies to conduct activities under Component II.
3. Development and implementation of responsible value chains will be supported through the export and domestic retail sector. Value chain intermediaries (e.g. wholesalers, distributers, etc.) will provide feedback about the quality and quantity of livestock products in order to distribute these products through the Metro and Fozzy retail networks. The project will collaborate with value chain networks to implement Component II.
4. Amalgamated territorial communities will enable the project to implement measures for restoration of public pastures (communal property lands), and provide advice when preparing training materials for community land managers. They will use public pastures for the needs of community members and will maintain these pastures in sustainable conditions on completion of the project activities. They will implement land-use mechanisms in the communities’ management practices to reduce soil degradation and to mitigate climate change. They will fix sustainable use of resources across communities in development strategies. The project will collaborate with amalgamated communities particularly for Components I and II.
5. Private landowners and local residents will provide land for hydrological recovery, and will use project measures to ensure the sustainability of project results. The project will collaborate with private landowners and local residents particularly within Components I, II and III.
6. The Ministry of Economic Development, Agriculture and Trade is responsible for the formulation and implementation of state agricultural policy. It focuses on land markets, preparation of the country's agricultural development strategy, support the legislation for using of hayfields and pastures, and support of crop rotation for using by agricultural producers. The Ministry develops programs of state support for agriculture, including livestock and breeding of cattle, it forms mechanisms for functioning of agricultural markets and so on. The Ministry will be a key partner of the project in developing of the new mechanisms and techniques for the development and support of sustainable management of livestock in peatlands, especially cattle, in the project areas. The Ministry of Economic Development, Agriculture and Trade will be especially engaged in the activities for Components II and III of the project. For example, the project will support agricultural extension mechanisms and information that will be further disseminated through the Ministry.
7. The Ministry of Environment Protection and Natural Resourcesis responsible for the development and implementation of state policy in the field of natural resources conservation, including protection and sustainable use of land, restoration of degraded land and soil, ecological network formation, the conservation of biodiversity, and other related issues. The State Environmental Inspectorate is subordinated to this Ministry, and is empowered to control the protection and use of land resources, the non-exhaustive use of lands, etc. The Ministry is responsible for reporting on international environmental agreements, including the UNCCD, the UNFCCC and its protocols, and the CBD. The Ministry is the primary national authority for the management of national parks and reserves. Therefore, the Ministry will be a key partner of the project in achieving the project goals. The Ministry will use the project results as inputs for reporting to the international conventions. In particular, for example, the Ministry will use the project’s work on carbon monitoring as inputs for national reporting to the UNFCCC. The project’s work will also be used by the Ministry for national reporting under the UNCCD, including implementation of the national voluntary targets and supplementary activities to achieve Land Degradation Neutrality in Ukraine. In addition, the Ministry will plan and provide funds for the implementation of environmental measures in the national protected area system to reduce biodiversity losses. The project will collaborate with the Ministry of Environment Protection and Natural Resourcesin particular on the activities for Components I, II, III, and IV.
8. The State Water Agency will give permission for the implementation of project activities on land managed by the agency. It will provide co-financing for project activities supporting restoration of water levels, and restoration of degraded lands. It will accept works and services from the project after reconstruction and it will take over the management of technical builds, cleared channels and in the future will regulate the water regime on the restored lands. The project will collaborate with the State Water Agency to complete activities under Components I and II.
9. The State Service for Geodesy, Cartography and Cadaster will give amalgamated territorial communities the right to dispose of state agricultural lands. It will create the opportunity to enter information on land resources in the database of the state land cadaster by the land managers of communities. It will provide the proposals for project for development of educational materials for training community land managers. The project will collaborate with the State Service for Geodesy, Cartography and Cadaster to carry out activities for Components II and III.
10. Regional (oblast) state administrations and councils are local governmental bodies and legislatures that develop, consider and approve programs for socio-economic development in the regions, and programs for sustainable use of natural resources within the oblast. Regional state administrations implement these programs in their oblast territories. These institutions can provide co-financing for project goals and activities, such as the restoration of public pastures, measures for the conservation of biodiversity, and measures for the protection of land. The project will collaborate with regional state administrations and regional councils to implement activities primarily under Components II and III.
11. Scientific and research institutes are the stewards of information about the methods of management that are environmentally justified for conservation of lands and biodiversity. They will partner with the project to for strengthening of agroclimatic services, and development and implementation of a scientific and technical program on climate change. They will provide consultations, assist in acquiring new knowledge about the processes that will take place in natural management, and will provide experts for implementation of specific project tasks. The project will collaborate with scientific and research institutes to support activities under Components I, II and III.
12. National parks and reserves will provide rights for restoration of hydrological regimes, and will contribute to the restoration of biological diversity on their lands. They will offer proposals for staff training programs. They will encourage their staff to use new knowledge on biodiversity conservation. The project will collaborate with national parks and reserves to carry out activities under Components II and III of the project.
13. NGOs will be involved in the implementation of the project tasks as advisers and experts. They will facilitate cooperation between the project and the stakeholders. They will disseminate project experiences, and use the results gained from the project in their activities. The project will collaborate with non-governmental organizations (NGOs) to complete activities for Components I, II and III.
14. The project will develop partnerships with other similar projects in Ukraine related to the sustainable use of land resources, and related to crop and livestock production. These include initiatives that are currently or soon to be implemented by the World Bank, FAO and other institutions. Examples include the World Bank project “Accelerating Private Investment in Agriculture for Ukraine”; the U-LEAD program (Community Collaboration, Organization and Support of Local Administrative Services Centers); the Swiss-Ukrainian Program “Higher Value Added Trade from the Organic and Dairy Sector in Ukraine”; and the Program of the Ukrainian-German Agrarian Dialogue, which is also interested in the restoration of peatlands and the organization of cultivation such types of land for crops.
15. Private Sector Engagement: The project’s anticipated engagement with the private sector is referenced at various points in this Prodoc. In summary, the project’s planned results are highly dependent on effective partnerships and engagement of the private sector on multiple fronts. Private sector agricultural entities are key landowners in the Northern Ukraine landscape targeted by the project, and the project will work with private sector entities at all levels of the sustainable livestock value chain. Under Component 1, the project will work with private sector landholders to develop and implement sustainable integrated land use planning approaches, and identify and define technical measures for landscape restoration and sustainable livestock management. Under Component 2 the project will work in-depth with private sector partners – namely agricultural enterprises – on multiple initiatives. These include the establishment of sustainable livestock co-ops, provision of technical support to enable sustainable livestock management, and partnership with large agricultural enterprises to support landscape restoration. The project will work with private sector entities to establish a platform for the production and marketing of sustainable livestock products. Under Component 3 the project’s conservation and restoration activities will include agricultural entities as key partners for establishing sustainable biodiversity conservation regimes, and securing critical ecosystems. Within Component 4, private sector actors will be included as actors targeted by the project’s education and awareness raising activities, but will also be key partners in the development and dissemination of information and knowledge products on sustainable livestock.
16. Stakeholder Engagement: The participation and contribution of key stakeholders is critical for the success of the project, for stakeholders at both the national and local levels. Table 3 below summarizes the key project stakeholders. A comprehensive stakeholder engagement plan is included as Annex 14 to this Prodoc. The project stakeholder validation workshop report is also attached as Annex 25. The project is applying multiple strategies and mechanisms to ensure stakeholder engagement. First and foremost is the Project Board (as discussed further in Section VII on Management Arrangements), involving the Ministry of Environment Protection and Natural Resourcesas the primary beneficiary, and UNDP as the Development Partner. UNDP and the Ministry of Environment Protection and Natural Resourceshave a long history of collaboration and successful project completion, including multiple previous GEF-funded projects. The project team will ensure gender-mainstreaming aspects are addressed and integrated throughout all aspects of the project's stakeholder engagement activities.
17. There are multiple stakeholder types at the local level in the planned project activity sites in the Northern Ukraine Landscape. These include representatives of oblast (province), raion (district), and ATCs (rural governments), administrations of PAs and forestries, community -based groups, individual and cooperative farms, agricultural businesses, and NGOs. The project will facilitate participatory planning processes and support the capacity development of local stakeholders and resource users, which will include private sector companies, local government representatives, PA managers, forest managers, and other site-specific key stakeholders. There are multipole stakeholder engagement mechanisms that will be particularly relevant for local level civil society and private sector stakeholders; these include the local cooperatives the project will support, and the sustainable livestock platform, which is intended to directly engage private sector stakeholders. At the regional level, the project will proactively engage with the European Roundtable for Sustainable Beef.
18. In addition, the project has multiple education and awareness activities planned that will engage local communities and stakeholders in addressing sustainable land management and conservation of biodiversity. Formal and informal partnerships will be developed and established with gender balance, and gender mainstreaming approaches in mind.
19. The project will highlight at various points the mechanisms and channels of communication that stakeholders may employ if they have any grievances related to the social and environmental impacts of the project. For example, this point will be indicated during the project inception workshop, and through the project education and awareness activities.

Table 5 Summary of Stakeholder Engagement

|  |  |
| --- | --- |
| **Stakeholder** | **Role and Engagement Mechanism** |
| Ministry of Economic Development, Agriculture and Trade of Ukraine | Key national partner for the development of sustainable agricultural solutions in the targeted landscapes; key provider of national baseline assistance in agriculture, a connector to large agricultural holding companies. The Ministry will be involved in discussion of target areas, as well as in ensuring replication of project experience at similar territories throughout the country. The Ministry will be involved in overall control over project implementation through the Project Steering Committee. The Ministry will ensure the integration of project results / products into national livestock support programs. Development of by-laws, and ensuring their adoption in order to strengthen state support for livestock, especially for cattle. The Ministry will ensure implementation of regulations to increase soil fertility, reduce of humus waste, etc. The Ministry will support the development, coordination and implementation of a project replication strategy. The Ministry support the availability of government co-financing. The Ministry will have a leadership role in developing mechanisms to create sustained livestock support. |
| Ministry of Environment Protection and Natural Resources of Ukraine | Key national agency, head of Project Steering Committee. Ensures coordination with other agencies/ministries/stakeholders. Will be contributing and overseeing preparation of land inventory in the targeted landscape and ILUPS (Component I), GHG system at project sites; matters related to reporting to UNCCD, UNFCCC, CBD; ensure investment / co-financing for Component III, and re-alignment of investment programs so that that sufficient funding is available for restoration, and sustainable food protection, during and after project end. The Ministry will ensure overall control over project implementation. The Ministry will ensure the integration of project results / products into national programs to protect the environment and sustainable use of natural resources, combat land degradation, reduce soil degradation, reduce the level of biodiversity degradation, and develop a strategy methodologies and other necessary documents for the use and restoration of peat soils. Coordination of experts' work on database development and digitization of peat soil data. Coordination of experts' work on the development of a model of GHG emissions from peat soils. The Ministry will support the approval of by-laws and regulations necessary to put in place mechanisms to promote sustainable use of peatlands, combat land degradation, and reduce GHG emissions. Coordination of experts' work on the next steps in the implementation of the Convention on Soil Degradation and Desertification. Coordinate the work of national parks and reserves to restore degraded land and reduce the loss of biodiversity. The Ministry will ensure the development, coordination and implementation of a project replication strategy. A key contributor of government co-financing. |
| State Water Agency of Ukraine | The State Water Agency will be engaged in the development and implementation of the land restoration and paludiculture plans. Key collaborators with farmers on deciding optimal land use at target sites. The information and coordination support for the project will be provided on the drainage lands and the drainage systems to being subordinated by State Water Agency of Ukraine. The technical information about operation of the drainage systems will be provided. The restoration works and restored hydraulic builds will be accepted on the balance of State Water Agency of Ukraine. Key partner in the development and testing of the database and principles for using of recovered peatlands. |
| State Forest Agency of Ukraine | The State Forest Agency will provide of information about forest lands and supporting the project activities in the lands of national parks and reserves which are subordinated to the State Forest Agency of Ukraine. They will be a beneficiary of professional training course for reserved areas. |
| State Service of Geodesy, Cartography and Cadaster of Ukraine | This State Service will be the partners in providing information on land resources of Ukraine, coordinating the works at entering information about peat soils to the database of the state land cadaster database. They will provide of physical capacity for amalgamated communities in keeping records of community lands and entering data into the state land cadaster database about these lands. They will be coordinate the activities of experts in the developing of training programs for community land managers. |
| Oblast state administrations (Vinnytsia, Volyn, Zhytomyr, Kyiv, Rivne, Khmelnytsky, Chernihiv) | Oblast administrations will be partners in development of the mechanisms to reduce of soil degradation and reduce biodiversity loss. They will be partners in developing a mechanism for using of renovated lands. Advisory and coordination role. |
| National Nature Parks and Reserves, Regional Landscape Parks:  Tsuman National Nature Park  Polesskiy Nature Reserve  Nizhin Regional Landscape Park  Mizhrichenskiy Regional Landscape Park  Rivne Nature Reserve  Pripyat-Stohid National Nature Park  Shatsk National Nature Park  Nobelskiy National Nature Park | Protected areas will be the beneficiaries for using the methodology of biodiversity loss reduction and for using renovated lands, peatlands. They will be beneficiaries for using biodiversity conservation techniques and training programs and programs to reduce GHG emissions. They will be beneficiaries for using of the methodology for the use of peatlands for environmental purposes. |
| Private sector: retail and wholesale companies | METRO, Fozzy and other retail chains have agreed to partner on outputs under Component II, related to marketing and sales of green products from sustainable livestock production. The project will coordinate with and build on the partnership between the World Wildlife Fund (WWF) and SILPO as relevant. |
| Agricultural producers, farms, cooperatives  LLC Ukrmilkinvest  LLC Deddens agro  LLC Ratnivskiy agrariy  LLC UGC  Others | Farmers are direct beneficiaries under Component II. As land-owners/land users, their buy in is key to success of the cooperatives model to demonstrate the efficacy of paludiculture and other forms of improved cattle management. Farmers are key in the dialog with Water Agencies on land restoration and maintenance of water table. Farmers, through their representatives, will be involved directly in consultations on management plans for each site in the Northern Ukraine Landscape (under Component I). Farmers are direct participants and beneficiaries of training and awareness raising envisaged under Component III. They will be partners in the development of mechanisms and the development of practical measures for the restoration and using of agricultural land. They will be beneficiaries for using equipment and mechanisms for agricultural cooperation. They will be beneficiaries for using of renovated private property lands. |
| Amalgamated territorial communities and their associations | As representatives of farmers and other resource users at project sites they will be engaged in all project components, through consultations. They will be the beneficiaries for using renovated agricultural land, to be using of the training module for community land managers. |
| NGOs, including but not limited to:  Association of Ukrainian Protected Areas  Organic Ukraine West NGO  Ukrainian Society for Nature Conservation  All Ukrainian Environmental League  Association of Farmers and Private Landowners of Zhytomyr Oblast  Civil society organization (CSO) network of Zhytomyr Region “Zelena Zhytomyrshchyna”  Centre for Sustainable Community Development  Rewilding Ukraine | NGOs are key for advancement of work on conservation of peatlands. They will be consulted for preparation of ILUPs (Component I), as well as in awareness raising and experience sharing (Component IV). They will be the beneficiaries in using the knowledge and skills acquired from the project activities for reducing land degradation and reducing biodiversity losses.  This NGOs named here are only an indicative list of possible NGOs and civil society organizations that may be consulted and invited to participate in project activities, and there is likely to be many others that are consulted an involved in project implementation. |
| Scientific Institutions/Academia:  National Academy of Sciences of Ukraine (NASU)  Space Research Institute of NASU and the State Space Agency of Ukraine  National Agrarian Academy of Sciences of Ukraine (NAAS)  Institute of Water Problems and Reclamation of NAAS  National Scientific Center “Institute for Soil Science and Agrochemistry Research named after O.N. Sokolosvky of NAAS  State Environmental Academy of Postgraduate Education and Management  Zhytomyr National Agroecological University  National Scientific Centre “Institute of Agrarian Economy” of NAAS | Each of these institutions has a mandate for scientific research in their respective areas. They are key knowledge-holders and scientific assistants in the development of policies regulations, maps for the ILUPs, green production technologies. Their experts will be used by the project as appropriate. They will be partners in justification of restoration hydrological regime measures; they will do additional research on detection and mapping of land and soil data, including peat soils, and will do the digital cartographic materials. They will be beneficiaries for obtaining the equipment for GHG and LDN monitoring and they will create the database of Ukrainian peat lands.  The list of institutions here is not exhaustive, and there is likely to be some others that are consulted and involved in project implementation. |
| Local population, land owners, land users, stakeholders | They will be the beneficiaries for using of restored lands of private property |

1. Socio-economic and local benefits: The generation of local livelihood benefits is key to the generation of the project’s GEBs. Livestock production in the Northern Ukraine landscape is directly linked to and dependent on the functioning of ecosystems across the landscape, and to the species contained therein. The project will strengthen local livelihoods by improving the sustainability of livestock production, increasing its profitability (through increased production efficiencies, and increased market access), and reducing the degradation of agricultural peatlands. The project includes multiple strategies to generate socio-economic benefits. For example, under Component I the project will work with local governments to improve integrated land use planning in 100 rural communities, which will assist local land users in identifying and developing sustainable land use approaches for specific ecosystem types. Under Output 2.2 the project will support the creation of land user cooperativces, in support of sustainable livestock production by small-holders. This activity will be focused in areas of peat soils, to support local resource users in implementing sustainable livestock production practices, which in turn catalyzes GEBs in terms of reduced land degradation, land restoration, biodiversity conservation, the maintenance of ecosystem services, and reduced GHG emissions. Under Output 2.1 the project will work with multiple stakeholders to restore hydrological regimes in degraded agricultural peatlands. This will increase the productivity of these lands, benefiting the farmers and local land users. Restoring the hydrological regime in peatlands also has major local benefits by reducing incidence of summer peat fires, which have been increasing in severity in Ukraine in recent years. Peat fires cause poor local air quality, leading to negative health effects. Under Output 2.5 the project will strengthen the capacity of agricultural extension services to provide support for sustainable livestock practices, which will be of great benefit to small holder farmers. This will also support the generation of GEBs through the further up-scaling and replication of sustainable livestock practices across the landscape. Output 2.6 is a key project output, involving the establishment of a cooperation national platform with all key levels of the livestock value chain, including livestock producers, holding companies, exporters, wholesale and retail companies. This output will help generate socio-economic benefits for all involved in the value chain, including local resource users. This part of the project is critical for generating GEBs as it will be important to establish sustainable livestock production as a viable economic opportunity in the rural Northern Ukraine landscape, to avert both land abandonment (with accompanying negative environmental repercussions), or conversion to more harmful land use practices. Project activities under Component III will strengthen the management of protected areas, and increase the conservation of biological resources, which provides multiple local socio-economic benefits. From one perspective, protected areas in rural zones are key drivers of economic development, often providing a large share of local employment via the tourism sector. For example, Shatsk National Park is frequented by thousands of visitors from around Ukraine; yet key parts of the unique Shatsk lakes ecosystem are threatened by diminishing water tables, degradation of peatlands, fires, and loss of biodiversity. In addition, securing and conserving these areas of high ecological value supports the maintenance of critical ecosystem services for local residents, including water table regulation, fire mitigation, provision of non-wood forest products, water filtration, and others. The upscaling, replication, and sustainability of the local socio-economic benefits will be driven by the project’s knowledge management and capacity development activities under Component IV.

## Annex 14: Comprehensive Stakeholder Engagement Plan

| **Stakeholder Group** | **Why Included (interests)** | **Relevant Project Outcomes and Outputs** | **Participation Methods** | | **Timeline** | **Cost est.** |
| --- | --- | --- | --- | --- | --- | --- |
| **Method** | **Responsibility** |
| Ministry of Economic Development, Agriculture and Trade of Ukraine | Key national partner for the development of sustainable agricultural solutions in the targeted landscapes; key provider of national baseline assistance in agriculture, a connector to large agricultural holding companies. The Ministry support the availability of government co-financing. | All components, but especially Component 2. | The Ministry will be involved in discussion of target areas, as well as in ensuring replication of project experience at similar territories throughout the country. The Ministry will be involved in overall control over project implementation through the Project Steering Committee. The Ministry will ensure the integration of project results / products into national livestock support programs. Development of by-laws, and ensuring their adoption in order to strengthen state support for livestock, especially for cattle. The Ministry will ensure implementation of regulations to increase soil fertility, reduce of humus waste, etc. The Ministry will support the development, coordination and implementation of a project replication strategy. The Ministry will have a leadership role in developing mechanisms to create sustained livestock support. | PMU | Ongoing | No cost beyond normal project operations. |
| Ministry of Environment Protection and Natural Resources of Ukraine | Key national agency, head of Project Steering Committee. Ensures coordination with other agencies / ministries / stakeholders. A key contributor of government co-financing. | All project outcomes and outputs. | Will be contributing and overseeing preparation of land inventory in the targeted landscape and ILUPS (Component I), GHG system at project sites; matters related to reporting to UNCCD, CBD; ensure investment / co-financing for Component III, and re-alignment of investment programs so that that sufficient funding is available for restoration, and sustainable food protection, during and after project end. The Ministry will ensure overall control over project implementation. The Ministry will ensure the integration of project results / products into national programs for reducing of soil degradation, reduce the level of biodiversity degradation, develop a strategy for the use of peat soils, and introduce special systems for crop cultivation. Coordination of experts' work on database development and digitization of peat soil data. Coordination of experts' work on the development of a model of GHG emissions from peat soils. The Ministry will support the approval of by-laws and regulations necessary to put in place mechanisms of stop soil degradation and reduce GHG emissions. Coordination of experts' work on the next steps in the implementation of the Convention on Soil Degradation and Desertification. Coordinate the work of national parks and reserves to restore degraded land and reduce the loss of biodiversity. The Ministry will ensure the development, coordination and implementation of a project replication strategy. | PMU | Ongoing | No cost beyond normal project operations. |
| State Water Agency of Ukraine | The State Water Agency is a key collaborator with farmers on deciding optimal land use at target sites. The Agency is also a key partner in the development and testing of the database and principles for using of recovered peatlands. | Component 1, 2 and 3. | The State Water Agency will be engaged in the development and implementation of the land restoration and paludiculture plans. The information and coordination support for the project will be provided on the drainage lands and the drainage systems to being subordinated by State Water Agency of Ukraine. The technical information about operation of the drainage systems will be provided. The restoration works and restored hydraulic builds will be accepted on the balance of State Water Agency of Ukraine. | PMU | Ongoing | No cost beyond normal project operations. |
| State Forest Agency of Ukraine | The State Forest Agency will provide of information about forest lands and supporting the project activities in the lands of national parks and reserves which are subordinated to the State Forest Agency of Ukraine. They will be a beneficiary of professional training course for reserved areas. | Component 1 and Component 3. | Engaged through project oversight mechanisms, and directly through partnership in the field activities. | PMU | Ongoing | No cost beyond normal project operations. |
| State Service of Geodesy, Cartography and Cadaster of Ukraine | This State Service will be partners in providing information on land resources of Ukraine, coordinating the works at entering information about peat soils to the database of the state land cadaster database. They will provide physical capacity for amalgamated communities in keeping records of community lands and entering data into the state land cadaster database about these lands. They will be coordinate the activities of experts in the developing of training programs for community land managers. | Component 1 and Component 3. | Engaged through project oversight mechanisms, and directly through partnership in the field activities. | PMU | Ongoing | No cost beyond normal project operations. |
| Oblast state administrations (Vinnytsia, Volyn, Zhytomyr, Kyiv, Rivne, Khmelnytsky, Chernihiv) | Oblast administrations will be partners in development of the mechanisms to reduce of soil degradation and reduce biodiversity loss. They will be partners in developing a mechanism for using of renovated lands. | All components. | Advisory and coordination role. | PMU | Ongoing | No cost beyond normal project operations. |
| National Nature Parks and Reserves, Regional Landscape Parks:  Tsuman NNP  Polesskiy NR  Nizhin RLP  Mizhrichenskiy RLP  Rivne NR  Pripyat-Stohid NNP  Shatsk NNP  Nobelskiy NNP | Protected areas will be the beneficiaries for using the methodology of biodiversity loss reduction and for using renovated lands, peatlands. They will be beneficiaries for using biodiversity conservation techniques and training programs and programs to reduce GHG emissions. They will be beneficiaries of the methodologies for the sustainable use of peatlands for environmental purposes. | Component 3. | Engaged through project oversight mechanisms, and directly through partnership in the field activities. | PMU | Ongoing | No cost beyond normal project operations. |
| Private sector: retail and wholesale companies | METRO, Fozzy and other retail chains have agreed to partner on outputs under Component II, related to marketing and sales of green products from sustainable livestock production. | Component 2. | Potential formal partnership mechanisms through MoUs or other types of agreements. | PMU | Ongoing | No cost beyond normal project operations. |
| Agricultural producers, farms, cooperatives  LLC Ukrmilkinvest  LLC Deddens agro  LLC Ratnivskiy agrariy  LLC UGC  Others | Farmers are direct beneficiaries under Component II. As land-owners/land users, their buy in is key to success of the cooperatives model to demonstrate the efficacy of paludiculture and other forms of improved cattle management. Farmers are key in the dialog with Water Agencies on land restoration and maintenance of water table. Farmers, through their representatives, will be involved directly in consultations on management plans for each site in the Northern Ukraine Landscape (under Component I). Farmers are direct participants and beneficiaries of training and awareness raising envisaged under Component III. They will be partners in the development of mechanisms and the development of practical measures for the restoration and using of agricultural land. They will be beneficiaries for using equipment and mechanisms for agricultural cooperation. They will be beneficiaries for using of renovated private property lands. | Component 2. | Potential formal partnership mechanisms through MoUs or other types of agreements. Engaged directly through partnership in the field activities. It is anticipated there will be at least one private sector representative on the Project Steering Committee. | PMU | Ongoing | No cost beyond normal project operations. |
| Amalgamated communities and their associations | As representatives of farmers and other resource users at project sites they will be engaged in all project components, through consultations. They will be the beneficiaries for using renovated agricultural land, to be using of the training module for community land managers. | All project outcomes and outputs. | Engaged directly through partnership in the field activities. It is anticipated there will be at least one local community representative on the Project Steering Committee. | PMU | Ongoing | No cost beyond normal project operations. |
| NGOs  Association of Ukrainian Protected Areas  Organic Ukraine West NGO  Ukrainian Society for Nature Conservation | NGOs are key for advancement of work on conservation of peatlands. They will be consulted for preparation of ILUPs (Component I), as well as in awareness raising and experience sharing (Component IV). They will be the beneficiaries in using the knowledge and skills acquired from the project activities for reducing land degradation and reducing biodiversity losses. | Component I, Component IV. | Engaged directly through partnership in the field activities. It is anticipated there will be at least one civil society representative on the Project Steering Committee. | PMU | Ongoing | No cost beyond normal project operations. |
| National Academy of Sciences of Ukraine  Space Research Institute  National Agrarian Academy of Sciences of Ukraine  Institute of Water Problems and Reclamation  Sokolovsky Institute of Soil Science | Each of these institutions has a mandate for scientific research in their respective area. They are key knowledge-holder and scientific assistants in the development of policies regulations, maps for the ILUPs, green production technologies. Their experts will be used by the project as appropriate. | All project components. | They will be partners in justification of restoration hydrological regime measures; they will do additional research on detection and mapping of soil data, including peat soils, and will do the digital cartographic materials. They will be beneficiaries for obtaining the equipment for GHG monitoring and they will create the database of Ukrainian peat soils. | PMU | Ongoing | No cost beyond normal project operations. |
| Local population, land owners, land users, stakeholders | They will be the beneficiaries for the use of restored lands on private property. | All project components. | Engaged directly through partnership in the field activities. It is anticipated there will be at least one local community representative on the Project Steering Committee. | PMU | Ongoing | No cost beyond normal project operations. |

**1. Introduction**

*Briefly describe the project including design elements and potential social and environmental issues.*

Ukraine is among the world’s 20 leading livestock production countries, and the livestock sector is one of the drivers of rural development in the Northern Ukraine Landscape. In 2016 the country had over 3.9 million heads of cattle. Domestic markets consume 95% of Ukrainian beef and dairy products, while Ukraine annually exports 30,000-40,000 tons of beef products. Over 60% of population in the region are engaged in agriculture. Over 67% of cattle ownership is with small-holders (with land parcels up to 10 hectares), and 69% of farms own less than 500 heads, while there are 97 large enterprises in the Northern Ukraine Landscape who own over 1,000 heads. In the mid-20th century much of the wet peat soils in the region were drained for agriculture, but over a short time these areas have become degraded, and the water table continues to subside, which causes forest die-offs. Land use is not optimized, so agriculture continues to encroach on high value ecosystems. Underlying drivers of this situation are limited local and national capacity and coordination in land use planning, limited technical knowledge for sustainable livestock on wet peat soils, limited capital access and investment in sustainable livestock, limited and deteriorating water management infrastructure, and livestock value chains that currently do not sufficiently incentivize sustainable livestock production.

The project will catalyze a transition to sustainable livestock farming in the Northern Ukraine Landscape, while restoring key areas for maintenance of ecosystem services to support vibrant livestock agriculture, GHG mitigation, and biodiversity. This will be achieved through i) implementation of ILUPs (ILUPs); ii) land restoration, and promotion of sustainable livestock production practices and value chains, including a multi-stakeholder sustainable livestock platform; iii) conservation and restoration of natural habitats; and iv) coordination, learning, information dissemination, and knowledge management. Planned project results include more than 9,000 direct beneficiaries; improved status of biodiversity including 18 globally significant species; 150,000 ha under improved agriculture; 40,000 ha of land restored; 240,000 ha of high value peatlands and steppe forest ecosystems conserved; and increased knowledge and understanding of sustainable livestock practices in wet peat soils. All aspects of the project have been developed to ensure gender mainstreaming.

The project design is further elaborated in the previous Section 3.1 of the Prodoc on “Project Description and Expected Results”.

The potential social and environmental issues are summarized in Annex 3 of this Prodoc, the SESP.

*Where relevant, include maps of the project site and surrounding area.*

Maps of the project area are included in Annex 1 of this Prodoc.

**2. Regulations and Requirements**

*Summarize any legal, regulatory, donor/lender requirements pertaining to stakeholder engagement applicable to the project. This may involve public consultation and disclosure requirements related to the social and environmental assessment process as well as relevant international obligations.*

The GEF and UNDP require stakeholder participation as a fundamental element of project implementation for all GEF-financed projects, as outlined in the GEF’s Policy on Stakeholder Engagement and the accompanying Guidelines on the implementation of the policy.

**3. Summary of any previous stakeholder engagement activities**

*If any stakeholder engagement activities had been undertaken to date, including information disclosure and/or consultation, provide the following details:*

During the PPG stage of the project, close contacts were established with all key government and regional agencies, private companies, academics and non-governmental organizations. Annex 15 of this Prodoc summarizes the stakeholders consulted during the project development process, and additional information on stakeholder consultations is provided in the table below. In addition, the stakeholder validation workshop was conducted May 13th, 2020, and the report on this workshop, including the minutes and stakeholder input received, is included as Annex 25 to this Prodoc. During the PPG stage of the project, the participants were evaluated in order to: identify key participants in the areas of project activity in Ukraine; review and analyze the interests of participants and the related impact of achieving project results; identify and develop project opportunities so as to benefit participants. The preparatory phase of the project consisted of a wide range of stakeholder groups using a number of different methods of gathering information, including formal and semi-formal interviews, group discussions and seminars. In addition, local consultants that were involved in project preparation provided information and helped identify risks, impacts, and mitigation strategies.

Some Internet links which are describing the processes and results of meetings with partners and stakeholders are presented below.

<http://shpark.com.ua/%D1%88%D0%B0%D1%86%D1%8C%D0%BA%D0%B8%D0%B9-%D0%BD%D0%BF%D0%BF-%D1%83%D1%87%D0%B0%D1%81%D0%BD%D0%B8%D0%BA-%D0%BF%D1%80%D0%BE%D0%B5%D0%BA%D1%82%D1%83-%D0%B7-%D1%81%D0%BF%D1%80%D0%B8%D1%8F>

<http://agrovolyn.gov.ua/news/vidbulasya-videokonferenciya-v-rezhymi-zoom-z-rozrobky-proektu-spryyannya-stalomu-upravlinnyu>

<http://dobrobut-hromad.org/en_US/news/mbf-dobrobut-gromad-bere-uchast-u-rozshirenih-konsultatsiyah-z-pitan-stalogo-upravlinnya-tvarinnitstvom-ta-zberezhennya-ekosistem.html>

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| **Type of information disclosed, in what forms and languages (e.g., oral, brochure, reports, posters, radio, etc.), and how it was disseminated** | **Locations and dates of any meetings undertaken to date** | **Individuals, groups, and/or organizations that have been consulted** | **Key issues discussed and key concerns raised** | **Responses to issues raised, including any commitments or follow-up actions** |
| Oral (discussion), summarized information about the project was sent by e-mails | Chernigiv Oblast State Administration, from July 2019 to May 2020 | Representatives of government organizations, private sector, NGOs, business | The outcomes and outputs of the project, ways of cooperation with stakeholders, co-financing by partners and stakeholders in the project were discussed. | Summarized information and responses to issues raised by partners and stakeholders are presented in the validation workshop report |
| Oral (discussion), summarized information about the project was sent by e-mails | Volyn oblast State Administration, from July 2019 to May 2020 | Representatives of government organizations, NGOs, business | The outcomes and outputs of the project, ways of cooperation with stakeholders, co-financing by partners and stakeholders in the project were discussed. | Summarized information and responses to issues raised by partners and stakeholders are presented in the validation workshop report |
| Oral (discussion), summarized information about the project was sent by e-mails | Rivne State Oblast Administration, from July 2019 to May 2020 | Representatives of government organizations, private sector, NGOs, business | The outcomes and outputs of the project, ways of cooperation with stakeholders, co-financing by partners and stakeholders in the project were discussed. | Summarized information and responses to issues raised by partners and stakeholders are presented in the validation workshop report |
| Oral (discussion), summarized information about the project was sent by e-mails | Zhytomyr State Oblast Administration, from July 2019 to May 2020 | Representatives of government organizations, | The outcomes and outputs of the project, ways of cooperation with stakeholders, co-financing by partners and stakeholders in the project were discussed. | Summarized information and responses to issues raised by partners and stakeholders are presented in the validation workshop report |
| Oral (discussion), summarized information about the project was sent by e-mails | National nature park “Shatskyi”, from July 2019 to May 2020 | Representatives of government organizations, NGOs | The outcomes and outputs of the project, ways of cooperation with stakeholders, co-financing by partners and stakeholders in the project were discussed. | Summarized information and responses to issues raised by partners and stakeholders are presented in the validation workshop report |
| Oral (discussion), summarized information about the project was sent by e-mails | Agricultural producers, farms, cooperatives, from July 2019 to May 2020 | Private sector, business | The outcomes and outputs of the project, ways of cooperation with stakeholders, co-financing by partners and stakeholders in the project were discussed. | Summarized information and responses to issues raised by partners and stakeholders are presented in the validation workshop report |
| Oral (discussion), summarized information about the project was sent by e-mails | ATCs, from July 2019 to May 2020 | Representatives of communities, private sector, NGOs, business | The outcomes and outputs of the project, ways of cooperation with stakeholders, co-financing by partners and stakeholders in the project were discussed. | Summarized information and responses to issues raised by partners and stakeholders are presented in the validation workshop report |
| Oral (discussion), summarized information about the project was sent by e-mails | Zhytomyr national agroecology university, from July 2019 to May 2020 | Representatives of government organizations, | The outcomes and outputs of the project, ways of cooperation with stakeholders, co-financing by partners and stakeholders in the project were discussed. | Summarized information and responses to issues raised by partners and stakeholders are presented in the validation workshop report |
| Oral (discussion), summarized information about the project was sent by e-mails | Inception workshop, hotel Rus, 22 Octovber 2019 | Representatives of government organizations, private sector, NGOs, business | The outcomes and outputs of the project, ways of cooperation with stakeholders, co-financing by partners and stakeholders in the project were discussed. | Summarized information and responses to issues raised by partners and stakeholders are presented in the validation workshop report |
| Oral (discussion), summarized information about the project was sent by e-mails | National Academy of Sciences of Ukraine and National Agrarian Academy of Sciences of Ukraine, from July 2019 to May 2020 | Representatives of government organizations, NGOs | The outcomes and outputs of the project, ways of cooperation with stakeholders, co-financing by partners and stakeholders in the project were discussed. | Summarized information and responses to issues raised by partners and stakeholders are presented in the validation workshop report |
| Oral (discussion), summarized information about the project was sent by e-mails | State Forest Agency of Ukraine, from July 2019 to May 2020 | Representatives of government organizations, | The outcomes and outputs of the project, ways of cooperation with stakeholders, co-financing by partners and stakeholders in the project were discussed. | Summarized information and responses to issues raised by partners and stakeholders are presented in the validation workshop report |
| Oral (discussion), summarized information about the project was sent by e-mails | State Water Agency of Ukraine, from July 2019 to May 2020 | Representatives of government organizations, | The outcomes and outputs of the project, ways of cooperation with stakeholders, co-financing by partners and stakeholders in the project were discussed. | Summarized information and responses to issues raised by partners and stakeholders are presented in the validation workshop report |
| Oral (discussion), summarized information about the project was sent by e-mails | the Ministry of Agriculture, from July 2019 to May 2020 | Representatives of government organizations, | The outcomes and outputs of the project, ways of cooperation with stakeholders, co-financing by partners and stakeholders in the project were discussed. | Summarized information and responses to issues raised by partners and stakeholders are presented in the validation workshop report |
| Oral (discussion), summarized information about the project was sent by e-mails | Ministry of Ecology and Natural Resources, from July 2019 to August 2020 | Representatives of government organizations, | The outcomes and outputs of the project, ways of cooperation with stakeholders, co-financing by partners and stakeholders in the project were discussed. | Summarized information and responses to issues raised by partners and stakeholders are presented in the validation workshop report |
| Oral (discussion), summarized information about the project was sent by e-mails | Validation workshop, ZOOM platform, 13 May 2020 | Representatives of government organizations, private sector, NGOs, business | The outcomes and outputs of the project, ways of cooperation with stakeholders, co-financing by partners and stakeholders in the project were discussed. | Summarized information and responses to issues raised by partners and stakeholders are presented in the validation workshop report |
| Oral (discussion) | Meetings with stakeholders at seminars in Kyiv and Lutsk (German-Ukrainian Agrarian Dialogue) November, December 2019 | Representatives of government organizations, private sector, NGOs, business | The outcomes and outputs of the project, ways of cooperation with stakeholders, co-financing by partners and stakeholders in the project were discussed. | Summarized information and responses to issues raised by partners and stakeholders are presented in the validation workshop report |

**4. Project Stakeholders**

*List the key stakeholder groups who will be informed about and engaged in the project (based on stakeholder analysis).*

The summary stakeholder analysis table is included in Section 3.2 of this Prodoc, on “Partnerships, Stakeholder Engagement, and Coordination”, including the role and engagement mechanisms for each stakeholder. The previous table in this Annex also includes the list of the stakeholder groups who will be informed about and engaged in the project, with the respective method, timeframe, responsibility and cost.

**5. Stakeholder Engagement Program**

*Summarize the purpose and goals of the stakeholder engagement program*

This is summarized in Section 3.2 of the Prodoc on “Partnerships, Stakeholder Engagement, and Coordination”.

*Briefly describe what information will be disclosed, in what formats and languages, and the types of methods that will be used to communicate this information to each of the stakeholder groups identified in section 4 above.*

The previous table in this Annex includes a brief description of the methods that will be used to communicate information to for each respective stakeholder group. The methods and content for project communications will be fully outlined in the project communication plan and strategy that will be developed at the beginning of project implementation. Briefly, the project will communicate with key stakeholders about project plans and activities through a variety of standard means, including phone, email, in-person meetings, notice postings, brochures, and project documentation (e.g. project workplans, project outputs such as technical reports, etc.). A key audience for project communication will be the Project Board, which will include representation of key stakeholders. Information will be communicated primarily in the local language (i.e. Ukrainian).

*Briefly describe the methods that will be used to engage and/or consult with each of the stakeholder groups identified in section 4.*

The previous table in this Annex includes a brief description of the methods that will be used to communicate information to for each respective stakeholder group. The methods used by the project to communicate to stakeholders may vary according to target audience. Methods are expected to include:

* + Interviews with stakeholder representatives and key informants
  + Surveys, polls, and questionnaires
  + Public meetings, workshops, and/or focus groups with specific groups
  + Participatory methods
  + Other traditional mechanisms for consultation and decision-making

*Describe how the views of women and other relevant groups (e.g. minorities, elderly, youth, other marginalized groups) will be taken into account and their participation facilitated*

This is described in Annex 17 of this Prodoc, in the Gender Analysis and Gender Action Plan, which includes a broader human rights perspective.

*Where relevant, define activities that require prior consultation and FPIC from indigenous peoples (and refer to Indigenous Peoples Plan and FPIC protocols)*

Not applicable.

*Outline methods to receive feedback and to ensure ongoing communications with stakeholders (outside of a formal consultation meeting)*

The project team will have regular ongoing informal communication with a wide range of stakeholders. This will primarily be through regular one-to-one (or one-to-many) communications by phone, email, and ad-hoc in person informal meetings.

*Describe any other engagement activities that will be undertaken, including participatory processes, joint decision-making, and/or partnerships undertaken with local communities, NGOs, or other project stakeholders. Examples include benefit-sharing programs, stakeholder-led initiatives, and training and capacity building/support programs.*

Multiple project activities include these forms of engagement activities. The project will have regular consultations and participatory processes during the process of developing integrated land use management plans with ATCs (Component 1). The project will also have multiple forms of consultations and participatory processes under Component 2, including the establishment of sustainable livestock cooperatives, and a multi-stakeholder process to establish a sustainable livestock platform. Under Component 4 the project will have multiple participatory processes, including training and capacity building support programs on sustainable livestock production.

The project envisages measures that will potentially have an impact on the life and environment of individual citizens and entire districts. However, the legislation of Ukraine, in this case, provides for public hearings and the organization and conduct of environmental impact assessments of such events. Therefore, all planned interventions and measures in infrastructure facilities in the area (drainage cannels, drainage structures and buildings, etc.) will be carefully planned, the plans will be submitted to public hearings and will be assessed for impact on the areas, their environmental, and on communities and individual community representatives (citizens). All reports on the results of the project activities will be presented at meetings of village and settlement councils and will be provided to all stakeholders.

Representatives of communities and stakeholders will be members of the working groups and members of the project board. Such a mechanism will be able to ensure the presence of community representatives in the working bodies of the project and will allow to promptly obtain needed information on project activities and to assess their impact on the territory, citizens and the environment of the relevant districts and communities.

**6. Timetable**

*Provide a schedule outlining dates/periodicity and locations where various stakeholder engagement activities, including consultation, disclosure, and partnerships will take place and the date by which such activities will be undertaken*

The table at the beginning of this annex provides information on the timeframes for stakeholder engagement activities. Below is a summary table for specific stakeholder engagement activities.

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Actions** | **Year 1** | | | | **Year 2** | | | | **Year 3** | | | | **Year 4** | | | | **Year 5** | | | |
| **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** |
| Meetings and seminars organized and held with partners and stakeholders |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Public hearings on project measures to conserve the environment |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Ecological events, festivals, etc. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Trainings and studies |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Dissemination of information about the project activities through the website, newspapers, booklets, posters |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Conferences organized |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Project board meetings |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

The project will work with stakeholders on the basis of open trust and mutual benefit. The partners should understand that the project is not a charitable aid, but is a comprehensive tool aimed at achieving the Government goals in the directions of biodiversity conservation, stopping soil degradation, ensuring sustainable livestock management etc. High-quality, safe and environmentally friendly livestock products in particular, and agriculture in general, environmental protection - these are the universal values on which modern successful business is based. The success of all agricultural enterprises depends not only on achieving high production rates and profits, but also on the rational use of natural resources and environmental friendliness of their activities. Therefore, companies and individual resource users should take care not only of their work, but also of the people who live in the locations of their production facilities, and for the well-being in the relevant areas. Therefore, disseminating information about the project, and communicating project priorities and objectives to stakeholders through various communication channels will be an effective tool for engaging partners and interacting with them.

**7. Resources and Responsibilities**

The resources and responsibilities related to stakeholder engagement activities are summarized in the table at the beginning of this annex. The project manager will be responsible for the implementation of stakeholder engagement activities and ongoing communication with such partners. Also, some responsibilities for establishing cooperation with stakeholders and partners will be given on project experts obligations, who will perform technical tasks and they will involve into negotiations with stakeholders. Preparation of environmental events, festivals, and conferences will be carried out under the direct coordination of the project manager. Thematic trainings and seminars will be conducted by project experts and involved contractors. The project manager will be in full constant communication with local communities and their associations. He will prepare information for communities and periodically provide this information (quarterly) to communities.

**8. Grievance Mechanism**

*Describe the process by which people concerned with or potentially affected by the project can express their grievances for consideration and redress. Who will receive grievances, how and by whom will they be resolved, and how will the response be communicated back to the complainant? (see Guidance Note on Grievance Redress Mechanisms)*

The Grievance Mechanism is summarized in the SESP, in Annex 3 of this Prodoc. The project activities will be based on the principles of fairness and minimization of negative consequences for all parties involved in the project and whom may be affected by the project activities. In view of the above, the project will be guided by the Guidance Note on Grievance Redress Mechanisms, according to it more likely to provide effective resolution of stakeholder grievances:

a. Legitimate: enabling trust from the stakeholder groups for whose use they are intended, and being accountable for the fair conduct of grievance processes. Accountability for ensuring that the parties to a grievance process cannot interfere with its fair conduct is typically one important factor in building stakeholder trust.

b. Accessible: being known to all stakeholder groups for whose use they are intended, and providing adequate assistance for those who may face particular barriers to access. Barriers to access may include a lack of awareness of the mechanism, language, literacy, costs, physical location and fears of reprisal.

c. Predictable: providing a clear and known procedure with an indicative timeframe for each stage, and clarity on the types of process and outcome available and means of monitoring implementation. In order for a mechanism to be trusted and used, it should provide public information about the procedure it offers.

d. Equitable: seeking to ensure that aggrieved parties have reasonable access to sources of information, advice and expertise necessary to engage in a grievance process on fair, informed and respectful terms. Where imbalances are not redressed, perceived inequity can undermine both the perception of a fair process and the GRM’s ability to arrive at durable solutions.

e. Transparent: keeping parties to a grievance informed about its progress, and providing sufficient information about the mechanism’s performance to build confidence in its effectiveness and meet any public interest at stake. Providing transparency about the mechanism’s performance to wider stakeholders, through statistics, case studies or more detailed information about the handling of certain cases, can be important to demonstrate its legitimacy and retain broad trust. At the same time, confidentiality of the dialogue between parties and of individuals’ identities should be provided where necessary.

f. Rights compatible: these processes are generally more successful when all parties agree that outcomes are consistent with applicable national and internationally recognized rights. Grievances are frequently not framed in terms of rights and many do not initially raise human rights or other rights concerns. Regardless, where outcomes have implications for rights, care should be taken that they are consistent with applicable nationally and internationally recognized standards and that they do not restrict access to other redress mechanisms.

g. Enabling continuous learning: drawing on relevant measures to identify lessons for improving the mechanism and preventing future grievances and harms. Regular analysis of the frequency, patterns, and causes of grievances; strategies and processes used for grievance resolution; and the effectiveness of those strategies and processes, can enable the institution administering the GRM to improve policies, procedures, and practices to improve performance and prevent future harm.

h. Based on engagement and dialogue: consulting the stakeholder groups for whose use they are intended on their design and performance, and focusing on dialogue as the means to address and resolve grievances. For an operational-level grievance mechanism, engaging regularly with affected stakeholder groups on the GRM’s design and performance can help to ensure that it meets their needs, that they will use it in practice, and that there is a shared interest in ensuring its success.

*Ensure reference is made to and stakeholders are informed of the availability of UNDP’s Accountability Mechanism (Stakeholder Response Mechanism, SRM, and Social and Environmental Compliance Unit, SECU) as additional avenues of grievance redress.*

Information on these additional avenues of grievance redress will be presented at the project inception workshop.

**9. Monitoring and Reporting**

*Describe any plans to involve project stakeholders (including target beneficiaries and project-affected groups) or third-party monitors in the monitoring of project implementation, potential impacts and management/mitigation measures*

The project implementation will be monitored constantly through regular UNDP project implementation monitoring procedures. These include regular meetings between the project team and UNDP Country Office staff, Project Board meetings, the annual Project Implementation Report (which includes sections on risk monitoring), and the regular UNDP ATLAS risk log. This also includes monitoring by the UNDP Country Office gender specialist and safeguards specialist. In terms of 3rd party monitoring, the Project Board will include a wide array of stakeholders who will be regularly informed about the project activities. The project will also undergo annual financial audits, and will have a mid-term review and terminal evaluation conducted by external independent evaluation experts.

*Describe how and when the results of stakeholder engagement activities will be reported back to project-affected and broader stakeholder groups. Examples include newsletters/bulletins, social and environmental assessment reports; monitoring reports.*

This will be specified in the project communication strategy, which will be developed at the beginning of the project implementation period.