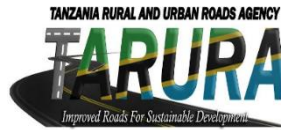


**THE UNITED REPUBLIC OF TANZANIA
PRESIDENT'S OFFICE - REGIONAL ADMINISTRATION AND LOCAL
GOVERNMENT (PO-RALG)**



**TANZANIA RURAL AND URBAN ROADS AGENCY
(TARURA)**



**STAKEHOLDERS ENGAGEMENT PLAN
FOR
TANZANIA CITIES TRANSFORMING INFRASTRUCTURE AND
COMPETITIVENESS PROJECT (TACTIC)**

FINAL REPORT

December 2021

Executive Summary

Executive Summary

1.1 TACTIC Project Description

The proposed Project Development Objective (PDO) is to “To strengthen urban management performance and deliver improved basic infrastructure and services in participating urban local government authorities” Key results include:

- a) Improved capacity in Urban Management
- b) Improved infrastructure and services
- c) Improved business and investment environment

Project Components

In order to achieve the mentioned PDO above, the following project components were proposed:

Component 1: Strengthening Urban Management (Technical Assistance and Performance Grants)

Component 1a: ICT for Urban Management

Component 1b: PPPs for Urban Service Delivery.

Component 1c: Mainstreaming Urban Resilience

Component 2: Urban Infrastructure and Services

Component 3: Project Management

Performance Grants

The performance assessment will be carried out on Year 3 to give councils enough time to implement technical assistance activities and civil works. The grants will measure performance in implementation and enforcement of urban plans and by-laws, operations and maintenance of infrastructure financed under TSCP and ULGSP, Management of performance-based contracts and PPPs for solid waste management, markets, bus stands, and abattoirs, implementation of Environmental and Social Safeguards (quality of completed ESIA, site specific ESMPs, RAPs, Grievance Redress Mechanisms, Occupational Health and Safety Issues) and own source revenue improvement (existence of revenue enhancement strategies and plans, use of LGRCIS and POS machines, etc).

1.2 TACTIC Project Geographical Location

The proposed TACTIC will be implemented in various parts of the Country covering 45 LGAs that include City Councils, Municipal Councils and Town Councils.

1.3 Beneficiaries of TACTIC Project

TACTIC is proposed to be implemented in 45 LGAs; therefore, the main project beneficiaries are the urban and rural population. The expected implementation of TACTIC Project will involve a list of investments such as roads, markets, main bus terminals and mini bus stands, controlled dumpsites, slaughter houses, storm water drainages, lorry parking, footbridges and various economic clusters projects, therefore, the general population of Tanzania will benefit from the improvement of various infrastructures to be constructed as well as other components of the project that include capacity building.

1.4 Main Objectives of this SEP

- (a) To allow LGAs commence Stakeholder Engagement as early as possible in the project development process and in a timeframe that enables meaningful consultations
- (b) To establish a systematic approach to stakeholder engagement for TACTIC that will help LGAs to identify stakeholders build and maintain a constructive relationship with them, in particular project-affected parties;
- (c) To assess the level of stakeholder interest and support for the project and to enable stakeholders' views to be taken into account in project design, development of mitigation measures and environmental and social performance;
- (d) To promote and provide means for effective and inclusive engagement with project-affected parties throughout the project life cycle on issues that could potentially affect them;
- (e) To ensure that appropriate project information on project design and environmental and social risks and impacts is disclosed to stakeholders in a timely, understandable, accessible and appropriate manner and format; and
- (f) To provide project-affected parties with accessible and inclusive means to raise issues and grievances, and allow LGAs to respond to and manage such grievances.

1.5 Stakeholder identification

For the TACTIC Sub-Projects, the process of identification of stakeholders shall be based on:

- a) Stakeholder's roles and responsibilities
- b) Possible influence/interest of the stakeholder on the Sub-Project

Stakeholder analysis determines the likely relationship between stakeholders and the project, and helps to identify the appropriate consultation methods for each stakeholder group during the life cycle of the project. Any additional stakeholders are added on as the Sub-Project advances to various stages of the cycle. The analysis also shapes the design of stakeholder consultation events and which stakeholders to engage and when. The Stakeholder Engagement Plan for specific Sub-

Project is a living document and have to be updated through the project life. LGAs have to continue identifying stakeholders of each Sub-project on a continuing basis.

Project Affected Parties

a) Positively affected parties

The proposed TACTIC aims at positively impacting various stakeholders that include communities and various social services that will also improve business environment such as improved bus terminals. There are those stakeholders who are likely to be positively affected during different phases of the project, therefore, stakeholder engagement conducted by the LGAs should clearly identify stakeholders that are likely to benefit during various phases of the project and ensure consultation captures enhancement measures to ensure these benefits.

b) Negatively affected parties

These include stakeholders likely to be impacted negatively by the project; It should be noted that negative impacts may also vary during different phases of the project and that some are temporary while others are permanent. The negative impacts that could affect stakeholders include loss of access to properties (land acquisition) and businesses (economic displacement) and environmental and social impacts associated with construction phase (access, dust, fumes, labor influx etc).

Other interested parties

An interested party is any person, group of persons or organizations interested in an activity during any phase of the project and may include local or national government authorities, local or national politicians, traditional authorities, religious leaders, civil society organizations including NGOs, community-based organizations (CBOs), faith based organizations (FBOs) and relevant academic institutions, and other businesses and/or private sector.

Vulnerable Stakeholder Groups

Vulnerable individuals, women, the disabled, elderly etc, require specific attention to ensure inclusion of their voice in stakeholder engagement processes. Their input will be provided through a range of techniques including focus group discussion (based on age, gender and occupation), interviews, and key informants. Consultations to be conducted at a time that is conducive to the participants based on their input. To remove obstacles to participation of members from vulnerable groups various strategies/methods will be considered.

1.6 Stakeholders Engagement Program for TACTIC Project

The Stakeholders Engagement Plan (SEP) for the proposed TACTIC project is a guiding tool that intend to provide Tanzanian Local Government Authorities (LGAs) with a practical guideline to a more systematic design of Stakeholders Engagement. To a great extent the SEP is in line with the international safeguards documents and the national legislation of Tanzania that emphasis stakeholder's engagement as part of project implementation. The process of identification of

Stakeholders for the TACTIC Project is based on the phase of the respective Sub-project; Therefore, the LGAs shall identify their stakeholders depending on the sub-project as well as the project phase and as further elaborated in various sections of this SEP.

In each LGA's Sub-Project, stakeholders' engagement and consultations are to be continuous and form part of the scope of work. Each LGA's Stakeholder Engagement activities prepared under specific plans for sub projects shall be updated regularly, based on the planning and implementation of Sub-Project activities. To reflect Sub-Project developments and/or changes, any future consultation and disclosure activities shall reflect the concerns and issues raised.

LGAs under TACTIC should ensure that the stakeholder engagement provides a foundation for:

- a) attaining and sustaining support from communities and other relevant stakeholders;
- b) managing expectations;
- c) avoiding risks and potential conflict;
- d) preventing project delays; and
- e) formal grievance/resolution mechanisms

1.7 Key Principles of the SEP for TACTIC Project

To ensure that the SEP is well implemented by respective LGAs; the key principles for the LGAs to consider include:

Timing: This requires initiating Stakeholder Engagement at an early stage and ensuring it continues throughout the various phases of the project.

Customize Approach: Engagement activities should be tailored to each phase of the proposed sub-project and considering needs of the stakeholders.

Identification of Stakeholders: The engagement should include a diverse group of community/ beneficiaries/ groups/ organizations/Institutions; this will improve understanding of potential project risks and help meet local and national goals for maximizing local benefits

Accountability and Monitoring: It is important for stakeholders to see the impact of their involvement and access to the result.

1.8 Strategy for information disclosure

The Government of Tanzania through PO-RALG has shared various information to the public at large regarding the TACTIC project; the various Environmental and Social Safeguard documents will also be disclosed to stakeholders; these include the RPF, ESMF, SEP, LMP and the ESCP. Methods of disclosure will include workshop (physical and visual) as well as on the Ministry's website as well as that of TARURA and respective LGAs. For the LGAs; information disclosure strategies involve LGAs to increase the availability of information on the status of implementation of TACTIC Sub-Projects. By publicly disclosing the information it will motivate and improve the

Sub-Projects performance. Important details on the progress of the project will be reported to stakeholders, the reporting may also include new or corrected information since the last report. LGAs shall prepare a plan and organize measures to keep track on commitments made to various stakeholder groups at various times, and communicating progress made against these commitments on a regular basis. It should also be noted that as a strategy of information disclosure other safeguard documents such as the ESMPs, RAPs etc will be disclosed during implementation phase of the project. Disclosure will include draft reports and once stakeholders have commented; the final reports will also be disclosed at LGAs websites, contractor's offices or/and local government offices

Timelines

Given that there are multiple sub-projects to be prepared, many of which are unknown at project preparation, the timelines will be updated as more information becomes available during project implementation. One relevant principle is that stakeholder engagement, including stakeholder analysis, will start as early as possible in sub-project preparation to ensure that there is sufficient time for stakeholders to provide input to project design.

Review of Comments

During preparation and construction phase, the TACTIC project implementing unit Environmental and Social team, Project Engineers and consultants (if present) and contractors will gather comments from stakeholders in written and oral forms (using suggestion boxes, local leaders, public meetings, interviews etc). The team will review stakeholders' comments and send back the final decision and a summary of how comments were taken into account; this will be sent back using various methods depending on the issues and type of stakeholders. Methods can include a written report, public meeting or phone call.

1.9 Stakeholder Engagement in Pandemic Situations such as COVID-19

There may be an event of an outbreak of a pandemic where people are advised, or may be mandated by national or local law, to exercise social distancing, and specifically to avoid public gatherings to prevent and reduce the risk of the disease/infection transmission.

In the event that the Country takes various restrictive measures, such as imposing strict restrictions on public gatherings, meetings and people's movement and others advising against public group events. Relations with the community should be carefully managed, with a focus on measures that are being implemented to safeguard both workers and the community. The project, through the Social Specialist of the respective implementing agencies, will also ensure that consultation measures adopted under the pandemic outbreak environment are adhered such as conduct meetings on online platforms where stakeholders have access to the technology and internet connections to enable them to connect. Such as: WebEx, Zoom, Skype; Share information on traditional channels of communications such as: (i) Television (TV); (ii) newspapers; (iii) radio; (iv) dedicated phone-lines; (v) public announcements and mail to share information etc.

1.10 Engagement of Vulnerable Groups and Individuals as Stakeholders

Vulnerable individuals, such as women, the disabled, elderly etc., require specific attention to ensure inclusion of their voice in stakeholder engagement processes. Their input will be provided through a range of techniques including focus group discussion (based on age, gender and occupation), interviews, and key informants. Consultations to be conducted at a time that is conducive to the participants based on their input. To remove obstacles to participation of members from vulnerable groups various strategies/methods will be considered.

1.11 Resources and Commitment for implementing Stakeholder Engagement Activities

Currently PO-RALG/TARURA have a coordinating unit that has ESS officials as well as other ESS officials at TARURA Headquarters, therefore the offices will commit resources both financial and human to work closely with the LGAs in monitoring the implementation of the SEPs. The staff will ensure visiting of the LGAs during preparation and monitoring- at least quarterly during implementation phase. Staff will be zoned according to geographical location of the LGAs. PO-RALG/TARURA will also conduct training to at least two staff from each LGA under TACTIC (preferably social/community development officers) on preparation and implementation of SEPs as per the guideline.

Resources and Commitment at LGAs level

The LGA representatives all acknowledged the importance of community engagement, but the limited financial support they have is a significant challenge. It was therefore agreed that the Directors should commit financial resources for implementing the SEP as well as other associated activities such as monitoring and grievance handling. A general range for costs in each phase of the stakeholder's engagement is provided in this SEP so that the LGAs have some ideas of what they might expect to pay for their stakeholder engagement activities. The respective LGA Director will appoint a focal person within the Project Implementing Unit (PIU) who will have the responsibility of coordinating the implementation of SEP for each sub-project and the LGA in general; The Community Development and Welfare Department officials in collaboration with Public Relation office will be the appropriate office to handle SEP.

1.12 Grievance Handling Mechanism

At all phases of the project; the LGA in collaboration with stakeholders relevant for that sub project must carefully document issues and input from the stakeholder's community as well as complaints and grievances. There will be a general Grievance Handling Committee (GHC) at the LGA level as well as a GHC for each subproject. For sub-projects such as markets and bus terminals specifically those to be constructed on existing land or meant to replace existing structures, the LGA should first establish the leadership of the area and collaborate with the respective subproject leadership (e.g Chairmen of markets) to establish the Grievance Handling Mechanism as well as members of the GHC. Simplified Procedures for Grievance Handling are presented in Annex 6.

Procedures for Grievance Management

Each sub-project will establish a formalized procedure or process for dealing with its stakeholder's grievances. Each should include as a minimum:

- Assigning a responsible person, team or function to organize the resolution of grievances
- Defined timeframes for acknowledgement of the receipt of complaints and subsequent resolution
- Practical arrangements for maintaining confidentiality, reviewing and resolving grievances, including resources and organizational arrangements information on the grievance

Grievance Record Keeping

For efficiency of Grievance Record Keeping it is recommended that each LGA implementing the TACTIC Project establish a specific log book only captures grievance associated with the project. Likewise, the PCU should have its own log books for record keeping of grievances associated with the project. The PCU, PIU of the respective LGAs should have a mechanism of merging the records/ tracking the grievances and report preparation. This should imply that frequencies should be established of submission of Grievance Handling report to the PIU by lower level established Grievance Committee (e.g at ward level etc), The PIU then compiles the reports and later submits the report to the PCU who later compiles and share the report with other stakeholders that includes the World Bank.

Responsibility for implementing a Complaints Management Procedure

The LGA Community Development and Welfare Department or the Public Relations Unit will be responsible for the procedure in close collaboration with the PIU and the respective GHC at the sub-project.

For workers hired by contractors for this particular SEP is also identified as Stakeholders; therefore, contractors will be required to produce their GRM procedure as a prerequisite for tender which at a minimum conform to these requirements. The GRM procedures have to be transparent.

Targeted stakeholders should be notified about the grievance mechanism using various communication methods that include sensitization programs and posters placed at implementing agency's offices, markets, local government authorities such as regional and Council levels.

Grievance Record Keeping

Good practice is to log all grievances, even recurrent ones or grievances that will eventually be dismissed as unreasonable. Regardless of the actual establishment of such a database, typically

documentation on grievances keeps track of among others name of person with a complaint; how the complaint was received; date the complaint was received and recorded; Location, Contact information; Description of the complaint, Follow-up corrective action steps; Corrective action taken by whom and date, and response and means of response (written or verbal). Samples of Complaints/Grievance Registration and Resolution forms for TACTIC Sub-Project is presented in Annex 6, 7 and 8.

1.13 Monitoring and Reporting

PO-RALG/TARURA World Bank Coordinating Unit (WBCU) in collaboration with LGAs Safeguards Teams will conduct monitoring as a routine exercise to avoid occurrence of Environmental and Social risks in various phases of TACTIC Project Implementation that are likely to occur due to lack of stakeholder engagement. This is to ensure that various implementing agencies of the project that includes the contractor are in line with the SEP prepared for the sub project. Safeguard Teams and communication officials at LGAs will be responsible for day to day monitoring of SEPs and addressing grievances occurred. The LGAs in collaboration with relevant parties such as the consultant and contractor will prepare brief monthly reports on stakeholder engagement activities for the Operations.

Reporting under SEP

The PCU, the PIU and the respective LGAs will prepare reports regarding SEP (Tentative format provided) The reports will be submitted to the PCU for compiling after each under taking and later quarterly during each project phase and later submitted to the WB. **Format for submissions of PIU to the PCU and from the PCU to the World Bank will be agreed but with ensuring all above information is captured.**

1.14 Annexes

The SEP provides annexes that could be used for further detail communication for the various sub-project activities under the Project; these include a Communication and Awareness Campaigns, Sample Statement for Communication and Example of Stakeholders Analysis for the Project. Other annexes provided include a General Grievance Handling Mechanism, Sample Grievance Registration Form for and a Tentative List of Stakeholders for National Workshop.

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List of Abbreviations

BMUs	-	Beach Management Units
CBOs	-	Community Based Organizations
CMT	-	Council Management Team
DMDP	-	Dar es Salaam Metropolitan Development Project
DPs	-	Development Partners
ESCP	-	Environmental and Social Commitment Plan
ESIA	-	Environmental and Social Impact Assessments
ESF	-	Environmental and Social Framework
ESMF	-	Environmental and Social Management Framework
ESMP	-	Environmental and Social Management Plan
ESSs	-	Environmental and Social Standards
GBV	-	Gender Based Violence
GH Officer	-	Grievance Handling Officer
GoT	-	Government of Tanzania
GRC	-	Grievance Redress Committee
GRM	-	Grievance Redress Mechanism
HSMP	-	Health and Safety Management Plan
ICT	-	Information and Communication Technology
IDA	-	International Development Association
ILO	-	International Labour Organization
LATRA	-	Land Transport Regulatory Authority
LGAs	-	Local Government Authorities
LGRCIS	-	Local Government Revenue Collection Information System
LMP	-	Labour Management Plan
LVEMP	-	Lake Victoria Environmental Management Program
MC	-	Municipal Council
MOWTC	-	Ministry of Works, Transport and Communication
NEMC	-	National Environment Management Council
NGOs	-	Non-Government Organizations
NTP	-	National Transport Policy
OHS	-	Occupational Health and Safety
OSHA	-	Occupational Health and Safety Authority
PAPs	-	Project Affected Parties
PDO	-	Project Development Objective
PIU	-	Program Implementing Unit
PO-RALG	-	President's Office – Regional Administration and Local Governments
POS machine	-	Point of Sale Machine

PPPs	-	Public Private Partnerships
RAP	-	Resettlement Action Plans
RPF	-	Resettlement Policy Framework
RUWASA	-	Rural and Urban Water Supply and Sanitation Agency
SEA	-	Sexual Exploitation and Abuse
SEP	-	Stakeholder Engagement Plan
TANESCO	-	Tanzania Electric Supply Company Limited
TABOA	-	Tanzania Bus Owners Association
TACTIC	-	Tanzania Cities Transforming Infrastructures
TAFIRI	-	Tanzania Fisheries Research Institute
TAMICO	-	Tanzania Mineral and Construction and Allied Workers Union
TANROADS	-	Tanzania National Roads Agency
TARURA	-	Tanzania Rural and Urban Roads Agency
TPA	-	Tanzania Ports Authority
TSCP	-	Tanzania Strategic Cities Project
TTCL	-	Tanzania Telecommunications Company Limited
ULGSP	-	Urban Local Government Support Program -
VGPF	-	Vulnerable Groups Planning Framework
VPO	-	Vice President's Office
WDC	-	Ward Development Committee
WPU	-	Women Participation Unit
WWF	-	World Wildlife Fund

1.0 Introduction

1.1 Project Background

Over the past ten years, PO-RALG has successfully implemented the Dar es Salaam Metropolitan Development Project (DMDP), the Tanzania Strategic Cities Project (TSCP), and Urban Local Government Support Program (ULGSP). Together, these projects aim to improve management, planning and service delivery in 29 Urban Local Government Authorities (ULGAs). Given that two of the three projects have closed on 2020 (TSCP November 26, 2020, and ULGSP December 30, 2020), technical discussions with World Bank started in early 2018 to shape the future urban program in Tanzania moving forward. It was proposed to consolidate the closing projects into a single operation to better leverage synergies in activities aimed at strengthening urban management functions. Implementation challenges were thoroughly reviewed during the project mid-term reviews for TSCP (May 2017) and ULGSP (May 2016) and the proposed TACTIC will introduce measures to address these challenges and build on the following lessons learned:

- *Defining the right incentives is critical.* Urban management functions will not be strengthened without the right incentives to improve performance.
- *The selection of priority investments should be informed by urban plans and master plans* by ensuring consistency between economic plans, urban plans and sector plans, and use additional selection criteria for priority investments. These will include: (i) population size and density; (ii) vulnerability to disasters; (iii) income levels; and (iv) lack of access to basic infrastructure and services.
- *Urban performance grants will incentivize the implementation of environmental and social safeguards instruments.* Under DMDP, TSCP, and ULGSP the necessary safeguards instruments were developed.

The GoT intends to request a credit amounting to US\$ 500 million for implementation of the project in the period of six (6) years.

1.2 TACTIC Project Description

The proposed Project Development Objective (PDO) is to “To strengthen urban management performance and deliver improved basic infrastructure and services in participating urban local government authorities” Key results include:

- d) Improved capacity in Urban Management
- e) Improved infrastructure and services
- f) Improved business and investment environment

Project Components

In order to achieve the mentioned PDO above, the following project components were proposed:

Component 1: Strengthening Urban Management (Technical Assistance and Performance Grants)

Component 1a: ICT for Urban Management

Component 1b: PPPs for Urban Service Delivery.

Component 1c: Mainstreaming Urban Resilience

Component 2: Urban Infrastructure and Services

This component supports construction of strategic infrastructure investments identified under existing urban management plans. These investments intend to strengthen rural-urban connectivity through, link to existing urban plans and will focus on servicing existing economic activity clusters (e.g. markets, agro-processing centers, warehouses, etc) and responding to urban adaptation and resilience needs (e.g. storm-water drainage investments in flood prone areas, rehabilitation/retrofitting of critical infrastructure in seismically active areas, coastal protection investments in response to sea level rise for cities, river restoration, sediment management, erosion control, etc).

Component 3: Project Management

This component supports project implementation at PO-RALG and participating LGAs in areas of Project Coordination, Monitoring and Evaluation, Safeguards, Financial Management and Procurement. The existing Project Coordination Unit at PO-RALG under TARURA will remain while implementation arrangements at LGAs level will be in collaboration with TARURA Council Managers.

Performance Grants

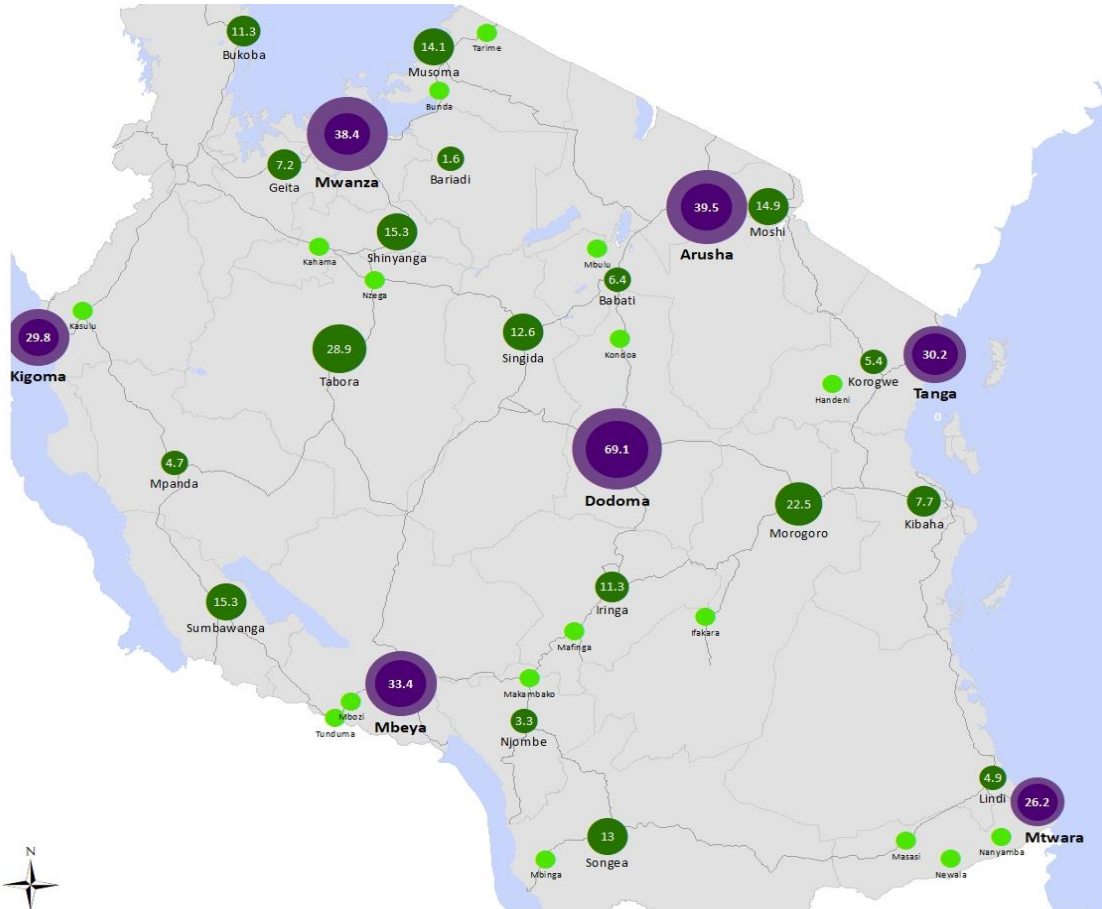
The performance assessment will be carried out on Year 3 to give councils enough time to implement technical assistance activities and civil works. The grants will measure performance in the following aspects:

- Implementation and enforcement of urban plans and by-laws
- Operations and maintenance of infrastructure financed under TSCP and ULGSP
- Management of performance-based contracts and PPPs for solid waste management, markets, bus stands, and abattoirs
- Implementation of Environmental and Social Safeguards (quality of completed ESIA, site specific ESMPs, RAPs, Grievance Redress Mechanisms, Occupational Health and Safety Issues)
- Own source revenue improvement (existence of revenue enhancement strategies and plans, use of LGRCIS and POS machines, etc).

1.3 TACTIC Project Geographical Location

The proposed TACTIC will be implemented in various parts of the Country covering 45 LGAs the map below providing the location of the 45 LGAs under TACTIC.

Figure 1: Map showing TACTIC project Geographical Location



Key

- Former LGAs under TSCP
- Former LGAs ULGSP
- New LGAs to implement TACTIC

1.4 Beneficiaries of TACTIC Project

TACTIC is proposed to be implemented in 45 LGAs; therefore, the main project beneficiaries are the urban and rural population who will benefit from improved infrastructures to be constructed by the project.

The proposed TACTIC Project implementation will benefit 45 LGAs and it is agreed that the implementation will follow tiers as follows:

- a) **Tier 1:** Arusha, Dodoma, Ilemela, Kigoma, Mbeya, Mwanza, Geita, Morogoro, Songea, Sumbawanga, Tabora and Kahama;

- b) **Tier 2:** Mtwara, Tanga, Babati, Bariadi, Bukoba, Iringa, Kibaha, Korogwe, Lindi, Moshi, Mpanda, Musoma, Njombe, Singida, and Shinyanga; and
- c) **Tier 3:** Bagamoyo, Chato, Bunda, Handeni, Ifakara, Kasulu, Kondoa, Mafinga, Makambako, Masasi, Mbinga, Mbulu, Nanyamba, Newala, Nzega, Tarime, Tunduma, and Vvawa.

The expected implementation of TACTIC Project that will involve a list of investments such as roads, markets, main bus terminals and mini bus stands, controlled dumpsites, slaughter houses, storm water drainages, lorry parking, footbridges and various economic clusters projects, therefore, the general population of Tanzania will benefit from the improvement of various infrastructures to be constructed as well as other components of the project that include capacity building. Direct beneficiaries include those who will utilize fish markets- of which most are women, those using bus terminals, improvement of urban standard of living as a result construction of stand-alone drains, improved roads and other infrastructures. Annex 5 provides a list of stakeholders who among others will benefit directly or indirectly from the TACTIC project.

Therefore, beneficiaries will include road users, rural households and the agriculture sector, fisheries sector stakeholders that will benefit from improved access to services, markets and opportunities, safer roads, improvement in transport services and reduction in travel costs and operation costs. Various road users (mainly pedestrians, bikers and those using motorized vehicles (mostly motorcycles and public transport), but also the minority users (trucks, Lorries and automobiles) will benefit from improved, safer and resilient roads. Women will be among the most benefited from some of the proposed sub-projects, for example, the proposed Fish market at Mkuyuni in Mwanza City 80% of the users are women.

2.0 Objective of the Stakeholders Engagement Plan

The World Bank Environmental and Social Framework (ESF) sets out the World Bank's commitment to sustainable development, through a Bank Policy and a set of Environmental and Social Standards that are designed to support Borrowers' projects, with the aim of ending extreme poverty and promoting shared prosperity. The Framework comprises a Vision for Sustainable Development, which sets out the Bank's aspirations regarding Environmental and Social sustainability; The World Bank Environmental and Social Policy for Investment Project Financing, which sets out the mandatory requirements that apply to the Bank; and The Environmental and Social Standards, together with their Annexes, which set out the mandatory requirements that apply to the Borrower and projects.

The Environmental and Social Standards (ESS) set out the requirements for Borrowers relating to the identification and assessment of environmental and social risks and impacts associated with projects supported by the Bank through Investment Project Financing. The Bank believes that the application of these standards, by focusing on the identification and management of Environmental and Social risks, will support Borrowers in their goal to reduce poverty and increase prosperity in a sustainable manner for the benefit of the environment and their citizens.

The Environmental and Social Standards that are relevant for TACTIC include the following:

Table 1: Relevant World Bank's Environmental and Social Standards (ESS) for TACTIC

ESS Number	Description
ESS 1	Assessment and Management of Environmental and Social Risks and Impacts
ESS 2	Labour and Working Conditions
ESS 3	Resource Efficiency and Pollution Prevention and Management
ESS 4	Community Health and Safety
ESS 5	Land Acquisition, Restrictions on Land Use and Involuntary Resettlement
ESS 6	Biodiversity Conservation and Sustainable Management of Living Natural Resources
ESS 8	Cultural Heritage
ESS 10	Stakeholder Engagement and Information Disclosure

This document is therefore prepared to comply with the Environmental and Social Standards under the World Bank Environmental and Social Framework (ESF) that requires Projects to prepare Stakeholders Engagement Plan.

2.1 Main Objectives of this SEP

Stakeholder engagement is an inclusive process conducted throughout the project life cycle. Where properly designed and implemented, it supports the development of strong, constructive and responsive relationships that are important for successful management of a project's environmental and social risks. The SEP is most effective when initiated at an early stage of the project development process, and is an integral part of early project decisions and the assessment, management and monitoring of the project's environmental and social risks and impacts. This SEP is prepared to be used by all LGAs under TACTIC to provide guidance on identification of the Stakeholders as well as on conducting Stakeholders consultations. Therefore, the objectives include:

- (g) To allow LGAs commence Stakeholder Engagement as early as possible in the project development process and in a timeframe that enables meaningful consultations
- (h) To establish a systematic approach to stakeholder engagement for TACTIC that will help LGAs to identify stakeholders build and maintain a constructive relationship with them, in particular project-affected parties;
- (i) To assess the level of stakeholder interest and support for the project and to enable stakeholders' views to be taken into account in project design, development of mitigation measures and environmental and social performance;
- (j) To promote and provide means for effective and inclusive engagement with project-affected parties throughout the project life cycle on issues that could potentially affect them;

- (k) To ensure that appropriate project information on project design and environmental and social risks and impacts is disclosed to stakeholders in a timely, understandable, accessible and appropriate manner and format; and
- (l) To provide project-affected parties with accessible and inclusive means to raise issues and grievances, and allow LGAs to respond to and manage such grievances.

2.2 Methodology for Preparation of this SEP

In the preparation of this SEP, various methods were deployed that include the following:

a) Stakeholders Participation

Stakeholder participation involves processes whereby all those with a stake in the outcome of a project actively participate in decisions on planning and management. They share information and knowledge, and may contribute to the project, so as to enhance the success of the project and hence ultimately their own interests. Hence in preparation of this SEP various stakeholders were involved using various methods; these include interviews, focus group discussions, consultations as well as public meetings that were conducted at respective proposed sub project sites.

During consultation; stakeholders were provided with information regarding the proposed project anticipated impacts of the project as well as the objective of the SEP. LGA officials were part of the team and therefore provided elaboration where needed.

Stakeholders considered were those affected positively and negatively by the proposed project, they include local communities living closer to the Sub-project areas, NGOs/CBOs, relevant Government Parastatals, Local leaders etc. (See Table 5). This SEP has considered views and concerns from stakeholders that include additional list of stakeholders, challenges associated with engagement and when to consult some groups of stakeholders.

b) Literature Review

To address the identified objectives, a preliminary review of the available information on the proposed development and related literature, including World Bank Environmental and Social Framework (2018), legislations and national policies was undertaken. The review helped to identify areas where further information would be needed in order to focus the preparation of SEP; the review helped to identify stakeholders and pertinent issues related to the proposed project.

c) Use of Past Experience

It should be noted that PO-RALG in collaboration with the World Bank has been implementing various urban projects; of which TACTIC is similar to the previously implemented (ULGSP, TSCP). During implementation of these urban project, it was observed that weak or no stakeholder's engagement had challenges during project implementation; it's from this experience and other analysis that the list of stakeholders was derived.

d) Sampling of Stakeholders

It should be noted that TACTIC is anticipated to be implemented in 45 LGAs; therefore 15 LGAs were sampled. The sample used among others the following criteria:

- Ensuring all the three tiers are represented- therefore 5 LGAs were sampled from each tier;
- Ensuring that geographical location is considered; therefore, LGAs from all parts of the Country- meaning North, South, East, West and Central parts were represented;
- Ensure each proposed sub-project, relevant stakeholders are represented; this implied that sampling considered sub-projects that include roads, markets, fish markets, stand-alone drains etc. Unique projects were also considered during sampling such as the Zongomela Cluster in Kahama Town Council and the International Onion Market in Singida Municipal Council. List of LGAs sampled is presented below while list of Stakeholders consulted is appended (annex 2)

Tier 1: Dodoma, Kigoma, Mwanza, Sumbawanga, and Kahama;

Tier 2: Tanga, Bukoba, Lindi, Musoma and Singida

Tier 3: Chato, Kondoa, Tarime, Tunduma and Kasulu.

e) Site Visit

To complement the preliminary review of available information, a visit to the proposed project area was necessary. The site visits entailed assessment of the type of stakeholders to be involved for that particular sub-project; this was an opportunity to realise the uniqueness of stakeholders within the different sub-projects, which if not involved the project implementation is likely to cause challenges. During these visits; public meetings were also conducted at the sampled proposed sub-projects. The issue of when to visit was also considered, during consultation it was revealed that the best time to visit fish markets is morning hours and therefore the sampled fish market was visited at six o'clock in the morning.

f) National Stakeholders Workshop

As part of stakeholder's consultation; PO-RALG WBCU will conduct a Stakeholders National Workshop, during this workshop stakeholder at all levels will be invited and given opportunities to comment on the proposed TACTIC project. Stakeholders will also have an opportunity to discuss the various Environmental and Social Safeguard documents relevant for the project that include the RPF, ESMF, LMP and the SEP. The meeting will be conducted as part of the kick-off meeting of the TACTIC project that is anticipated to take place first week of December 2021.

This will also work as a disclosure workshop to share draft reports. Stakeholders to be invited include Various Central Government Ministries, The World Bank, relevant Government Parastatals, NGOs, CBOs, International bilateral organizations, LGAs, representatives from

stakeholders within sub projects etc. Proposed list of stakeholders is appended in this report (Annex 9).

To present PO-RALG has conducted the following stakeholder’s meetings/workshops

No	Date	Participants	Objective
1	2018/2019	WB,PO-RALG,LGAs, Various Stakeholders at National level	Introduce the TACTIC project and its objectives Introduce the ESF Obtain Stakeholders views and Concerns
2	March 2020	WB, PORALG, LGAs	Identification of TACTIC Sub-projects at each LGA under Tier 1 Introduce the project to Stakeholders at LGA level
3	June 2020	PO-RALG, LGAs, Various Stakeholders at Regional and LGA level	Consultation with stakeholders as part of preparation of Safeguard Documents (SEP,RPF,ESMF,LMP)
4	April-May 2021	PO-RALG, LGAs, Various Stakeholders at Regional and LGA level	Identification of TACTIC Sub-projects at each LGA under Tier 2 and 3 Introduce the project to Stakeholders at LGA level
5	Dec 2021	WB,PO-RALG, Various stakeholders and Local and National level	Disclosure of Safeguard Documents Kick of meeting for preparation of Design and safeguard documents for Tier 1

3.0 Stakeholder identification

For the TACTIC Sub-Projects, the process of identification of stakeholders shall be based on:

- c) Stakeholder's roles and responsibilities
- d) Possible influence/interest of the stakeholder on the Sub-Project

Stakeholder analysis determines the likely relationship between stakeholders and the project, and helps to identify the appropriate consultation methods for each stakeholder group during the life cycle of the project. Any additional stakeholders are added on as the Sub-Project advances to various stages of the cycle. The analysis also shapes the design of stakeholder consultation events and which stakeholders to engage and when. The Stakeholder Engagement Plan for specific Sub-Project is a living document and have to be updated through the project life. LGAs have to continue identifying stakeholders of each Sub-project on a continuing basis.

Project Affected Parties

c) Positively affected parties

The proposed TACTIC aims at positively impacting various stakeholders that include communities and various social services that will also improve business environment such as improved bus

terminals. There are those stakeholders who are likely to be positively affected during different phases of the project, for instance contractors and those selling construction materials will benefit only during the construction phase while other stakeholders such as market traders, road users etc will benefit more during operation phase of the sub-projects. Therefore, stakeholder engagement conducted by the LGAs should clearly identify stakeholders that are likely to benefit during various phases of the project and ensure consultation captures enhancement measures to ensure these benefits. Relevant further documents include (ESMPs - positive environmental and social impacts and LMP (for labour issues).

d) Negatively affected parties

These include stakeholders likely to be impacted negatively by the project; It should be noted that negative impacts may also vary during different phases of the project and that some are temporary while others are permanent. The negative impacts that could affect stakeholders include loss of access to properties (land acquisition) and businesses (economic displacement) and environmental and social impacts associated with construction phase (access, dust, fumes, labor influx etc). The SEPs prepared by the various LGAs should identify the stakeholders who will be directly affected by the negative impacts associated with each phase of the project and ensure that stakeholders are involved in the projects design and establishing the mitigation measures.

Other interested parties

An interested party is any person, group of persons or organizations interested in an activity during any phase of the project and may include local or national government authorities, local or national politicians, traditional authorities, religious leaders, civil society organizations including NGOs, community-based organizations (CBOs), faith based organizations (FBOs) and relevant academic institutions, and other businesses and/or private sector. The other interested parties with respect to TACTIC Project are included in Table below.

Vulnerable Stakeholder Groups

Vulnerable individuals, women, the disabled, elderly etc, require specific attention to ensure inclusion of their voice in stakeholder engagement processes. Their input will be provided through a range of techniques including focus group discussion (based on age, gender and occupation), interviews, and key informants. Consultations to be conducted at a time that is conducive to the participants based on their input. To remove obstacles to participation of members from vulnerable groups various strategies/methods will be considered.

The table below summarises the identified stakeholders, their importance and phases that they would be consulted.

Table 2: Tentative List of Identified Stakeholders for TACTIC Project

GENERAL STAKEHOLDERS OF THE TACTIC PROJECT			
S/N	Stakeholder	Importance	Project Phase
1	World Bank	- To seek guidance	- Project Identification - Pre-Feasibility

		- Is the Fund provider for the Project	- Feasibility - Procurement - Construction - Project Operation
2	Council Management Team (CMT)	- Steering committee of respective Municipal Council. - Offering technical assistance (multi-disciplinary team). - Supervisors of the project. - Implementers of guidelines and manuals from PO-RALG and World Bank	- Project Identification - Pre-Feasibility - Feasibility - Procurement - Construction - Project Operation
3	Councilors Political Leaders Regional Secretariat	- Supervisors and Decision makers - Representatives of citizens from respective wards	- Project Identification - Pre-Feasibility - Feasibility - Construction - Project Operation
4	Ward Development Committee (WDC) - (Mtaa Chairpersons, Ward Executive Officer, Mtaa Executive Officers and Ward Extension Officers).	- Local Leaders - Beneficiaries - Nearest change agents of the community.	- Project Identification - Pre-Feasibility - Feasibility - Construction - Project Operation
5	Local Community of respective ward	- Beneficiaries of the proposed project	- Project Identification - Pre-Feasibility - Feasibility - Construction - Project Operation
6	Utility Authorities: TANROADS, TTCL, Water Supply Authority/ RUWASA, TANESCO, Telecom Companies, TARURA & LATRA.	- Development partners - Technocrats (Technical inputs) - Utility owners (some of them)	- Pre-Feasibility - Feasibility - Construction
7	Relevant Ministries: PO-RALG Ministry works, transport and Communication Ministry of Labour; Youth, Employment and People with disability; Ministry of Finance Government Agencies: NEMC OSHA	- Policy makers - Budgeting authorities - Supervision, Technical support and Financing.	- Project Identification - Pre-Feasibility - Feasibility - Procurement - Construction - Project Operation
8	Representatives of trade unions/ labour and labour advocacy groups Tanzania Mineral and Construction and Allied Workers Union (TAMICO)	- Representatives of project workers	- Project Identification - Pre-Feasibility - Construction -
9	NGOs, CBOs	- Representatives of women, persons with disabilities, children, and other vulnerable groups	- Project Identification - Pre-Feasibility - Construction - Project Operation
10	Contractors	- Field experience and technical advice	- TACTIC Project Procurement and Construction

11	Workers hired by contractors and suppliers	- They are the immediate beneficiaries of the proposed project.	- Construction -
Sub-project: Construction of Bus stand/terminal			
12	TABOA, Bus owners, drivers (buses, bodaboda, bajaji), passengers, bus agents, Vendors, Traders, stand users & transporters, private owned vehicles, agents, Traffic Police, TANROADs, Utilities	- Beneficiaries of the proposed project	- Project Identification - Pre-Feasibility - Feasibility - Construction - Project Operation
Sub-project: Upgrading/Construction of Markets			
13	Ministry of Fisheries Agriculture	- Policy makers - promote production, processing and marketing of cereals and other produce - Technical inputs.	- Project Identification - Pre-Feasibility - Feasibility - Project Operation
14	The Cereal and Other Produce Board of Tanzania		
15	Farmers, agro products traders, agro products transporters, agricultural products processors, and Associations of farmers and agro producers, processors	- Beneficiaries of the proposed project	- Project Identification - Pre-Feasibility - Project Operation
Sub-project: Upgrading of Fish Landing site			
16	Ministry of Fisheries and Livestock	Beneficiaries of the proposed project	-Pre-Feasibility -Project Operation
17	Fish Vendors and traders, Fish transporters, Fishing vessel owners, Beach Management Units (BMUs), Fish Factories owners, Makers and Sellers of fishing gears and vessels, fish mongers and Associations of fishermen.	- Beneficiaries of the proposed project	- Project Identification - Pre-Feasibility - Feasibility - Construction - Project Operation
Sub-project: Upgrading of Town Roads			
18	Ministry of works, Transportation and Communication, PO-RALG, Ministry of Labour, Youth, Employment and People with disability, VPO-Environment	- Policy Maker - Supervision, Technical support	- Project Identification - Pre-Feasibility - Feasibility - Construction - Project Operation
19	TARURA; TANROADS; TTCL; RUWASA; TANESCO; LATRA ; Telecom Companies	- Development partners. - Technical inputs - (some of them are Utility owners and some are regulatory authorities)	- Project Identification - Pre-Feasibility - Feasibility - Construction - Project Operation
20	TABOA, Bus owners, drivers (buses, bodaboda, bajaji), passengers, bus agents, Vendors, Traders, stand users & transporters, private owned vehicles	- Beneficiaries of the proposed project	- Project Identification - Pre-Feasibility - Construction - Project Operation
Sub-project: Solid Waste Management			
21	VPO NEMC	- Policy Maker - Supervision, Technical support	- Project Identification - Pre-Feasibility - Feasibility - Construction - Project Operation

22	Community Based Organizations (CBOs) dealing with environmental conservation, waste collectors, scavengers	- Beneficiaries of the proposed project. - Interested groups.	- Project Identification - Pre-Feasibility - Project Operation
Sub-project: Upgrading of Slaughter house			
23	Ministry of Fisheries and Livestock Tanzania Meat Board (TMB)	- Policy maker - Develop, manage and regulate the livestock and fisheries resources sustainability - Supervise meat production and trade (import/export of meat)	- Project Identification - Pre-Feasibility - Feasibility - Construction - Project Operation
24	Livestock and meat traders, Meat transporters, Butchery owners, slaughter house workers.	- Beneficiaries of the proposed project	- Project Identification - Pre-Feasibility Phase - Project Operation
- Sub-project: Drainage, River Rehabilitation			
24	Ministry of works, Transportation and Communication, PO-RALG, Ministry of Labour, Youth, Employment and People with disability, VPO-Environment	- Policy Maker - Supervision, Technical support	- Project Identification - Pre-Feasibility - Feasibility - Construction - Project Operation
	TARURA; TANROADS; TTCL; RUWASA; TANESCO; Telecom Companies	- Development partners. - Technical inputs - (some of them are Utility owners and some are regulatory authorities)	- Project Identification - Pre-Feasibility - Feasibility - Construction - Project Operation
Sub-project: Up-grading of Industrial Areas			
	TIC, Ministry of Industries and Trade Traders, Traders Unions,	- Policy makers - promote production, processing and marketing of industrial produce - Technical inputs.	- Project Identification - Pre-Feasibility - Feasibility - Construction - Project Operation
Sub-Project: Open Space/Parks			
	Ministry of Land, Housing and Human Settlement, Local communities, Petty traders	- Beneficiaries, - Responsible for O&M	- Project Identification - Pre-Feasibility - Feasibility - Construction - Project Operation

Outcome of Stakeholders engagement revealed the following

- The importance of stakeholders to be involved from the initial phase of the project; that is during project identification as well as location
- It is also important to engage stakeholders during design so that their views, needs and concerns are captured in the design
- Stakeholders engagement has enabled identify different stakeholders that otherwise would have not been involved in the project cycle; for instance, in a market there are different level of users with different needs and requirement as well as vulnerable stakeholders
- Issues associated with how land acquisition will be handled prior to project implementation
- The importance of establishing Grievance Handling Committees for various sub-projects
- The need to have a separate budget for undertaking stakeholder's engagement
- Likely risks associated with the project
- Establish project alternative that include alternative site, design etc.

3.0 Stakeholders Engagement Program for TACTIC Project

The Stakeholders Engagement Plan (SEP) for the proposed TACTIC project is a guiding tool that intend to provide Tanzanian Local Government Authorities (LGAs) with a practical guideline to a more systematic design of Stakeholders Engagement. To a great extent the SEP is in line with the international safeguards documents and the national legislation of Tanzania that emphasis stakeholder's engagement as part of project implementation. The process of identification of Stakeholders for the TACTIC Project is based on the phase of the respective Sub-project; It is anticipated that the TACTIC project will have the following phases:

- (i) Project Identification;
- (ii) Project Pre-Feasibility;
- (iii) Project Feasibility;
- (iv) Project Procurement;
- (v) Project Construction; and
- (vi) Project Operation Phase.

Therefore, the LGAs shall identify their stakeholders depending on the sub-project as well as the project phase and as further elaborated in various sections of this SEP. Stakeholder engagement program for the TACTIC will ensure that relevant stakeholders are fully involved in all project phases (i.e. Project Identification; Project Pre-Feasibility; Project Feasibility; Project Procurement; Project Construction; and Project Operation Phases).

In each LGA's Sub-Project, stakeholders' engagement and consultations are to be continuous and form part of the scope of work. Each LGA's Stakeholder Engagement activities prepared under specific plans for sub projects shall be updated regularly, based on the planning and implementation of Sub-Project activities. To reflect Sub-Project developments and/or changes, any future consultation and disclosure activities shall reflect the concerns and issues raised.

LGAs under TACTIC should ensure that the stakeholder engagement provides a foundation for:

- f) attaining and sustaining support from communities and other relevant stakeholders;
- g) managing expectations;
- h) avoiding risks and potential conflict;
- i) preventing project delays; and
- j) formal grievance/resolution mechanisms

4.1 Key Principles of the SEP for TACTIC Project

To ensure that the SEP is well implemented by respective LGAs; the key principles for the LGAs to consider include:

Timing: This requires initiating Stakeholder Engagement at an early stage and ensuring it continues throughout the various phases of the project.

Customize Approach: Engagement activities should be tailored to each phase of the proposed sub-project and considering needs of the stakeholders.

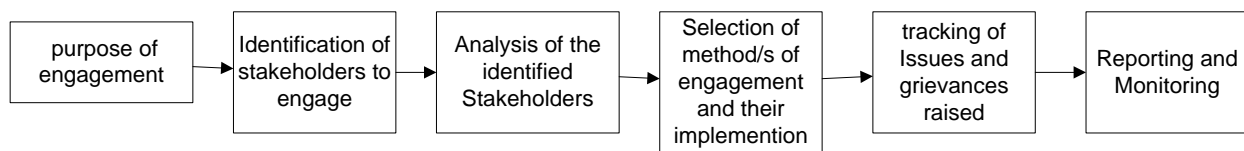
Identification of Stakeholders: The engagement should include a diverse group of community/ beneficiaries/ groups/ organizations/Institutions; this will improve understanding of potential project risks and help meet local and national goals for maximizing local benefits

Accountability and Monitoring: It is important for stakeholders to see the impact of their involvement and access to the result.

4.2 Steps for Stakeholder Engagement

To ensure that the Stakeholder engagement is well coordinated; it is recommended that the LGAs follow the following 6-step process (Figure 2) for each phase of the TACTIC sub-project for stakeholder engagement: This steps will guide the LGAs while implementing the SEP as well as in the preparation of other safeguard documents such as RAP and ESIA's that require stakeholder's engagement. In order to achieve the mentioned TACTIC PDO above; the project has various proposed components that will also require stakeholder's engagement in implementation. To ensure this is achieved, the same process can be adopted with modifications where need be.

Figure 2: Stakeholder Engagement Process under TACTIC Project



Step 1: Define the Purpose of Engagement and Level of Participation

Being clear about the purpose of engagement will set the context for stakeholder interactions and manage expectations of those participating in the process. To define the purpose, project proponents- in this case the respective LGAs must first agree that the engagement could be input to mitigation measures, address stakeholders concern, contribute in on can be changed because of the engagement- for instance design, location, or even the sub-project as well as to identify issues that inform the assessment. Level of participation will also be determined by the type of stakeholders engaged the purpose of the project and the phase that the project is in.

Step 2: Decide which Stakeholders to Engage

The LGAs should use internal human resources and experience of their locality as well as the stakeholders identified in this SEP to create a Stakeholders list that would have interest in the specific Sub-Project or have some influence over the success of the TACTIC Project (Table 3). The list will be a living-document and will evolve over time. It is important to put a good effort into creating the initial list.

It should be noted that decision of engaging stakeholders should always consider project affected persons as well as relevant vulnerable groups.

Step 3: Stakeholder Ranking Assessment

To complete a Stakeholder Ranking Assessment, the LGA will need to consider both the level of interest a stakeholder may have in the Sub-Project and the level of influence they have related to the Sub-Project; some examples are provided in this SEP (Annex 4).

Step 4: Select Methods for Stakeholder Engagement

Different techniques and tools can be used by the LGAs to engage stakeholders; Table 4 below lists a variety of stakeholder engagement techniques and tools that the LGA can consider using in the engagement. Criteria considered when deciding the frequency and the appropriate engagement technique to be used to consult a particular stakeholder group include:

- The extent of impact of the project on the stakeholder group;
- The extent of influence of the stakeholder group on the project; and
- The culturally acceptable engagement and information dissemination methods

- Needs of vulnerable groups.

Table 4 below indicates different techniques that can be used for stakeholder engagement during preparation and implementation of TACTIC project.

Table 3: Stakeholder engagement techniques

Engagement Technique	Information to be shared
Correspondence by phone/email/Text	Distribute project information to government officials, organizations and agencies Invite stakeholders to meetings
One-on-one interviews	Solicit views and opinions Enable stakeholders to speak freely and confidentially about controversial and sensitive issues Build personal relations with stakeholders Recording of interviews
Formal meetings	Present project information to a group of stakeholders Allow stakeholders to provide their views and opinions Distribute technical documents Facilitate meetings using PowerPoint presentations Record discussions, comments/questions raised and responses
Focus group meetings	Allow a smaller group of between 8 and 15 people to provide their views and opinions of targeted baseline information Build relationships with neighboring communities Use a focus group interview guideline to facilitate discussions Record discussions, comments/questions raised and responses
Public meetings	Present project information to a large audience of stakeholders, and in particular communities Allow the group of stakeholders to provide their views and opinions Build relationships with neighboring communities Distribute non-technical project information Facilitate meetings using PowerPoint presentations, posters, models, videos and pamphlets or project information documents
Billboards	Distribute project information in high traffic areas, such as along highways and in cities, so they're seen by the highest number of drivers and pedestrians Invite stakeholders to meetings
Radio and Television	Convey project information to a large and diverse field

Step 5: Complaints Management Process

In addition to new ideas, or questions about a Project concept, Stakeholders will likely share concerns and possibly complaints with the LGAs. The LGA needs to have a systematic way of managing this information. Grievance Management Mechanism for TACTIC is presented and summarized in Annex 6.

4.3 Proposed strategy for information disclosure

The Government of Tanzania through PO-RALG has shared various information to the public at large regarding the TACTIC project; the various Environmental and Social Safeguard documents will also be disclosed to stakeholders; these include the RPF, ESMF, SEP, LMP and the ESCP. Methods of disclosure will include workshop (physical and visual) as well as on the Ministry's website as well as that of TARURA and respective LGAs.

For the LGAs; information disclosure strategies involve LGAs to increase the availability of information on the status of implementation of TACTIC Sub-Projects. By publicly disclosing the information it will motivate and improve the Sub-Projects performance. Important details on the progress of the project will be reported to stakeholders, the reporting may also include new or corrected information since the last report. LGAs shall prepare a plan and organize measures to keep track on commitments made to various stakeholder groups at various times, and communicating progress made against these commitments on a regular basis. It should also be noted that as a strategy of information disclosure other safeguard documents such as the ESMPs, RAPs etc will be disclosed during implementation phase of the project. Disclosure will include draft reports and once stakeholders have commented; the final reports will also be disclosed at LGAs websites, contractor's offices or/and local government offices

Table 6 and 7 present examples of methods to be used and frequencies of Information disclosure.

Table 4: Example of Methods and frequency of reporting to stakeholders

Reporting Party	Reporting Method	Stakeholder	Reporting Information/Document	Frequency
GoT PORALG	-Public meetings -Workshops	All stakeholders at various levels	About TACTIC	Numerous
PORALG PIU- TARURA/PO- RALG	-Public meetings -Workshops -Websites	All stakeholders at various levels	Various safeguard documents (ESMF,RPF,SEP,ESCP)	Twice annually
Project Implementation Unit (PIU) at the LGA	- Official Correspondence -	- Stakeholders at e.g Fish market, roads etc	- Project progress - Plans for next step - Issues and changes - -Likely impacts	- Quarterly – during mobilization - Weekly during construction

Table 5: Example of Stakeholders' Communication Strategies for TACTIC Project.

No	Stakeholders addressed	Communication strategy	Responsibility	Details of disclosure/ Information requested	Expected Questions
2	Utilities Authorities	<ul style="list-style-type: none"> - Meetings - Site Visits 	<ul style="list-style-type: none"> - Relocation - Budgeting - Monitoring of service - Approvers of various Permits 	<ul style="list-style-type: none"> - Details of the projects design - Likely time for implementation - Discuss alternatives - Share technical details associated with the project - Share design 	<ul style="list-style-type: none"> - General and specific conditions associated with specific Sub-projects implementation - Stakeholders engagement plan - Likely Impacts-Positive and negative - mitigation and enhancement measures
	Local Communities close to/ whose livelihood depend on the proposed sub-projects	<ul style="list-style-type: none"> - Public Meetings - Billboards - Radio & Television 	<ul style="list-style-type: none"> - Beneficiaries of the project (economically-employment, market of goods) Likely to be negatively affected 	<ul style="list-style-type: none"> - General information about the projects - Likely benefits associated with the project - Likely negative impacts associated with the project - Obtain their views and concerns regarding the project phase 	<ul style="list-style-type: none"> - How will local communities benefit from the project - Possibility of being engaged (employment opportunities) during construction of the proposed Sub-projects
	NGOs-, CBOs-, CSOs associated with respective Sub-project; Workers Union	-	<ul style="list-style-type: none"> - People with economic and social benefits of the project, group with main concern of being affected by the proposed project. 	<ul style="list-style-type: none"> -Likely benefits associated with the Sub-project -Likely negative impacts associated with the Sub-project -Obtain their views and concerns regarding the Sub-project 	<ul style="list-style-type: none"> - How will we benefit from the Sub-project - When is the Sub-project expected to start - Consideration of alternative design/ location - What are the likely impacts of such operation to the welfare groups they are representing?

Timelines

Given that there are multiple sub-projects to be prepared, many of which are unknown at project preparation, the timelines will be updated as more information becomes available during project implementation. One relevant principle is that stakeholder engagement, including stakeholder analysis, will start as early as possible in sub-project preparation to ensure that there is sufficient time for stakeholders to provide input to project design.

Review of Comments

During preparation and construction phase, the TACTIC project implementing unit Environmental and Social team, Project Engineers and consultants (if present) and contractors will gather comments from stakeholders in written and oral forms (using suggestion boxes, local leaders, public meetings, interviews etc). The team will review stakeholders' comments and send back the final decision and a summary of how comments were taken into account; this will be sent back using various methods depending on the issues and type of stakeholders. Methods can include a written report, public meeting or phone call.

3.4 Stakeholder Engagement in Pandemic Situations such as COVID-19

There may be an event of an outbreak of a pandemic where people are advised, or may be mandated by national or local law, to exercise social distancing, and specifically to avoid public gatherings to prevent and reduce the risk of the disease/infection transmission.

In the event that the Country takes various restrictive measures, such as imposing strict restrictions on public gatherings, meetings and people's movement and others advising against public group events. Relations with the community should be carefully managed, with a focus on measures that are being implemented to safeguard both workers and the community. The project, through the Social Specialist of the respective implementing agencies, will also ensure that consultation measures adopted under the pandemic outbreak environment include the following:

- Ensure active outreach to collect feedback from persons with disabilities.
- Disseminate information that uses clear and simple language. Provide information in accessible formats, such as like braille and large print, when needed.
- Offer multiple forms of communication when needed, such as text captioning or signed videos, text captioning for hearing impaired, online materials for people who use assistive technology.
- Involve organizations of persons with disabilities in consultation and decision making.

The preparation and implementation of site-specific SEPs and stakeholder engagement in the sub-projects will therefore ensure meaningful consultations while complying with projects SEP, Government of Tanzania (GoT) and World Health Organization (WHO) provided guidelines on global pandemics such as COVID-19 Infection Prevention and Control (IPC).

a) Alternative methods of consultations that may be adopted during restriction of public gathering

LGAs will use a selection of the following platforms of engagements to engage the projects stakeholders during project implementation. These may include:

- Conduct meetings on online platforms where stakeholders have access to the technology and internet connections to enable them to connect. Such as: WebEx, Zoom, Skype;
- Adopt project specific dedicated social media and online channels. This could include as appropriate: (i) dedicated chat groups on WhatsApp; and (ii) Discussion forums on Facebook;
- Share information on traditional channels of communications such as: (i) Television (TV); (ii) newspapers; (iii) radio; (iv) dedicated phone-lines; (v) public announcements and mail to share information.
- Adopt call-in shows on television and radio as ways to share information, engage with large numbers of people and obtain feedback from stakeholders on specific subject matters upon review and recommendation of projects Social Specialist from the PIU;

- Set up a dedicated phone line to engage with individual stakeholders. These can also be used to obtain feedback after or during online sessions;
- Production of project related information on posters and brochures transmitted to the target community at strategic locations.

All channels of communication need to clearly specify how stakeholders can provide their feedback and suggestions. The LGA staff who will be responsible in the implementation of the SEP will ensure that the means used in stakeholder engagement take into account the ability of different members of the community to access them and make sure that communication reaches these groups.

b) Guidance on process related issues in conducting Virtual consultations

The LGAs should observe that online meetings shall observe protocols similar to face-to-face meetings:

- *Identify participants to be included in the invitation.* Meetings shall be based on a stakeholder analysis. The sub-project Social Specialist will identify which stakeholders are relevant but may have challenges accessing the format of the meeting proposed. He or She will also identify which medium works best for them (e.g. phone-calls) and engage with them using that medium;
- *Send invitations ahead of the meeting.* Use an accessible medium (email, phone, WhatsApp, etc.). Invitations shall be sent well in advance; at least seven days prior to the meeting;
- *Register participants.* By doing a rollcall or registering online;
- *Distribute material prior to meeting.* This may include the agenda, project documents, presentations, questionnaires and discussion topics. These can be sent, for example, by email, courier or WhatsApp prior to the meeting (at least seven days prior);
- *Provide technical support.* The consultations team shall provide technical support to the participants during the virtual consultations, particularly in terms of connection options (e.g. possibility of being called in instead of opting for a connection requiring internet).
- *Ensure appropriate opportunities for discussion and feedback.* Participants can be organized and assigned to different topic groups by being in smaller chat groups, or by having smaller virtual sessions. Feedback can also be provided through an electronic questionnaire or feedback forms that can be emailed to the team;
- *Share the conclusions and summary of the meeting.* The chair of the meeting should summarize the virtual workshop discussion, formulate conclusions and share with all participants in an accessible medium.

- *Document the meeting just as you would a face-to-face meeting.* Ensure that the meeting is well-documented, including information on how stakeholders were identified, how invitations were sent out, how the meeting was held and measures taken to ensure that the meeting was accessible, what issues were raised and how the responses to the issues. It will be important to document in detail the processes such as invitations, online platforms, accessibility, etc.

3.8 Engagement of Vulnerable Groups and Individuals as Stakeholders

Vulnerable individuals, such as women, the disabled, elderly etc., require specific attention to ensure inclusion of their voice in stakeholder engagement processes. Their input will be provided through a range of techniques including focus group discussion (based on age, gender and occupation), interviews, and key informants. Consultations to be conducted at a time that is conducive to the participants based on their input.

To remove obstacles to participation of members from vulnerable groups various strategies/methods will be considered as presented in Table 8 below:

Table 6: Strategies to incorporate the views of vulnerable groups

S/N	Vulnerable Group	Proposed Strategies For Consultation
1	Vulnerable Groups	<ul style="list-style-type: none"> • Engaging community members. • Engaging communities' representative bodies and organizations • Translation into local language; • Provision of sufficient time for internal-decision making process; • Effective participation in the project design or mitigation measures that could potentially impact them.
2	Physically challenged persons	<ul style="list-style-type: none"> • Use of sign language and other assistive tools, as required. • Translation into local language; • Providing transportation to the meeting venues (which should not be at a distance); • Provision of sufficient time for internal-decision making process; • Meeting timing and duration based on input from participants.
3	Mentally challenged	<ul style="list-style-type: none"> • Short meetings with comfortable environment for asking questions or raising concerns; • Providing transportation to the meeting venues; • Provision of sufficient time for internal-decision making process; • Separate meetings for males and females.
4	Women	<ul style="list-style-type: none"> • Having small, focused and short meetings where women will be comfortable to ask questions or raise concerns; • Meeting schedules not to interfere with domestic activities; • Venues should be located close to their homes; • Translation into local language; • Meetings to have female facilitators.
5	Elderly	<ul style="list-style-type: none"> • Providing transportation to the meeting venue; • Time and duration of meetings decided with input from potential participants; • Translation into local language; • Separate meetings for males and females • Option of one-on-one interviews

4.0 Resources and Commitment for implementing Stakeholder Engagement Activities

For the successful implementation of Stakeholders Engagement Activities during the implementation of TACTIC project as a whole and the Sub-Projects at the LGA level, there must be dedicated resources required. These resources include financial resources and specified roles played by PO-RALG/TARURA and the LGAs.

4.1 Resources and Commitment at PO-RALG/TARURA level

Currently PO-RALG/TARURA have a coordinating unit that has ESS officials as well as other ESS officials at TARURA Headquarters, therefore the offices will commit resources both financial and human to work closely with the LGAs in monitoring the implementation of the SEPs. The staff will ensure visiting of the LGAs during preparation and monitoring- at least quarterly during implementation phase. Staff will be zoned according to geographical location of the LGAs. PO-RALG/TARURA will also conduct training to at least two staff from each LGA under TACTIC (preferably social/community development officers) on preparation and implementation of SEPs as per the guideline. Therefore, in summary the responsibilities of PO-RALG/TARURA for the SEP include but not limited to:

- a) Overall coordination of the SEP
- b) Conduct training to LGAs
- c) Coordinating National Workshops and consultation of Stakeholders at higher level;
- d) Communication with World Bank;
- e) Continuous Monitoring of SEP implementation by LGAs;
- f) Capacity building to implementers of SEP

4.2 Resources and Commitment at LGAs level

LGA representatives interviewed for this Plan noted that they have meager financial resources to pay for a wide range of services they are obliged to deliver to the community. Thus, sometimes LGAs only partially conducted stakeholder engagement or in a few cases they avoid stakeholder engagement completely. The LGA representatives all acknowledged the importance of community engagement, but the limited financial support they have is a significant challenge. It was therefore agreed that the Directors should commit financial resources for implementing the SEP as well as other associated activities such as monitoring and grievance handling.

A general range for costs in each phase of the stakeholder's engagement is provided in this SEP so that the LGAs have some ideas of what they might expect to pay for their stakeholder engagement activities. These estimates are educated guesses, based on input from several LGA representatives, but they should not be considered firm or accurate. They are just a rough annual budget estimate to provide some general ranges of costs; for LGA with many sub-projects, the budgets will be slightly higher than those with limited number of sub-projects.

It is therefore anticipated that the respective Directors for each LGA under TACTIC will be fully committed in ensuring that the SEP(s) are prepared and implemented; these include the following:

- a) Preparation of a separate SEP for each sub-project within the LGA
- b) Assign a responsible personnel to handle preparation and implementation of SEPs
- c) Allocate budget for the preparation and implementation of SEP (Financial Resources)

Table 7: Tentative Annual Budget for SEP Implementation per LGA

No	Item	Tentative Budget (Tshs)	Remarks
1	Facilitation	15,000,000.00	Broadcasting, transport, publication etc
2	Staffing	2,000,000.00	Can be higher if using a consultant
3	Handling Vulnerable Stakeholders	2,000,000.00	Can be used for transport, purchase of equipments
4	Handling Grievances	3,000,000.00	Depends on type of sub project, number of sub project, type of Grievance etc.
5	Handling Pandemic situations	10,000,000.00	Depending on magnitude, type etc
6	Incidentals	2,000,000.00	
	Total	34,000,000.000	

4.3 Person Responsible

The respective LGA Director will appoint a focal person within the Project Implementing Unit (PIU) who will have the responsibility of coordinating the implementation of SEP for each sub-project and the LGA in general; The Community Development and Welfare Department officials in collaboration with Public Relation office will be the appropriate office to handle SEP.

To facilitate the task of the SEP team to effectively perform and deliver stakeholders engagement activities, the LGA Director will allocate funds to be used for staff time, facilitation costs etc. The Director should also disclose information regarding the responsible person in the following proposed format:

Table 8: Proposed format of contacts details of the focal person at the LGA

Name	Details
Title of responsible person	
Phone number	
Address	
E-mail address	

5.0 Grievance Handling Mechanism

Grievance Redress Mechanism (GRM) involves a formal process for receiving, evaluating and redressing program-related grievances from affected communities and the public. The TACTIC Project recognizes vulnerability of the different project's participants to be involved or affected by the project (such as vendors within operating markets and fish markets, road uses, community members, workers and other beneficiaries).

The specific objectives of a **Grievance Handling Mechanism** are to:

- Establish a mechanism for responding to complaints in an understanding, transparent and culturally appropriate way.
- Develop an easy-access, no-cost and efficient complaint procedure for all stakeholders involved and/or impacted by the Project
- Implement effective dialogue and open lines of communication with stakeholders.
- Help to prevent unrealistic expectations and/or negative perceptions from the all stakeholders towards the Project.
- Establish a system of investigation, response and quick complaint resolution.
- Reduce gradually the number of complaints regarding the Project.
- Improve the Project social performance through the analysis of complaints.

5.1 Guidance for the Development of a Stakeholders Grievance Handling Mechanism

At all phases of the project; the LGA in collaboration with stakeholders relevant for that sub project must carefully document issues and input from the stakeholder's community as well as complaints and grievances. There will be a general Grievance Handling Committee (GHC) at the LGA level as well as a GHC for each subproject. For sub-projects such as markets and bus terminals specifically those to be constructed on existing land or meant to replace existing structures, the LGA should first establish the leadership of the area and collaborate with the respective subproject leadership (e.g Chairmen of markets) to establish the Grievance Handling Mechanism as well as members of the GHC. Simplified Procedures for Grievance Handling are presented in Annex 6.

Procedures for Grievance Management

Each sub-project will establish a formalized procedure or process for dealing with its stakeholder's grievances. Each should include as a minimum:

- Assigning a responsible person, team or function to organize the resolution of grievances
- Defined timeframes for acknowledgement of the receipt of complaints and subsequent resolution
- Practical arrangements for maintaining confidentiality, reviewing and resolving grievances, including resources and organizational arrangements information on the grievance

Grievance Record Keeping

For efficiency of Grievance Record Keeping it is recommended that each LGA implementing the TACTIC Project establish a specific log book only captures grievance associated with the project. Likewise, the PCU should have its own log books for record keeping of grievances associated with the project. The PCU, PIU of the respective LGAs should have a mechanism of merging the records/ tracking the grievances and report preparation. This should imply that frequencies should be established of submission of Grievance Handling report to the PIU by lower level established Grievance Committee (e.g at ward level etc), The PIU then compiles the reports and later submits the report to the PCU who later compiles and share the report with other stakeholders that includes the World Bank.

The Complaint/Issue Log records will include the following information:

- Name of person with a complaint;
- How the complaint was received;
- Date the complaint was received and recorded;
- Location/village/clan;
- Contact information;
- Description of the complaint
- Follow-up corrective action steps;
- Corrective action taken by whom and date,
- Response and means of response (written or verbal).

Responsibility for implementing a Complaints Management Procedure

The LGA Community Development and Welfare Department or the Public Relations Unit will be responsible for the procedure in close collaboration with the PIU and the respective GHC at the sub-project. Being responsible for the implementation of the Community complaints management Procedure includes: disclosure, reception, management and monitoring of complaints, feedback to local communities and persons with complaints, and coordination of complaints analysis. All these steps will assist when developing recommendations for continued improvement of Project processes related to community relations.

For workers hired by contractors for this particular SEP is also identified as Stakeholders; therefore, contractors will be required to produce their GRM procedure as a prerequisite for tender which at a minimum conform to these requirements. The GRM procedures have to be transparent. After they are engaged, contractor will be required to prove that each employee has been inducted and signed that they have been inducted on the procedure. The details of the workers' GRM is presented in the Labour Management Procedures (LMP) under TACTIC.

Targeted stakeholders should be notified about the grievance mechanism using various communication methods that include sensitization programs and posters placed at implementing agency's offices, markets, local government authorities such as regional and Council levels.

Samples of Complaints/Grievance Registration and Resolution forms for TACTIC Sub-Project is presented in Annex 6, 7 and 8.

6.0 Monitoring and Reporting

PO-RALG/TARURA World Bank Coordinating Unit (WBCU) in collaboration with LGAs Safeguards Teams will conduct monitoring as a routine exercise to avoid occurrence of

Environmental and Social risks in various phases of TACTIC Project Implementation that are likely to occur due to lack of stakeholder engagement. This is to ensure that various implementing agencies of the project that includes the contractor are in line with the SEP prepared for the sub project. Safeguard Teams and communication officials at LGAs will be responsible for day to day monitoring of SEPs and addressing grievances occurred.

The LGAs in collaboration with relevant parties such as the consultant and contractor will prepare brief monthly reports on stakeholder engagement activities for the Operations which include:

- Activities conducted during each month;
- Public outreach activities (meetings with stakeholders);
- Entries to the grievance register;
- Entries to the commitment and concerns register;
- Number of visitations to the information center;
- Progress on partnership and other social projects;
- New stakeholder groups (where relevant); and
- Plans for the next month and longer-term plans.

It should be noted that in other phases of the project such as during RAP implementation, frequencies of engaging stakeholders are likely to increase and hence reporting and monitoring phases should be in line with such increase.

6.1 Reporting under SEP

LGAs will prepare reports regarding SEP (Tentative format provided) The reports will be submitted to the PCU quarterly during each project phase. The reports later shared to the World Bank.

Report format

1. Name of LGA
2. Name of sub-project
3. Name and contact of responsible contact person

1. Introduction

Information about the subproject location, size etc.

2. Stakeholders identification

Information about the subproject, stakeholders, how they have been identified and phase of the sub-project

3. Information shared to stakeholder

- What, where SHS informed
- What were the SHS views and concerns
- What was the Councils response to the views raised?

4. Methods used to inform SHS about the engagement
5. Methods used to consult SHS
6. Way forward regarding to SEP
 - What is the next meeting/ engagement?
 - Who will be consulted

Annex

1. List of SHS engaged
2. Proof of consultation if any e.g photos, signatures etc
3. List of LGA staff engaged
4. Budget

ANNEXES: 1

Annex 1: List of Stakeholders Consulted

S/N	Institution/Organizations	Responsibilities
1	LOCAL GOVERNMENT AUTHORITIES	
	<ul style="list-style-type: none"> - Mwanza CC - Kahama TC - Chato TC - Musoma MC - Tarime TC - Singida MC - Kasulu TC 	<ul style="list-style-type: none"> - Kigoma MC - Bukoba MC - Lindi MC - Tanga CC - Sumbawanga MC - Tunduma TC - Kondoa TC - Dodoma CC
	-Sub project Implementers -Stakeholders engagement influencers - The meetings were attended by all relevant LGA officials that includes the Council Management Team (CMT)	
2	GOVERNMENT AUTHORITIES	
	<ul style="list-style-type: none"> - Local leaders (WEO, VEO) - TANESCO - TANROAD - WATER AUTHORITIES - TTCL 	<ul style="list-style-type: none"> -TARURA - LATRA - WATER BASIN AUTHORITIES
	Provide directives/technical advise on other utilities/services to sub project	
3	NON GOVERNMENTAL ORGANIZATIONS	
	<p>BUKOPA MC</p> <ul style="list-style-type: none"> ➤ Tanzania Education Pub Ltd ➤ RCCS ➤ Star Sharing ➤ LUBUB ➤ Okoa Mazingira Bukoba ➤ Youth Millennium ➤ TADEPA ➤ TCCIA <p>LINDI MC</p> <ul style="list-style-type: none"> ➤ Baraza la wazee ➤ CHAWATA ➤ LIWOPAC ➤ LISAWA ➤ PEMWA ➤ UWAKAZI W/group ➤ TWCC ➤ HIMKIMI ➤ ROWODO ➤ BMW ➤ ILULU SACCOS ➤ UTANGU ➤ LANGO <p>KIGOMA UJIJI</p> <ul style="list-style-type: none"> ➤ KIBOTA ➤ KUWASA ➤ MAPAD ➤ KIVIDEA ➤ NYAKITONTO YOUTH FOR DEVELOPMENT TZ ➤ TUUNGANE ➤ NPM LANDS&ENG.Co.Ltd 	<p>MWANZA CC</p> <ul style="list-style-type: none"> ➤ Rock City Environment ➤ Jona Group ➤ BMU <p>KONDOA TC</p> <ul style="list-style-type: none"> ➤ SHIVAMATA ➤ Tanzania Habitat Rehabilitation Centre ➤ Honey development ➤ Justice in the society for Transformative change <p>SUMBAWANGA MC</p> <ul style="list-style-type: none"> ➤ TCCIA-Momba ➤ Baraza la wazee <p>DODOMA CC</p> <ul style="list-style-type: none"> ➤ Mshikamano ➤ DYECs-Kizota ➤ NHCDO ➤ Women Wake-up(WOWAP) ➤ Afnet ➤ Miyuji Proper <p>TANGA CC</p> <ul style="list-style-type: none"> ➤ AFRIWAG ➤ TOJE ➤ CHAWAWATA ➤ THAHIMAT ➤ MAZINGIRA PASADIT <p>TUNDUMA TC</p> <ul style="list-style-type: none"> ➤ GSRO ➤ CHIPAKA ➤ TCCIA-Momba ➤ Neema Group <p>SINGIDA MC</p>
	-Responsible on issues related to Environment conservation, -Awareness provider on human right and dignity -Adviser on land rights issues -Coordinating development activities -Provide Legal right on issues related Gender, Youth, Women and people with disabilities	

	<ul style="list-style-type: none"> ➤ WOMEN PROMOTION CENTRE ➤ FUTURE GENERATION ➤ BETESE <p>KASULU TC</p> <ul style="list-style-type: none"> ➤ IRC ➤ DRS-TZ ➤ KABOA ➤ TCCIA <p>KAHAMA TC</p> <ul style="list-style-type: none"> ➤ Shirika la haki za binadamu ➤ EHOCODE ➤ TINGWA CO Ltd ➤ CBO Mazingira ➤ KAPAO ➤ Mazingira ➤ HUHESO FOUNDATION ➤ TADEPA ➤ SHDEPHA ➤ GEOCOM Ltd 	<ul style="list-style-type: none"> ➤ NIC (T)Ltd ➤ NIC <p>CHATO TC</p> <ul style="list-style-type: none"> ➤ AMCOS ➤ BMU ➤ NEUCO ➤ CCU Ltd ➤ TADEPA ➤ EMAU <p>MUSOMA MC</p> <ul style="list-style-type: none"> ➤ Jukwaa la wanawake ➤ GRA TZ ➤ K/BMU Makoko ➤ TAS Mara 	
4	LOCAL COMMUNITIES WITHIN THE SUB-PROJECT		
	<ul style="list-style-type: none"> - Association for fishermen - Market Association -Association for bus operators - Fishers - Agent- Bus stand -Small business venders -Community/users of sub-project 		Provide recommendation, advise/inputs on sub project

Annex 2: Communication and Awareness Campaigns

Keeping Stakeholders informed about the project activities should be an on-going activity for the LGA the engagement techniques listed below can be utilized as part of many of the previous engagement techniques. These include:

- ✓ Loud Speakers
- ✓ Community Notice Boards or Billboards
- ✓ Websites and Social Media
- ✓ Radio and Television
- ✓ Flyers and Posters
- ✓ Brochures
- ✓ Regularly updated mailing lists
- ✓ Newsletters
- ✓ Newspaper ads, inserts and articles
- ✓ Press releases
- ✓ Progress bulletins

Communication and Awareness Campaigns are very good for:

- ✓ Sharing standardized Project information
- ✓ Reaching a large number of community members, groups and organizations.

Annex 3: Sample Statement for Communication for TACTIC Project

PUBLIC NOTICE

The Director of the Council wishes to inform the General Public and specifically those using Road XXX, that the road will remain closed from 18:00 Hours to 6:00 hours from 3rd to 14th March to allow the contractor to work on a specific section.

Please use Road XXX as an alternative road

We regret for any inconvenience caused. For any enquiries please call the numbers below:

Annex 4: Example of Stakeholders Analysis for the Proposed TACTIC Sub-projects

NAME OF MUNICIPAL COUNCIL:

STAKEHOLDERS ANALYSIS FOR THE PROPOSED CONSTRUCTION OF.....

BUS TERMINAL/STAND

Stakeholder	Why Important	Interest	How to Engage	Risks/Opportunities	When to Engage
World Bank	<ul style="list-style-type: none"> - To seek guidance - Is the Fund provider for the Project 	<ul style="list-style-type: none"> - To improve livelihood of the communities. - Poverty eradication. - To foster own source revenue collection of LGAs. 	<ul style="list-style-type: none"> - During Meetings - During Supportive Mission - Seeking Guidelines from them 	<ul style="list-style-type: none"> - Disapproval of proposed projects due to failure to comply with World Bank Guidelines. 	<ul style="list-style-type: none"> - Project Identification - Pre-Feasibility - Feasibility - Procurement - Construction - Operation
Council Management Team (CMT)	<ul style="list-style-type: none"> - The team is the steering committee of respective Municipal Council. - Offering technical assistance (multi-disciplinary team). - Supervisors of the project. - Implementers of guidelines and manuals from PO-RALG and World Bank 	<ul style="list-style-type: none"> - To improve livelihood of the people of respective Municipal Council - To foster own source revenue of the LGA. 	<ul style="list-style-type: none"> - Meetings 	<ul style="list-style-type: none"> - Wrong perception of TACTIC objectives can lead to mislead the community members. - Poor coordination may produce wrong results. - Conflict of interests regarding location of the Bus stand. - Resolving grievances - Managing stakeholders expectations 	<ul style="list-style-type: none"> - Project Identification - Pre-Feasibility - Feasibility - Procurement - Construction - Project Operation
Councilors Political Leaders Regional Secretariat	<ul style="list-style-type: none"> - Supervisors and Decision makers - Representatives of citizens from respective wards 	<ul style="list-style-type: none"> - Development of respective Municipal Council - To improve livelihood 	<ul style="list-style-type: none"> - Meetings 	<ul style="list-style-type: none"> - Conflict of interests regarding location/type of project site and the level of investment. - Political interests 	<ul style="list-style-type: none"> - Project Identification - Pre-Feasibility - Feasibility - Construction - Project Operation
Land Owners/PAPs	<ul style="list-style-type: none"> - Likely to losses assets - Affect their livelihood 	<ul style="list-style-type: none"> - Entitlement 	<ul style="list-style-type: none"> - Meetings - One on one consultation 	<ul style="list-style-type: none"> - Grievances associated with PAPs could delay project implementation 	<ul style="list-style-type: none"> - Project Identification - Pre-Feasibility - Feasibility

					- Construction
Ward Development Committee (WDC) - (Mtaas Chairpersons, Ward Executive Officer, Mtaa Executive Officers and Ward Extension Officers).	- Local Leaders - Beneficiaries - the nearest Change agents of the community.	- Development of respective Municipal Council. - To improve livelihood	- Consultative Meetings - Leaflets and brochures	- Can mislead the Community members hence rejecting the project - Resolving grievances - Managing stakeholders expectations	- Project Identification - Pre-Feasibility - Feasibility - Construction - Project Operation
Local/neighboring Community of respective area Bus owners, drivers (buses, bodaboda, bajaji, private owned vehicles), passengers, bus agents, TABOA, Vendors, Traders, stand users & transporters	- Beneficiaries of the proposed project	- Improved respective Bus terminal infrastructure and management - Conducive business environment	- Consultative Meetings	- General fear regarding relocation of their businesses and loss of customers during construction and hence rejecting the proposed project. - fear of not being considered during the distribution of "market space" once the bus stand construction completed - Sabotage - Managing stakeholders expectations	- Project Identification - Pre-Feasibility - Feasibility - Construction - Project Operation
Utility Authorities: TANROADS, TTCL, Water Supply Authority/ RUWASA, TANESCO, Telecom Companies,	- Development partners - Technocrats (Technical inputs) - Utility owners (some of them)	- Owners of existing infrastructure - Improved services - Further development of infrastructure	- Consultative interview and Meetings	- Delay of re- allocation of utilities. - Conflict of interests.	- Pre-Feasibility - Feasibility - Construction -

TARURA & LATRA.					
Ministries: - PO-RALG - Ministry works, transport and Communication - Ministry of Labour, Youth, Employment and People with disability - Ministry of Finance Government Agencies: - NEMC - OSHA	- Policy makers - Budgeting authorities - Supervision, Technical support and Financing.	- Development of LGA'S	- During Meetings - Seeking Guidelines from them - Telecommunication - E-mails	- Mismatch of proposed project with National Development Plans at Ministry level - Proper implementation of their regulations - Comply with their plans e.g. more people employed - Increase revenue associated with improved services	- Project Identification - Pre-Feasibility - Feasibility - Procurement - Construction - Project Operation
Representatives of trade unions/ labour and labour advocacy groups -Tanzania Mineral and Construction and Allied Workers Union (TAMICO)	- Workers' Representatives	- Groups representing the interests of project workers	- Consultative Meetings - Telecommunication - E-mails	- Wrong perception of TACTIC objectives to workers that can lead to mislead the general community. - Poor coordination may result into feeling of marginalization of project workers	- Project Identification - Pre-Feasibility - Construction -
NGOs, CBOs	- Representatives of women, persons with disabilities, children, and other vulnerable groups	- Groups representing the interests of women, persons with disabilities, children, and other vulnerable groups.	- Consultative Meetings - Telecommunication	- Wrong perception of TACTIC objectives to special groups that can lead to mislead the general community.	- Project Identification - Pre-Feasibility

			- E-mails	- Poor coordination may result into feeling of marginalization of special groups	- Construction - Project Operation
Contractors	- Field experience and technical advice	- Construction of standard infrastructure	- Consultative meeting	- Struggle for acquiring tender	- Project Procurement - Construction
Workers hired by contractors and suppliers	- They are the immediate beneficiaries of the proposed project.	- Employees working under the contractors and suppliers	- Consultative interviews and Meetings	- General fear regarding availability of vacancies - Sabotage	- Construction -

NAME OF MUNICIPAL COUNCIL:

STAKEHOLDERS ANALYSIS FOR THE PROPOSED.....FISH MARKET

Stakeholder	Why Important	Interest	How to Engage	Risks	When to Engage
World Bank	- Provide technical guidance on relevant guidelines and manuals regarding the proposed Fish Landing Project - Fund provider for the proposed project	- To improve livelihood of the fishing based communities. - Poverty eradication. - To increase own source revenue of the LGA.	- During Meetings - During Supportive Mission - Seeking Guidelines from them through mails, telephone conversation, teleconferences etc..	- Disapproval of proposed project due to failure to comply with World Bank Guidelines.	- Project Identification - Pre-Feasibility - Feasibility - Procurement - Construction - Project Operation
Council Management Team (CMT)	- The team is the steering committee of respective Municipal Council.	- To improve livelihood of the fishing based communities and the	- Meetings	- Wrong perception and misleading the community members.	- Project Identification

	<ul style="list-style-type: none"> - Offering technical assistance (multi-disciplinary team). - Supervisors of the project. - Implementers of guidelines and manuals from PO-RALG and World Bank 	<ul style="list-style-type: none"> general population of the respective MC. - To foster own source revenue of the LGA. - Development of the Council. 		<ul style="list-style-type: none"> - Poor coordination may lead to false results. - Conflict of interests regarding the project location/site and the level of investment. 	<ul style="list-style-type: none"> - Pre-Feasibility - Feasibility - Procurement - Construction - Project Operation
<ul style="list-style-type: none"> - Councilors - Leaders (Government and Political) - Regional Secretariat (Mara Region) 	<ul style="list-style-type: none"> - The Councilors are the decision makers who represents citizens from respective wards. - The Government Leaders are supervisors and administrators of development projects. 	<ul style="list-style-type: none"> - Development of respective Municipality. - To improve livelihood of the communities in the respective Ward and Region. 	<ul style="list-style-type: none"> - Meetings 	<ul style="list-style-type: none"> - Conflict of interests regarding location/type of project site and the level of investment. - Political Interests - 	<ul style="list-style-type: none"> - Project Identification - Pre-Feasibility - Feasibility - Construction - Project Operation
<ul style="list-style-type: none"> Ward Development Committee (WDC) - (Mtaas Chairpersons, Ward Executive Officer, Mtaa Executive Officers and Ward Extension Officers). 	<ul style="list-style-type: none"> - Local Leaders - Beneficiaries - The nearest Change agents of the community. 	<ul style="list-style-type: none"> - Development of respective Municipal Council. - To improve livelihood 	<ul style="list-style-type: none"> - Meetings - Leaflets and brochures 	<ul style="list-style-type: none"> - Can mislead the community members hence rejecting the project - Delaying the project due to lack of capacity 	<ul style="list-style-type: none"> - Project Identification - Pre-Feasibility - Feasibility - Construction - Project Operation
<ul style="list-style-type: none"> Fish Vendors and traders, Fish transporters, Fishing vessel 	<ul style="list-style-type: none"> - Beneficiaries of the proposed project 	<ul style="list-style-type: none"> - Improvement of Fish landing site infrastructure and management. 	<ul style="list-style-type: none"> - Consultative Meetings and seminars 	<ul style="list-style-type: none"> - General fear regarding relocation of their businesses and loss of customers during construction and hence 	<ul style="list-style-type: none"> - Project Identification - Pre-Feasibility

owners, Beach Management Units (BMUs), Fish Factories owners, Makers and Sellers of fishing gears and vessels, fish mongers and Associations of fishermen.		- Conducive business environment at the fish landing site.	-	rejecting the proposed project. - Sabotage - Conflict of interest regarding location of fish landing site and the level of investment needed.	- Feasibility - Construction - Project Operation
Local Communities of respective Ward including all groups of community, women, vulnerable people etc.	- They are the immediate beneficiaries of the proposed project.	- Improvement of Fish landing site infrastructure and management. - Conducive business environment at the fish landing site.	- Public meetings	- General fear regarding relocation of their business and loss of customers during construction and hence rejecting the proposed project. - Sabotage - Conflicting interests regarding location and level of investment.	- Pre-Feasibility - Feasibility - Construction
Agencies and Authorities: Tanzania Fisheries Research Institute (TAFIRI); Tanzania Ports Authority (TPA); TARURA; TANROADS; TTCL; RUWASA of respective MC;	- They are essential Development partners - They offer Technical inputs. - Utility owners.	- Owners of existing infrastructure. - Improved services - Further development of infrastructure.	- Consultative interviews and Meetings	- Delay of re- allocation of utilities. - Conflict of interests.	- Project Identification - Pre-Feasibility - Feasibility - Procurement - Construction - Project Operation

TANESCO; Telecom Companies; LATRA; World Wildlife Fund (WWF), Water Basin Offices, LVEMP OSHA and Association/s of fishermen					
Ministries: PO-RALG, Ministry of Fisheries and Livestock VPO/NEMC, Ministry of Finance	<ul style="list-style-type: none"> - Policy makers - Budgeting authorities - Supervision, Technical support and Financing. 	<ul style="list-style-type: none"> - Development of LGA's 	<ul style="list-style-type: none"> - Telecommunication - E-mails - Letters 	<ul style="list-style-type: none"> - Mismatch of proposed projects with national plans at ministry level 	<ul style="list-style-type: none"> - Project Identification - Pre-Feasibility - Construction - Project Operation
Contractors	<ul style="list-style-type: none"> - Field experience and technical advice 	<ul style="list-style-type: none"> - Construction of standard infrastructure. 	<ul style="list-style-type: none"> - Consultative meeting. 	<ul style="list-style-type: none"> - Struggle for acquiring tender 	<ul style="list-style-type: none"> - TACTIC Project Procurement and Construction
Workers hired by contractors and suppliers	<ul style="list-style-type: none"> - They are the immediate beneficiaries of the proposed project. 	<ul style="list-style-type: none"> - Employees working under the contractors and suppliers 	<ul style="list-style-type: none"> - Consultative interviews and Meetings 	<ul style="list-style-type: none"> - General fear regarding availability of vacancies - Sabotage 	<ul style="list-style-type: none"> - Construction

NAME OF MUNICIPAL COUNCIL:

STAKEHOLDERS ANALYSIS FOR THE PROPOSED UPGRADING OF TOWN DRAINAGE, RIVER REHABILITATION, ROADS (.....KM) TO BITUMEN STANDARD

Stakeholder	Why Important	Interest	How to Engage	Risks	When to Engage
World Bank	<ul style="list-style-type: none"> - Provide technical guidance on relevant guidelines and manuals regarding the proposed Bus Terminal Construction Project - Fund provider for the Project 	<ul style="list-style-type: none"> - To improve livelihood of the communities. - Poverty eradication. - To foster own source revenue collection of LGAs. 	<ul style="list-style-type: none"> - During Meetings - During Supportive Mission - Seeking Guidelines from them through mails, telephone conversation, teleconferences etc. 	<ul style="list-style-type: none"> - Disapproval of proposed projects due to failure to comply with World Bank Guidelines. 	<ul style="list-style-type: none"> - Project Identification - Pre-Feasibility - Feasibility Phase - Procurement - Construction - Project Operation Phase
Council Management Team (CMT)	<ul style="list-style-type: none"> - The team is the steering committee of respective Municipal Council. - Offering technical assistance (multi-disciplinary team). - Supervisors of the project. - Implementers of guidelines and manuals from PO-RALG and World Bank 	<ul style="list-style-type: none"> - To improve livelihood of the people of respective Municipal Council - To foster own source revenue of the LGA. 	<ul style="list-style-type: none"> - Meetings 	<ul style="list-style-type: none"> - Wrong perception of TACTIC objectives can lead to mislead the community members. - Poor coordination may produce wrong results. - Conflict of interests regarding location 	<ul style="list-style-type: none"> - Project Identification - Pre-Feasibility - Feasibility - Procurement - Construction - Project Operation
<ul style="list-style-type: none"> - Councilors - Leaders (Local Government and Political) 	<ul style="list-style-type: none"> - Councilors are decision makers who represent citizens from respective wards. 	<ul style="list-style-type: none"> - Development of Development of respective Municipal Council 	<ul style="list-style-type: none"> - Meetings 	<ul style="list-style-type: none"> - Conflict of interests regarding location/type of project site and the level of investment. 	<ul style="list-style-type: none"> - Project Identification - Pre-Feasibility

- Regional Secretariat of respective Region	- Local Government leaders are supervisors and administrators of development projects.	- To improve livelihood of the communities in the respective Ward and Region. - To have improved road infrastructure			- Feasibility - Construction - Project Operation
- Ward Development Committee (WDC) - (Mtaa Chairpersons, Ward Executive Officer, Mtaa Executive Officers and Ward Extension Officers).	- They are Local Leaders closer to the communities. - They are the Beneficiaries of the project. - They work as the nearest Change agents of the community.	- Development of respective Municipal Council. - To have improved road infrastructure - To improve livelihood	- Meetings	- Can Mislead the Community members hence rejecting the project - Delaying the project due to lack of capacity.	- Project Identification P - Pre-Feasibility - Construction - Project Operation
- Local Communities along the project road areas -	- They are the immediate affected persons - They are Beneficiaries of the proposed project.	- Improvement of road infrastructure - Conducive and reliable transportation network.	- Public meetings	- General fear regarding relocation of their residents/houses and business (temporary/permanent) - General fear regarding loss of customers during project execution phase. - Sabotage - Conflicting interests regarding location and level of investment.	- Project Identification - Pre-Feasibility - Feasibility - Construction - Project Operation
Utility and Service Provider Companies and Authorities: TARURA; TANROADS; TTCL; RUWASA;	- They are essential Development partners. - They can offer Technical inputs - (some of them are Utility owners and some are regulatory authorities	- Owners of existing infrastructure - Regulatory function - Further development of infrastructure.	- Consultative interview and Meetings	- Delay of Re- allocation of utilities. - Conflict of interests.	- Pre-Feasibility - Feasibility - Construction

TANESCO; LATRA ; Telecom Companies					
Relevant Ministries: - Ministry of works, Transportation and Communication - PO-RALG, - Ministry of Labour, Youth, Employment and People with disability - VPO- Environment - Ministry of Finance	- Policy makers - Budgeting authorities - Supervision. - Technical support and - Financing.	- Development of LGA.	- Telecommunic ation - E-mails - Meetings - Letters	- Mismatch of proposed project with national plans at ministry level	- Project Identification - Pre-Feasibility - Feasibility - Procurement - Construction - Project Operation
Relevant Government Agencies: - NEMC - OSHA	- Budgeting authorities - Supervision. - Technical support	- Ensure enforcement and compliance of the proposed projects to National Environmental, Labour and Occupational Health and Safety Laws and Regulations,	- Telecommunic ation - E-mails - Meetings - Letters	- Non-compliance to Environmental, Labour and Occupational Health and Safety Laws and Regulations during project execution	- Pre-Feasibility - Feasibility - Construction
-Trade unions/ labour advocacy	- Representatives of project workers; women, persons with disabilities, children, and other vulnerable groups	- Groups representing the interests of project workers; women, persons with disabilities, children,	- Consultative Meetings - Telecommunic ation - E-mails	- Wrong perception of TACTIC objectives to special groups that can lead to mislead the general community.	- Project Identification - Pre-Feasibility - Feasibility Phase - Construction

groups and NGOs, CBOs: -Tanzania Mineral and Construction and Allied Workers Union (TAMICO); -Representatives of women, persons with disabilities, children, and other vulnerable groups		and other vulnerable groups.	- Letters	- Poor coordination may result into feeling of marginalization of special groups.	- Project Operation
Contractors	- Field experience and technical advice.	- Construction of standard infrastructure	- Consultative meeting	- Struggle for acquiring tender	- TACTIC Project Procurement and Construction
Workers hired by contractors and suppliers	- They are the immediate beneficiaries of the proposed project.	- Employees working under the contractors and suppliers	- Consultative interviews and Meetings	- General fear regarding availability of vacancies - Sabotage	- Construction

NAME OF MUNICIPAL COUNCIL:
STAKEHOLDERS ANALYSIS FOR THE PROPOSED IMPROVEMENT OF
.....DUMPING SITE PROJECT

Stakeholder	Why Important	Interest	How to Engage	Risks	When to Engage
World Bank	- Provide technical guidance on relevant guidelines and manuals regarding the proposed Bus Terminal Construction Project - Fund provider for the Project	- To improve livelihood of the communities. - Poverty eradication. - To foster own source revenue collection of LGAs.	- During Meetings - During Supportive Mission - Seeking Guidelines from them through mails, telephone conversation, teleconferences etc.	- Disapproval of proposed projects due to failure to comply with World Bank Guidelines.	- Project Identification - Pre-Feasibility - Feasibility - Procurement - Construction - Project Operation
Council Management Team (CMT)	- The team is the steering committee of respective Municipal Council.	- To improve livelihood of the people of respective Municipal Council	- Meetings	- Wrong perception of TACTIC objectives can lead to mislead the	- Project Identification - Pre-Feasibility - Feasibility

	<ul style="list-style-type: none"> - Offering technical assistance (multi-disciplinary team). - Supervisors of the project. - Implementers of guidelines and manuals from PO-RALG and World Bank 	<ul style="list-style-type: none"> - To foster own source revenue of the LGA. 		<ul style="list-style-type: none"> community members. - Poor coordination may produce wrong results. - Conflict of interests regarding location of the dumping site. 	<ul style="list-style-type: none"> - Procurement - Construction - Project Operation
<ul style="list-style-type: none"> - Councilors - Leaders (Government and Political) - Regional Secretariat of respective Region 	<ul style="list-style-type: none"> - The Councilors are Supervisors and Decision makers representing citizens from respective wards - The Government Leaders are supervisors and administrators of development projects 	<ul style="list-style-type: none"> - Development of respective Municipal Council - To improve livelihood of the communities in the respective Ward and Region 	<ul style="list-style-type: none"> - Meetings 	<ul style="list-style-type: none"> - Conflict of interests regarding location/type of project site and the level of investment. - Political interests 	<ul style="list-style-type: none"> - Project Identification - Pre-Feasibility - Feasibility - Construction - Project Operation
<ul style="list-style-type: none"> - Ward Development Committee (WDC) - (Mtaas Chairpersons, Ward Executive Officer, Mtaa Executive Officers and Ward Extension Officers). 	<ul style="list-style-type: none"> - Local Leaders - Beneficiaries - the nearest Change agents of the community. 	<ul style="list-style-type: none"> - Development of respective Municipal Council. - To improve livelihood 	<ul style="list-style-type: none"> - Meetings 	<ul style="list-style-type: none"> - Can Mislead the Community members hence rejecting the project 	<ul style="list-style-type: none"> - Project Identification - Pre-Feasibility - Construction - Project Operation
<ul style="list-style-type: none"> - Community Based Organizations (CBOs) dealing with environmental issues. 	<ul style="list-style-type: none"> - Beneficiaries of the proposed project. - Interested groups. 	<ul style="list-style-type: none"> - Improvement of solid waste management. 	<ul style="list-style-type: none"> - Consultative Meetings - Leaflets and brochures 	<ul style="list-style-type: none"> - Conflict of interests regarding location of project site and/or the significance of having improved dumping site. 	<ul style="list-style-type: none"> - Project Identification - Pre-Feasibility - Feasibility - Construction - Project Operation
<ul style="list-style-type: none"> - Local Community of respective Municipality 	<ul style="list-style-type: none"> - Immediate beneficiaries of the proposed project. 	<ul style="list-style-type: none"> - Improvement of solid waste management and general cleanliness. 	<ul style="list-style-type: none"> - Public meetings in all wards of respective Municipal Council. 	<ul style="list-style-type: none"> - Conflict of interests regarding location of project site and/or the significance of 	<ul style="list-style-type: none"> - Project Identification - Pre-Feasibility - Feasibility - Construction

				having an improved dumping site. - Sabotage	- Project Operation
Government Agencies and Authorities: Respective Basin Water Board Office, TARURA; TANROADS; TTCL; RUWASA; TANESCO and Telecom Companies; NEMC; OSHA	- Essential Development partners - They offer Technical inputs - Utility owners.	- Owners of existing infrastructure. - Improved services. - Improvement of solid waste management and general cleanliness. - Ensure enforcement and compliance of the proposed projects to National Environmental, and Occupational Health and Safety Laws and Regulations	- Consultative interview and Meetings	- Delay of Re-allocation of utilities. - Conflict of interests. - Non-compliance to Environmental, Labour and Occupational Health and Safety Laws and Regulations during project execution	- Project Identification - Pre-Feasibility - Feasibility - Construction
Relevant Ministries: - PO-RALG - VPO- Environment - Ministry of Finance	- Policy makers - Budgeting authorities. - Supervision, Technical support and Financing.	- Improved solid waste management and environmental conservation.	- Telecommunication - E-mails - Meetings	- Mismatch of proposed project with national plans at ministry level	- Project Identification - Pre-Feasibility - Feasibility - Construction - Project Operation
Contractors	- Field experience and technical advice	- Construction of state of the art infrastructure	- Consultative meeting.	- Struggle for acquiring tender	- Procurement Phase - Construction Phase -
Contractors	- Field experience and technical advice.	- Construction of standard infrastructure	- Consultative meeting	- Struggle for acquiring tender	- TACTIC Project Procurement and Construction
Workers hired by contractors and suppliers	- They are the immediate beneficiaries of the proposed project.	- Employees working under the contractors and suppliers	- Consultative interviews and Meetings	- General fear regarding availability of vacancies - Sabotage	- Construction

NAME OF MUNICIPAL COUNCIL:

STAKEHOLDERS ANALYSIS FOR THE PROPOSED IMPROVEMENT

OFSLAUGHTER HOUSE

Stakeholder	Why Important	Interest	How to Engage	Risks	When to Engage
World Bank	<ul style="list-style-type: none"> - Provide technical guidance on relevant guidelines and manuals regarding the proposed Bus Terminal Construction Project - Fund provider for the Project 	<ul style="list-style-type: none"> - To improve livelihood of the communities. - Poverty eradication. - To foster own source revenue collection of LGAs. 	<ul style="list-style-type: none"> - During Meetings - During Supportive Mission - Seeking Guidelines from them through mails, telephone conversation, teleconferences etc. 	<ul style="list-style-type: none"> - Disapproval of proposed projects due to failure to comply with World Bank Guidelines. 	<ul style="list-style-type: none"> - Project Identification Pre-Feasibility - Feasibility - Procurement - Construction - Project Operation
Council Management Team (CMT)	<ul style="list-style-type: none"> - The team is the steering committee of respective Municipal Council. - Offering technical assistance (multi-disciplinary team). - Supervisors of the project. - Implementers of guidelines and manuals from PO-RALG and World Bank 	<ul style="list-style-type: none"> - To improve livelihood of the people of respective Municipal Council - To foster own source revenue of the LGA. 	<ul style="list-style-type: none"> - Meetings 	<ul style="list-style-type: none"> - Wrong perception of TACTIC objectives can lead to mislead the community members. - Poor coordination may produce wrong results. - Conflict of interests regarding location of the Bust stand. 	<ul style="list-style-type: none"> - Project Identification - Pre-Feasibility - Feasibility - Procurement - Construction - Project Operation
<ul style="list-style-type: none"> - Councilors - Leaders (Government and Political) - Regional Secretariat of respective Region 	<ul style="list-style-type: none"> - The Councilors are Supervisors and Decision makers representing citizens from respective wards - The Government Leaders are supervisors and administrators of development projects 	<ul style="list-style-type: none"> - Development of respective Municipal Council - To improve livelihood of the communities in the respective Ward and Region 	<ul style="list-style-type: none"> - Meetings 	<ul style="list-style-type: none"> - Conflict of interests regarding location/type of project site and the level of investment. - Political interests 	<ul style="list-style-type: none"> - Project Identification - Pre-Feasibility - Feasibility - Construction - Project Operation

<ul style="list-style-type: none"> - Ward Development Committee (WDC) - (Mtaas Chairpersons, Ward Executive Officer, Mtaa Executive Officers and Ward Extension Officers). 	<ul style="list-style-type: none"> - Local Leaders - Beneficiaries - the nearest Change agents of the community. 	<ul style="list-style-type: none"> - Development of respective Municipal Council. - To improve livelihood 	<ul style="list-style-type: none"> - Meetings 	<ul style="list-style-type: none"> - Can Mislead the Community members hence rejecting the project 	<ul style="list-style-type: none"> - Project Identification - Pre-Feasibility - Construction - Project Operation
<ul style="list-style-type: none"> - Local Community of respective Ward - Livestock and meat traders, Meat transporters, Butchery owners, slaughter house workers. 	<ul style="list-style-type: none"> - Beneficiaries of the proposed project 	<ul style="list-style-type: none"> - Improved slaughter house infrastructure 	<ul style="list-style-type: none"> - Consultative Meetings 	<ul style="list-style-type: none"> - Sabotage 	<ul style="list-style-type: none"> - Project Identification - Pre-Feasibility - Feasibility - Construction - Project Operation
<p>Government Agencies and Authorities:</p> <ul style="list-style-type: none"> - Tanzania Meat Board; Respective Basin Water Board Office; TARURA; TANROADS; TTCL; RUWASA; TANESCO and Telecom Companies; NEMC; OSHA; 	<ul style="list-style-type: none"> - Essential Development partners - They offer Technical inputs - Utility owners. 	<ul style="list-style-type: none"> - Oversee development of meat industry - Improvement of solid waste management and general cleanliness. - Ensure enforcement and compliance to Occupational Health and Safety Laws and Regulations - Owners of existing road and communication and service infrastructure 	<ul style="list-style-type: none"> - Consultative interview and Meetings 	<ul style="list-style-type: none"> - Delay of Re- allocation of utilities. - Conflict of interests. - Non-compliance to Environmental, Labour and Occupational Health and Safety Laws and Regulations during project execution 	<ul style="list-style-type: none"> - Project Identification - Pre-Feasibility - Feasibility - Construction - Project Operation
<p>Relevant Ministries:</p> <ul style="list-style-type: none"> - Ministry of Livestock and Fisheries Development - Ministry of works transport and Communication - PO-RALG, 	<ul style="list-style-type: none"> - Policy makers - Budgeting authorities - Supervision, Technical support and Financing. 	<ul style="list-style-type: none"> - Development of LGA'S 	<ul style="list-style-type: none"> - During Meetings - Seeking Guidelines from them - Telecommunication - E-mails 	<ul style="list-style-type: none"> - Mismatch of proposed project with national plans at ministry level 	<ul style="list-style-type: none"> - Project Identification - Pre-Feasibility - Feasibility P - Procurement - Construction - Operation

- Ministry of Finance					
- Workers union/s; NGOs & CBOs dealing with environmental, livestock, special groups issues.	- Beneficiaries of the proposed project. - Representatives of Interested groups in the livestock sector. (women, persons with disabilities, children, and other vulnerable groups)	- Improvement of benefits to represented groups. -	- Consultative Meetings - Leaflets and brochures	- Wrong perception of TACTIC objectives to special groups that can lead to mislead the general community. - Poor coordination may result into feeling of marginalization of special groups .	- Project Identification - Pre-Feasibility - Construction - Project Operation
Contractors	- Field experience and technical advice	- Construction of standard infrastructure	- Consultative meeting	- Struggle for acquiring tender	- Procurement - Construction
Workers hired by contractors and suppliers	- They are the immediate beneficiaries of the proposed project.	- Employees working under the contractors and suppliers	- Consultative interviews and Meetings	- General fear regarding availability of vacancies - Sabotage	- Construction

NAME OF MUNICIPAL COUNCIL:
STAKEHOLDERS ANALYSIS FOR THE PROPOSED CONSTRUCTION OF
.....UPGRADING OF INDUSTRIAL AREA, MARKET FOR AGRO PRODUCTS

Stakeholder	Why Important	Interest	How to Engage	Risks	When to Engage
World Bank	- Provide technical guidance on relevant guidelines and manuals regarding the proposed Fish Landing Project, upgrading of industrial area - Fund provider for the proposed project	- To improve livelihood of the fishing based communities, communities investing in the industrial areas - Poverty eradication. - To increase own source revenue of the LGA.	- During Meetings - During Supportive Mission - Seeking Guidelines from them through mails, telephone conversation, teleconferences etc..	- Disapproval of proposed project due to failure to comply with World Bank Guidelines.	- Project Identification - Pre-Feasibility - Feasibility - Procurement - Construction - Project Operation

<p>Council Management Team (CMT)</p>	<ul style="list-style-type: none"> - The team is the steering committee of respective Municipal Council. - Offering technical assistance (multi-disciplinary team). - Supervisors of the project. - Implementers of guidelines and manuals from PO-RALG and World Bank 	<ul style="list-style-type: none"> - To improve livelihood of the fishing based communities and the general population of the respective MC. - To foster own source revenue of the LGA. - Development of the Council. 	<ul style="list-style-type: none"> - Meetings 	<ul style="list-style-type: none"> - Wrong perception and misleading the community members. - Poor coordination may lead to false results. - Conflict of interests regarding the project location/site and the level of investment. 	<ul style="list-style-type: none"> - Project Identification - Pre-Feasibility - Feasibility Phase - Procurement - Construction - Project Operation
<ul style="list-style-type: none"> o Councilors o Leaders (Government and Political) o Regional Secretariat (Mara Region) 	<ul style="list-style-type: none"> - The Councilors are the decision makers who represents citizens from respective wards. - The Government Leaders are supervisors and administrators of development projects. 	<ul style="list-style-type: none"> - Development of respective Municipality. - To improve livelihood of the communities in the respective Ward and Region. 	<ul style="list-style-type: none"> - Meetings 	<ul style="list-style-type: none"> - Conflict of interests regarding location/type of project site and the level of investment. - Political Interests - 	<ul style="list-style-type: none"> - Project Identification - Pre-Feasibility - Feasibility Phase - Construction - Project Operation
<p>Ward Development Committee (WDC) - (Mtaas Chairpersons, Ward Executive Officer, Mtaa Executive Officers and Ward Extension Officers).</p>	<ul style="list-style-type: none"> - Local Leaders - Beneficiaries - The nearest Change agents of the community. 	<ul style="list-style-type: none"> - Development of respective Municipal Council. - To improve livelihood 	<ul style="list-style-type: none"> - Meetings - Leaflets and brochures 	<ul style="list-style-type: none"> - Can mislead the Community members hence rejecting the project - Delaying the project due to lack of capacity. 	<ul style="list-style-type: none"> - Project Identification - Pre-Feasibility - Construction - Project Operation
<p>Farmers, agro products traders, agro products transporters, agricultural products processors and Associations of farmers and agro producers, processors.</p>	<ul style="list-style-type: none"> - Beneficiaries of the proposed project 	<ul style="list-style-type: none"> - Improvement of infrastructure and management of markets for agro products - Conducive markets and business environment agricultural products 	<ul style="list-style-type: none"> - Consultative Meetings and seminars - 	<ul style="list-style-type: none"> - General fear regarding relocation of their businesses and loss of customers during construction and hence rejecting the proposed project. - Sabotage - Conflict of interest regarding location of fish landing site and the level of investment needed. 	<ul style="list-style-type: none"> - Project Identification - Pre-Feasibility - Feasibility - Construction - Project Operation

Local Community of respective Ward.	<ul style="list-style-type: none"> - They are the immediate beneficiaries of the proposed project. 	<ul style="list-style-type: none"> - Improvement of infrastructure and management of markets for agro products - Conducive markets and business environment agricultural products 	<ul style="list-style-type: none"> - Public meetings 	<ul style="list-style-type: none"> - General fear regarding relocation of their business and loss of customers during construction and hence rejecting the proposed project. - Sabotage - Conflicting interests regarding location and level of investment. 	<ul style="list-style-type: none"> - Project Identification - Pre-Feasibility Feasibility Phase - Construction - Project Operation
Workers hired by contractors and suppliers	<ul style="list-style-type: none"> - They are the immediate beneficiaries of the proposed project. 	<ul style="list-style-type: none"> - Employees working under the contractors and suppliers 	<ul style="list-style-type: none"> - Consultative interviews and Meetings 	<ul style="list-style-type: none"> - General fear regarding availability of vacancies - Sabotage 	<ul style="list-style-type: none"> - Construction
<p>Relevant agencies and Authorities:</p> <p>Cereals and Other Produce Board of Tanzania;</p> <p>Tanzania Ports Authority (TPA);</p> <p>TANROADS; TTCL; RUWASA; TANESCO; Telecom Companies; LATRA, OSHA</p>	<ul style="list-style-type: none"> - They are essential Development partners - promote production, processing and marketing of cereals and other produce - They offer Technical inputs. - Other are Utility owners. 	<ul style="list-style-type: none"> - Owners of existing infrastructure. - Improved services in the area of production, processing and marketing of cereals and other produce - Further development of infrastructure. 	<ul style="list-style-type: none"> - Consultative interviews and Meetings 	<ul style="list-style-type: none"> - Delay of Re- allocation of utilities. - Conflict of interests. 	<ul style="list-style-type: none"> - Project Identification - Pre-Feasibility - Feasibility - Procurement - Construction - Operation
<p>o Ministries:</p> <ul style="list-style-type: none"> ➤ PO-RALG, ➤ Ministry of Fisheries Agriculture ➤ VPO/NEMC, 	<ul style="list-style-type: none"> - Policy makers - Budgeting authorities - Supervision, Technical support and Financing. 	<ul style="list-style-type: none"> - Development of LGA's 	<ul style="list-style-type: none"> - Telecommunication - E-mails - Letters 	<ul style="list-style-type: none"> - Mismatch of proposed projects with national plans at ministry level 	<ul style="list-style-type: none"> - Project Identification - Pre-Feasibility - Construction - Project Operation

➤ Ministry of Finance					
Contractors	- Field experience and technical advice	- Construction of standard infrastructure.	- Consultative meeting.	- Struggle for acquiring tender	- Procurement - Construction
Workers hired by contractors and suppliers	- They are the immediate beneficiaries of the proposed project.	- Employees working under the contractors and suppliers	- Consultative interviews and Meetings	- General fear regarding availability of vacancies - Sabotage	- Construction

Annex 5: Sample Grievance Registration Form for TACTIC Sub-Project

Grievant Name:	Action Officer from LGA:
Contact Information:	Unique ID#:
Name of Sub Project	Issues Log #:
Type of Complaint:	
<i><u>The form must be completed for each complaint. All complaints will remain CONFIDENTIAL</u></i>	
<input type="checkbox"/> Individual <input type="checkbox"/> Group (more than one) <input type="checkbox"/> Community Organization	<input type="checkbox"/> Verbal <input type="checkbox"/> Telephone <input type="checkbox"/> Written/Electronic
Date of Action or Activity Causing Complaint:	
Complaint (Description and grievant input):	
Response/Follow up:	
<input type="checkbox"/> Verbal Response	<input type="checkbox"/> Written/Electronic Response
Date:	Provide by:
Provide a summary response issued.	
Completed Resolution	
Date:	Action performed by:
Provide a summary of how the grievant responded to the proposed resolution and if there is further follow up required, if the grievant is satisfied with the outcome or if a Grievance Appeal will be filed.	
<i>Grievant and/or LGA Representative Signature</i>	
<i>Date</i>	

Annex 6: Sample Grievance Resolution Form for TACTIC Sub-Project

COMPLAINANT DETAILS	
Name of Complaint:	
Address:	
Telephone number	
District	
Village / Estate / Street	
ID number	

Date of response to complaint.....

Response of complaint:

Name of witness (if available)

Acknowledgement of resolution of grievance:

.....

.....

Location of grievance

Region	
District	
Division / Ward	
Village / Street	
Cell	
Location Name and GPS Coordinates	

Signature of complaint Date:

Name of project personnel: Date:

Signature of personnel: Date:

Annex 7: Tentative List of Stakeholders for National Workshop

S/No	Stakeholder	Contact Address
1	President’s Office, Regional Administration and Local Government (PO-RALG)	Permanent Secretary, President’s Office, Regional Administration and Local Government (PO-RALG), Attn.: Department of Infrastructure Development (DID), P.O. Box 1923, DODOMA.
2	Tanzania Rural and Urban Roads Agency (TARURA) Headquarters	Chief Executive, TARURA Headquarters, P.O. Box 11042, TARURA HOUSE - Government City, DODOMA.
3	Ministry of Finance and Planning	Permanent Secretary, Ministry of Finance and Planning, Treasury Square Building, 18 Jakaya Kikwete Road P.O. Box 2802, 40468 DODOMA
4	Ministry of Works, Transport and Communication (Works Section)	Permanent Secretary, Ministry of Works, Transport and Communication (Works Section), Wizara Building, Moshi Street, P.O. Box 2880, 40470 DODOMA.
6	Ministry of Lands and Human Settlements	Permanent Secretary, Ministry of Lands and Human Settlements, P. O. Box 2908, DODOMA
7	Ministry of Water	Permanent Secretary, Ministry of Water, Government City, Maji Street,

		P.O. Box 456 DODOMA
8	Ministry of Health, Community Development, Gender, Elderly and Children	Permanent Secretary, Ministry of Health, Community Development, Gender, Elderly and Children, Attn.: Community Development Department, University of Dodoma, College of Social Science and Humanity, Block 11, P.O. Box 573, 40478 DODOMA.
9	Ministry of Education, Science and Technology	Permanent Secretary, Ministry of Education, Science and Technology, University of Dodoma, College of Business Studies and Law, Block 10, P.O. Box 10, DODOMA.
10	Labour, Youth, Employment and Persons with Disability	Permanent Secretary, Prime Minister's Office, Labour, Youth, Employment and Persons with Disability, P.O. Box 2890, DODOMA.
11	Ministry of Natural Resources and Tourism	Permanent Secretary, Ministry of Natural Resources and Tourism, Government City, Maliasili Street, 40472, DODOMA.
12	Ministry of Agriculture	Permanent Secretary, Ministry of Agriculture, P.O. Box 2182, 40487 DODOMA
14	Ministry of Livestock and Fisheries	Permanent Secretary - Livestock Sector Dodoma University, Block 9, P.O.BOX 2870, 40487- DODOMA,
15	The Office Of Vice President – Division Of Environment	Permanent Secretary, The Office Of Vice President – Division Of Environment Government City P. O. Box 2502, DODOMA.
16	Roads Fund Board	Manager, Roads Fund Board, Njedengwa Investment Area, Block D, Plot No. 3, P.O.Box 993, DODOMA.
17	World Bank – Country Representative	World Bank – Country Representative, 50 Mirambo Street, P. O. Box 2054, DAR ES SALAAM

18	The National Environment Management Council	Director General, The National Environment Management Council, Regent Estate Plot No. 29/30, P.O. Box 63154, DAR ES SALAAM.
19	Tanzania Occupational Safety and Health Authority	Chief Executive Officer, Occupational Safety and Health Authority, Plot No. MNY/KMB/565, Mahakama Road – Kinondoni P.O. BOX 519, Dar es Salaam
20	TANROADS Headquarters	Chief Executive Officer, TARURA Headquarters P.O. Box 11364, 1st - 3rd Floor, Building adjacent to Julius Nyerere International Convention Centre, 10 Shaaban Robert Road/Garden Avenue, DAR ES SALAAM.
21	Tanzania Forest Services (TFS) Agency	Chief Executive, Tanzania Forest Services (TFS) Agency P.O. Box 40832, Nyerere Road, MPINGO HOUSE, DAR ES SALAAM
22	Land Transport Regulatory Authority (LATRA)	Director General, Land Transport Regulatory Authority (LATRA) Mawasiliano House, Ali Hassan Mwinyi Road/Nkomo Street, P.O. Box 3093, DAR ES SALAAM
23	Tanzania Private Sector Foundation (TPSF)	Executive Secretary, Tanzania Private Sector Foundation, Plot No. 1288 Mwaya Road, Msasani Peninsula, P.O. Box 11313, DAR ES SALAAM.
24	Tanzania Investment Centre (TIC)	Executive Director, Tanzania Investment Centre, P.O. Box 938, Shaaban Robert Street, DAR ES SALAAM
25	TANESCO Head Office	Managing Director, TANESCO Head Office, Plot No. 114, Block G, Dar es Salaam Road, P.O.Box 453, DODOMA.
26	Tanzania Meat Board	Ag. Registrar, Tanzania Meat Board, 131 Nelson Mandela Road, Veterinary Complex, P.O.Box 6085,

		DAR ES SALAAM
27	International Labour Organization (ILO)	International Labour Organization (ILO) Attn.: Employment Intensive Investment Project National Coordinator, Kazi House, Maktaba Street, P.O. Box 9212, DAR ES SALAAM.
28	Department for International Development (DFID),	Head of Department for International Development (DFID), Umoja House, 5th Floor, Garden Avenue, DAR ES SALAAM.
29	European Union (EU)	European Union (EU), Attn.: AGRI-CONNECT Project Coordinator, Umoja House, Garden Avenue, Ilala District, DAR ES SALAAM.
30	United State Agency for International Development (USAID)	Mission Director, United State Agency for International Development (USAID), 686 Old Bagamoyo Road, P.O. Box 9130, DAR ES SALAAM
31	Japan International Cooperation Agency (JICA)	JICA Tanzania Office P.O Box 9450 Dar Es Salaam Tel +255222113727
32	Tanzania Gender Network Programme (TGNP)	Executive Director, Tanzania Gender Network Programme (TGNP), P.O. Box 8912, DAR ES SALAAM
33	Tanzania Mines, Energy, Construction and Allied Workers Union (TAMICO)	General Secretary Tanzania Mines, Energy, Construction and Allied Workers Union TUCTA Building Bibi Titi/Sofia Kawawa Street P.O. Box 72136 DAR ES SALAAM
34	Tanzania Telecommunications Corporation.	Director General Tanzania Telecommunications Corporation. Extelcoms House - Samora Avenue P. O. Box 9070, DAR ES SALAAM
35	Cereals and Other Produce Board	Director General, Cereals and Other Produce Board (CPB), Central Business Park (Mbugani Area), VETA Road, Plot No.24 P.O.Box 337, Dodoma
36	Various NGOs and CBOs	Relevant on Gender, Environment, Labour, Child Protection etc