

# REPUBLIC OF ZIMBABWE



## MINISTRY OF FINANCE AND ECONOMIC DEVELOPMENT

### ZIMBABWE AGRICULTURAL VALUE CHAIN ENHANCEMENT PROJECT (ZAVaCEP)

#### - BEEF and LEATHER VALUE CHAIN -

### Stakeholder Engagement Plan

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## EXECUTIVE SUMMARY

### Introduction

The Zimbabwe Agricultural Value Chain Enhancement Project (ZAVaCEP) is designed to bolster the agricultural sector in Zimbabwe by focusing on the beef and leather value chains. The project aims to enhance climate-smart agricultural practices, improve livestock productivity, and strengthen value chains through targeted interventions. These include upgrading disease control measures, developing sustainable rangeland and pasture systems, and improving livestock breeding and management. Additionally, the project supports the leather industry by offering training in quality standards, product development, and market access, while also empowering women and youth through agro-processing initiatives and market access improvements.

The ZAVaCEP is situated in key agricultural regions of Zimbabwe, specifically targeting Chiredzi and Chivi districts in Masvingo Province and Insiza and Beitbridge in Matebeleland South for its interventions. These areas are strategically selected for their significant livestock potential and need for enhanced productivity and value chain development. The project's activities span across these districts, leveraging local resources and infrastructure to foster sustainable growth and inclusive development in both the beef and leather sectors. By focusing on these districts, ZAVaCEP aims to create a lasting impact on the livelihoods of local communities and the broader agricultural economy.

The Stakeholder Engagement Plan (SEP) for the Zimbabwe Agricultural Value Chain Enhancement Project (ZAVaCEP) is a strategic framework designed to facilitate the active participation of all stakeholders throughout the project's lifecycle. Effective engagement ensures that the interests, concerns, and inputs of stakeholders, particularly those directly or indirectly affected by the project, are considered and addressed. The SEP outlines methods for communication, consultation, and feedback, emphasizing transparency, inclusivity, and responsiveness. It includes strategies for identifying stakeholders, determining engagement methods, scheduling activities, and incorporating feedback into project decisions. Roles and responsibilities, resources required, and measures for monitoring and evaluating engagement effectiveness are also defined.

### Objectives

The primary objectives of the SEP for ZAVaCEP are:

- i **Foster Inclusive Participation:** Ensure continuous engagement of all stakeholder groups, including marginalized and vulnerable populations, through community meetings in local languages.
- ii **Build Trust and Transparency:** Encourage open communication and provide timely information to stakeholders, maintaining credibility.
- iii **Enhance Project Design and Implementation:** Incorporate stakeholder feedback to improve project outcomes and relevance.
- iv **Mitigate Risks and Address Concerns:** Establish a grievance redress mechanism for timely resolution of complaints and concerns.
- v **Promote Ownership and Sustainability:** Encourage stakeholder ownership for long-term project benefits through stakeholder committees.
- vi **Facilitate Collaboration and Partnerships:** Leverage resources and expertise through collaboration with various stakeholders.

- vii **Ensure Compliance and Accountability:** Adhere to local and international regulations through regular audits and compliance checks.

### **Key Legislation**

In Zimbabwe, public consultation is mandated by the Environmental Management Act (Chapter 20:27) and the Environmental Management (Environmental Impact Assessment and Ecosystem Protection) Regulations, 2007. These require developers to conduct Environmental and Social Impact Assessments (ESIAs) with public consultation. The African Development Bank's (AfDB) Operational Safeguards (OS), particularly OS1, OS2, and OS4, also emphasize stakeholder consultation and participation throughout the project lifecycle.

### **Priority Environmental and Social Risks**

The ZAVaCEP activities namely, fodder production, cattle dipping, and hide processing, presents significant environmental and social challenges. Key potential risks include loss of vegetation, soil degradation, water pollution, habitat fragmentation, biodiversity loss, and community health and safety concerns. Social risks also include potential conflicts over resource use, economic displacement, and gender discrimination. Continuous stakeholder engagement is essential for addressing these issues, promoting sustainable practices, and ensuring community acceptance and project success.

### **Identification and Categorization of Stakeholders**

The process of identifying stakeholders involves preliminary research, mapping, and profiling to ensure inclusivity and address concerns. The identification process has already commenced during the initial project appraisal missions. Stakeholders are categorized into government bodies, directly affected community members, private sector entities, NGOs, academic institutions, donors, media, and civil society groups. Detailed profiling helps understand stakeholders' perspectives and expectations for effective engagement and this process should be completed during the project planning phases. During project operations new stakeholders may be identified while some may drop from the project.

### **Stakeholder Validation Process**

#### **Validation and Refinement**

ZAVaCEP must validate the list of stakeholders and their influence through further consultations with key informants and representatives during the first six months. This step ensures no important stakeholder is overlooked and that the identified stakeholders are relevant. Feedback from these consultations will be used to refine the stakeholder list during the planning phase.

#### **Documentation and Communication**

A comprehensive register of stakeholders, including their profiles, categorization, and analysis, will be documented and shared with the project team and relevant parties. This registry will be periodically updated to incorporate new stakeholders and remove those who have exited the project.

#### **Engagement Strategies**

ZAVaCEP will employ various strategies for different situations and to engage different stakeholders.

**a. Information Dissemination**

Regular and transparent dissemination of project information through various channels, including community meetings, newsletters, social media, local radio broadcasts, and informational brochures. Communication materials will be developed in a gender-sensitive manner. Radio programs will be particularly used to reach women in the targeted rural areas.

**b. Stakeholder Consultations**

Regular consultations with various stakeholder groups, including local communities, farmers, government agencies, NGOs, and private sector entities will be conducted. Specifically for beneficiary and affected communities, separate focus group discussions for men and women will ensure that women feel comfortable voicing their opinions and concerns. These discussions will be scheduled at convenient times and locations for women.

**c. Capacity Building and Training**

Tailored training programs for women in areas such as livestock management, sustainable agricultural practices, and entrepreneurship. These programs will address specific barriers women face, such as limited access to resources and markets. Training will not just be limited to communities but to technical units and any relevant project facilitators to ensure the use the appropriate cultural sensitive communication and effectively use participatory skills in engagements with community stakeholders.

**d. Collaborative Partnerships**

Forming partnerships with local and international NGOs, government bodies, academic institutions, and private sector organizations to leverage their expertise, resources, and networks. Collaborations will help in designing and implementing gender-responsive activities and providing additional support and resources to female stakeholders.

**e. Participatory Monitoring and Evaluation**

Involving stakeholders in the monitoring and evaluation (M&E) processes through community-based monitoring, participatory assessments, and feedback sessions. The M&E framework will include gender-disaggregated data to track the participation and benefits of men and women.

**f. Grievance Redress Mechanism**

Establishing a formal grievance mechanism that is accessible and responsive to women. This includes setting up confidential reporting channels for gender-based violence (GBV) and ensuring female staff are available to handle complaints. Awareness campaigns will inform women about their rights and the available grievance mechanisms.

## **Methods and Tools for Engagement**

The ZAVaCEP Stakeholder Engagement Plan (SEP) will use various methods and tools to ensure comprehensive and inclusive stakeholder engagement. These include:

- **Correspondences:** Distributing information to government officials, NGOs, and private sector organizations.
- **One-to-One Meetings:** Seeking views and opinions, especially from women and youth.
- **Formal Meetings:** Presenting project information to groups of stakeholders.
- **Public Meetings:** Presenting project information to large groups, ensuring inclusivity.
- **Focus Group Meetings:** Conducting separate discussions for men and women.
- **Print Media and Radio Announcements:** Disseminating information to large audiences and illiterate stakeholders.
- **Internet Media:** Using social media and websites to share information.
- **Workshops:** Facilitating group discussions and developing strategies.
- **Surveys:** Gathering opinions and baseline data.
- **Website:** Presenting project information and progress updates.

ZAVaCEP will employ the above methods to enhance the project's transparency, inclusivity, and responsiveness to stakeholder needs and concerns.

### **Monitoring and Evaluation (M&E) Framework**

M&E is vital for ensuring the effectiveness of stakeholder engagement activities, addressing feedback, and meeting project objectives. The M&E framework objectives are to:

- Track engagement activity progress.
- Assess engagement strategy effectiveness.
- Address issues and challenges in real-time.
- Incorporate stakeholder feedback into decision-making.
- Measure the impact of engagement on project outcomes.
- Ensure accountability and transparency.

#### **a) Indicators and Metrics:**

Quantitative and qualitative, gender-responsive indicators measure engagement performance, focusing on participation levels, satisfaction, feedback implementation, and gender representation. Key indicators include:

- Frequency and geographical coverage of engagement activities.
- Number of participants, disaggregated by gender.
- Identification of new stakeholders, focusing on gender diversity.
- Number and types of public grievances received and resolved, with a gender-specific analysis.
- Media publications' gender sensitivity.

#### **b) Evaluation Processes:**

- Mid-term evaluation to assess progress and adjust strategies.
- End-of-project evaluation to measure overall impact.
- Annual surveys to gauge stakeholder satisfaction and perceptions.

#### **c) Reporting and Documentation:**

Detailed records and regular reports track progress and inform stakeholders:

- **Quarterly Reports:** Prepared by DPIUs with PCUs, covering stakeholder activities, public outreach, grievances, and new stakeholder groups.

- **Annual/Final Reports:** Summarizing SEP results, public consultation issues, and resolutions, ensuring inclusion of gender-specific concerns.
- **Community Reporting:** Annual findings shared with communities and published online.

### **Implementation Arrangements and Budget:**

The Stakeholder Engagement Plan (SEP) for the Zimbabwe Agricultural Value Chain Enhancement Project (ZAVaCEP) aims to involve various stakeholders throughout the project lifecycle through a structured approach. The implementation will be managed by a dedicated Stakeholder Engagement Team (SET) comprising representatives from the Ministry of Lands, Agriculture, Fisheries, Water and Rural Development, project coordination units (PCUs) from relevant ministries, District Project Implementation Units (DPIUs), and community leaders. This team, reporting to the MLAFWRD PCU manager, will ensure that the SEP is implemented according to plan, with a district-level team led by a selected leader. Each district SET will include up to five members, with at least two women, responsible for planning, executing, monitoring, and evaluating engagement activities to ensure continuous and meaningful participation of all stakeholders.

Roles and responsibilities within the SEP are clearly defined to ensure successful implementation. The MLAFWRD PCU Manager will oversee SEP implementation, ensure the establishment of an inclusive Stakeholder Engagement team, coordinate training schedules and budgets with the M&E Officer, and conduct quality control. PCU Representatives will approve the SEP, integrate technical aspects, receive quarterly reports, and contribute to work plan development. District SET Team Leaders will oversee SEP implementation and monitoring at the district level, liaise with community leaders, and collaborate with national M&E officers. Community Leaders will mobilize community members, bridge the gap between the SET team and the communities, and help set realistic goals to address community interests and concerns in the SEP.

The SET will operate in three distinct phases: planning, engagement, and feedback. During the planning phase, the SET will identify and map stakeholders, assess their interests, and develop tailored engagement strategies. In the engagement phase, the team will organize various activities such as meetings, workshops, and public consultations, ensuring inclusive representation across genders and stakeholder groups. The feedback phase will involve synthesizing stakeholder input, disseminating information back to the communities, and incorporating feedback into project design and implementation. This approach will foster transparency, accountability, and trust among stakeholders.

Implementing the Stakeholder arrangement will cost \$140 000 for the four districts.

### **Capacity Gap Analysis and Training Needs:**

To ensure effective stakeholder engagement, the SEP will address existing capacity gaps among stakeholders, focusing on communication, technical knowledge, project management, and data collection. Key training needs include:

- Communication and facilitation skills.
- Technical training on project components, with gender-sensitive programs.
- Project management skills for local officials and community leaders.
- Data collection and analysis training, ensuring gender-responsive approaches.

By addressing these capacity gaps and training needs, the SEP implementation for ZAVaCEP will be strengthened, ensuring effective stakeholder engagement and successful project outcomes.

## **Conclusion**

The ZAVaCEP Stakeholder Engagement Plan (SEP) provides a comprehensive framework for ensuring continuous and meaningful stakeholder participation throughout the project lifecycle. It emphasizes building strong relationships, fostering collaboration, and achieving sustainable outcomes. Key components include robust monitoring and evaluation processes, gender-responsive indicators, and metrics to measure engagement performance, ensuring equitable representation and participation of all genders. Regular reporting and documentation enhance transparency and accountability, while continuous improvement is pursued through mid-term and end-of-project evaluations, along with annual surveys to gauge stakeholder satisfaction.

The SEP's implementation will be supported by a dedicated Stakeholder Engagement Team (SET). It is structured into three phases: planning, engagement, and feedback. Special efforts are made to ensure gender inclusivity and address capacity gaps through targeted training programs that enhance communication skills, technical knowledge, project management capabilities, and data collection and analysis proficiency among stakeholders. If well implemented successfully the SEP would provide lessons for other projects to follow.

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# STAKEHOLDER ENGAGEMENT PLAN FOR ZAVaCEP FOR MATEBELELAND PROVINCE

## 1. INTRODUCTION

This document is a Stakeholder Engagement Plan (SEP) for The Zimbabwe Agricultural Value Chain Enhancement Project (ZAVaCEP), prepared as part of the Environmental and Social Management plan for the project. Effective stakeholder engagement is crucial for the success of ZAVaCEP, ensuring that all voices are heard, interests are considered, and project activities are aligned with the needs of the communities and stakeholders involved. A Stakeholder Engagement Plan (SEP) as defined by the African Development Bank (AfDB) is a strategic framework designed to guide the meaningful participation of all stakeholders in a project's planning, implementation, and monitoring phases. This plan aims to ensure that the interests, concerns, and inputs of stakeholders, particularly those directly or indirectly affected by the project, are effectively considered and addressed. The SEP outlines the mechanisms for communication, consultation, and feedback, emphasizing transparency, inclusivity, and responsiveness. It includes detailed methodologies for identifying stakeholders, determining the appropriate engagement methods, scheduling engagement activities, and documenting and incorporating stakeholder feedback into project decisions. The SEP also defines roles and responsibilities, resources required for engagement activities, and measures for monitoring and evaluating the effectiveness of stakeholder interactions.

In the context of the Zimbabwe Agricultural Value Chain Enhancement Project (ZAVaCEP), the SEP plays a crucial role in ensuring that the diverse interests and concerns of all stakeholders, including smallholder farmers, community members, local authorities, and industry players, are adequately represented and addressed. Given the project's focus on enhancing the beef and leather value chains, the SEP is integral to fostering cooperation and collaboration among various stakeholders, ensuring that project activities are aligned with the needs and expectations of the community. Through continuous dialogue and feedback mechanisms, the SEP for ZAVaCEP facilitates the integration of stakeholder insights into project design and implementation, promoting ownership, sustainability, and shared benefits. This approach not only enhances the project's impact but also builds trust and strengthens relationships between the project implementers and the communities they serve.

The Zimbabwe Agricultural Value Chain Enhancement Project (ZAVaCEP) is a programme aimed at boosting the agricultural sector by enhancing the value chain processes within the beef and leather industries, in Matebeleland South and Masvingo Provinces, Zimbabwe. The project focuses on improving productivity, ensuring sustainable practices, and increasing market access for smallholder farmers and producers. Key activities under ZAVaCEP include upgrading infrastructure such as cattle dipping facilities, providing technical support, implementing best practices for fodder production, cattle dipping, and hide processing, and promoting environmental sustainability. By addressing key issues such as pest management, soil erosion, habitat fragmentation, and water pollution, ZAVaCEP seeks to mitigate environmental impacts while enhancing productivity and profitability for local farmers. Furthermore, the project is designed to address the challenges faced by the agricultural sector, such as low productivity, inadequate infrastructure, and limited market access, thereby

contributing to the economic empowerment of rural communities and enhancing food security in Zimbabwe. The project also places a strong emphasis on social aspects, such as gender-bias mitigation and occupational safety, ensuring a holistic approach to agricultural development.

The ZAVaCEP is structured into **three key components** that collectively aim to transform Zimbabwe's agricultural landscape, focusing primarily on the beef and leather value chains. The first component, **Climate Smart Agricultural Productivity and Value Chain Enhancement**, addresses critical aspects of livestock production by improving disease control through infrastructure upgrades and facilitating climate-smart practices in rangeland and pasture development. This includes rehabilitating dip tanks, drilling solar-powered boreholes, and implementing advanced conservation techniques. The initiative further supports livestock productivity by introducing superior genetics and feed formulation equipment. Concurrently, this component strengthens the leather value chain with targeted training, product development support, and the establishment of community feedlots and aggregation centres to enhance market access.

The second component, **Capacity Building, Gender, Social Inclusion, and Knowledge Management**, emphasizes empowering smallholder farmers and fostering inclusive growth. It involves practical training for farmers on livestock management and value addition, while also promoting gender inclusivity through a pass-on scheme for goats, specifically benefiting women and youth. Additionally, this component focuses on improving knowledge management and policy development by reviewing key legislation, creating policy briefs, and facilitating stakeholder dialogues. The third component, **Project Management**, ensures the effective execution and oversight of the project, managing operational costs, conducting audits, and supporting necessary administrative functions. Through these integrated components, ZAVaCEP aims to achieve sustainable agricultural development and enhance livelihoods across targeted districts in Zimbabwe.

In Matebeleland South the project covers areas within Insiza and Beitbridge Districts, and In Masvingo Chivi and Chiredzi districts. The four districts are predominantly beef production areas due to their semi-arid climatic conditions. All four are characterized by their significant reliance on agriculture, particularly livestock rearing, making the enhancement of agricultural value chains critical for local economic development. The project will focus on comprehensive stakeholder engagement to ensure community involvement and ownership. Through a combination of infrastructure development, capacity building, and environmental stewardship, ZAVaCEP aims to create a sustainable agricultural framework that can serve as a model for other regions in Zimbabwe and beyond.

## 1.1 Objectives of Stakeholder Engagement Plan

The stakeholder engagement plan for the Zimbabwe Agriculture Value Chain Enhancement Project (ZAVaCEP) is designed to ensure that a comprehensive and coordinated approach is taken to stakeholder engagement and Project disclosure ensuring that all relevant parties are actively involved and informed throughout the project lifecycle. The ZAVaCEP aligns with EIA regulations of Zimbabwe as well as Safeguards Standards of the African Development Bank. The primary objectives of stakeholder engagement in ZAVaCEP are to:

**Foster Inclusive Participation:** Stakeholders were included in the scoping exercises to assess impacts and possible mitigation measures defining the draft ESMP. To ensure that all stakeholder groups, including marginalized and vulnerable populations, women and men, have a voice in the project the stakeholder engagements will be continuous and community meetings will be arranged as needed and conducted in local languages to accommodate all groups and ensuring women and youth have dedicated speaking slots. Local farmers will also be part of the monitoring team at a local level.

**Build Trust and Transparency:** ZAVaCEP aim to build trust with the beneficiary communities by encouraging an open and inclusive transparent process of engagement and communication, which will be undertaken by the project PCUs and DPICs to ensure that stakeholders are well informed about proposed project developments. Information will be disclosed timely and comprehensively. Regular project updates will help build trust and maintain credibility with stakeholders.

**Enhance Project Design and Implementation:** ZAVaCEP will incorporate stakeholder feedback into project planning and execution to improve outcomes and ensure relevance to local needs. This will be achieved by conducting workshops with farmers and local businesses to gather insights for instance on effective cattle breeding practices and hide processing techniques, integrating their suggestions into the project design.

**Mitigate Risks and Address Concerns:** The ESMP for the project is intended to mitigate risks. And one of the objectives of the SEP is to Identify and address potential risks and concerns early in the project to prevent conflicts and delays. By establishing a grievance redress mechanism that allows stakeholders to submit complaints and receive timely responses, ensuring that beneficiary disputes or environmental concerns are swiftly managed. Any new interventions will be discussed before implementation to understand its acceptability and address any concerns that the farmers may have, in advance. Other risks can include unmet expectations and this risk can be averted by ensuring comprehensive clear consultations

**Promote Ownership and Sustainability:** The SEP's main objective is to encourage stakeholder ownership of the project to ensure long-term sustainability and benefits beyond the project duration. Stakeholder committees, including local farmers, government representatives, and NGOs, will be formed to oversee different components of the project, ensuring local ownership and continuity.

**Facilitate Collaboration and Partnerships:** It is also an objective of the SEP to foster collaboration among stakeholders to leverage resources, expertise, and networks for the project's success. As a project ZAVaCEP will be implemented through a collaboration of various ministries and their departments who will bring along different expertise to the project. Furthermore, ZAVaCEP intends to partner with academic institutions for research on sustainable agricultural practices and collaborate with international donors for additional funding and technical support.

**Ensuring Compliance and Accountability:** The ZAVaCEP SEP is designed to ensure that the project adheres to local and international regulations and standards, maintaining accountability throughout. Regular audits and compliance checks conducted by third-party agencies to ensure adherence to environmental and social safeguards, with results shared publicly will increase compliance and accountability.

These objectives will ensure that ZAVaCEP create a collaborative, transparent, and inclusive engagement with all its stakeholders and particularly the local farmers who will be the project beneficiaries.

## 2 KEY LEGISLATION GUIDING STAKEHOLDER ENGAGEMENTS

### 2.1 Zimbabwe Legislative Requirements

In Zimbabwe, public consultation is a vital aspect of environmental and social impact assessments (ESIA) for projects like the ZAVaCEP (Zimbabwe Agricultural Value Chain Enhancement Project). The legislative framework underpinning public consultation includes several key elements:

The Environmental Management Act (Chapter 20:27) establishes the foundation for public consultation. Section 4 asserts the right of every person to a clean environment, placing the responsibility on developers to ensure their projects do not harm the environment. Section 97 mandates that any project with significant environmental impacts must conduct an ESIA, incorporating public consultation as a critical component. Additionally, Section 99 underscores the importance of public participation in the ESIA process.

The Environmental Management (Environmental Impact Assessment and Ecosystem Protection) Regulations, 2007 (SI No. 7 of 2007), further detail the procedures for conducting an ESIA. Part IV (Sections 9-13) specifies the need for public consultations, requiring developers to inform the public and other stakeholders about the project, gather their views, and address their concerns.

The National Environmental Policy and Strategies (2009) emphasizes the significance of public participation in environmental management and decision-making processes. The requirements for public consultation are comprehensive. Developers must issue public notices in widely read newspapers, local radio stations, and other accessible media to inform the public about the project and the ESIA process. These notices must provide details about the project, its potential impacts, and how the public can participate in the consultation process.

Public meetings are essential, where developers present the project and its potential impacts, ensuring these meetings are held in accessible locations for affected communities. The minutes and concerns raised during these meetings must be documented and included in the ESIA/ESMP report. Stakeholder engagement involves identifying and engaging with key stakeholders, including local communities, traditional leaders, NGOs, government agencies, and other interested parties. Maintaining ongoing communication with stakeholders throughout the project lifecycle is crucial to address any emerging issues.

A feedback mechanism is required, providing a specified period during which the public can submit comments and concerns about the project. Developers must respond to these comments, demonstrating how they have been considered in the project design and mitigation measures.

Transparency and access to information are fundamental. The ESIA/ESMP report must be accessible to the public, either through local offices or online platforms. Transparency in the consultation process

is maintained by regularly updating stakeholders on the project's progress and any changes made in response to public feedback.

For the ZAVaCEP, adhering to these legislative requirements involves:

- **Early notification** to the public and stakeholders about the project to ensure meaningful participation.
- **Detailed stakeholder mapping** to identify all relevant stakeholders, including marginalized and vulnerable groups, ensuring inclusive participation.
- **Regular public meetings** in different locations within the project area to capture a wide range of views.
- **Detailed documentation of all consultations**, including the issues raised and how they have been addressed in the project plan.
- **Providing regular updates** to stakeholders on how their input has influenced project decisions and continuing to engage them throughout the project lifecycle.

## 2.2 AfDB safeguard requirements

The African Development Bank (AfDB) has established guidelines and requirements for stakeholder consultation, participation, and disclosure to ensure that its projects are implemented in a socially responsible and transparent manner. The key Operational Safeguards (OS) related to these aspects are OS 1: Environmental and Social Assessment, OS 2: Involuntary Resettlement: Land Acquisition, Population Displacement, and Compensation, and OS 4: Pollution Prevention and Control, Greenhouse Gases, Hazardous Materials, and Resource Efficiency. These safeguards mandate a thorough process of engagement with affected communities and other stakeholders throughout the project lifecycle, from inception to completion. This engagement process is designed to enhance project acceptance, ensure the integration of stakeholder concerns, and mitigate any adverse social or environmental impacts.

OS 1 specifically emphasizes the need for an inclusive environmental and social assessment process that actively involves stakeholders. It requires project proponents to provide timely, relevant, and accessible information to stakeholders, and to engage in meaningful consultations, particularly with those directly affected by the project. The aim is to ensure that stakeholders have an opportunity to express their views and that these views are considered in the project decision-making process. The disclosure of information is a critical component, ensuring that all relevant project documents, including environmental and social impact assessments, are made publicly available in a manner that is understandable to the affected communities.

OS 2 focuses on the specific needs of communities affected by involuntary resettlement, ensuring that their rights are respected and their livelihoods are restored or improved. It requires the preparation of a Resettlement Action Plan (RAP) that is developed in consultation with affected communities and disclosed publicly. OS 4, on the other hand, addresses issues related to pollution prevention and control, requiring projects to engage with stakeholders on measures to mitigate environmental impacts. This involves not only the disclosure of potential risks and mitigation strategies but also ongoing dialogue with stakeholders to monitor and address any emerging issues. Collectively, these

safeguards underscore the AfDB's commitment to transparency, accountability, and the meaningful participation of stakeholders in the projects it finances..

### 3. PRIORITY E & S RISKS AND ISSUES THAT REQUIRE STAKEHOLDER ENGAGEMENTS

For the Zimbabwe Agricultural Value Chain Enhancement Project (ZAVaCEP), priority environmental and social (E&S) issues and risks necessitate extensive stakeholder engagement throughout the project's lifecycle, from identification to completion. These priority issues encompass a range of environmental concerns, social impacts, and potential risks that require careful management to ensure the project's sustainability, community acceptance, and overall success. These priority areas ensure that the project is implemented sustainably and equitably, addressing the needs and concerns of all involved parties.

#### **Environmental issues and risks.**

The ZAVaCEP, involving activities such as fodder production, cattle dipping, and hide processing, presents significant environmental challenges. Potential risks include deforestation, soil degradation, and water pollution, which must be carefully managed. Stakeholder engagement is essential for developing and implementing best practices in sustainable land use, water conservation, and waste management. By engaging local communities, environmental experts, and governmental agencies, the project can integrate environmental safeguards into its activities, mitigating adverse impacts and promoting ecological balance.

Activities such as land clearing and increased agricultural production can lead to habitat fragmentation and biodiversity loss. Intensive agricultural practices and overgrazing can result in soil erosion and land degradation. Therefore, continuous consultation with farmers, local communities, environmental experts, and conservation groups is crucial for identifying vulnerable ecosystems and adopting sustainable practices. Through this engagement, ZAVaCEP can implement adaptive measures to protect natural resources and maintain ecological balance throughout the project lifecycle. Additionally, the use of pesticides and acaricides in project activities can deplete or contaminate local water resources. Engaging local water users, environmental groups, and regulatory bodies is vital to ensure sustainable water use and effective pollution control.

Fodder production may also lead to the expansion or conversion of agricultural land, causing habitat fragmentation and biodiversity loss for small animals. Conservation groups, local communities, and government agencies must collaborate to develop and enforce biodiversity conservation strategies. These engagements are necessary to ensure that the project not only achieves its agricultural goals but also upholds environmental integrity.

#### **Social Issues/Risks**

Social impacts and community well-being are paramount in the Zimbabwe Agricultural Value Chain Enhancement Project (ZAVaCEP). While the project aims to enhance the livelihoods of smallholder farmers and local communities through improved value chain processes, it also poses risks such as disruption of local economies and potential conflicts over resource use. Project activities, such as

improving livestock management and upgrading infrastructure, can significantly affect local livelihoods, land use, and social dynamics. Comprehensive stakeholder engagement is essential to ensure that the voices of those affected are heard and their needs are addressed. This involves consultations with farmers, community leaders, local businesses, and civil society organizations to develop strategies that maximize benefits and minimize negative social impacts. Special attention must be given to vulnerable groups, including women and marginalized communities, ensuring their inclusion and equitable participation in project benefits. Transparent and participatory processes for land negotiations and resource allocation are crucial to prevent conflicts and promote social cohesion. Additionally, addressing gender discrimination and promoting gender equality are critical social risks that require targeted stakeholder engagement. By involving women's groups and advocacy organizations, ZAVaCEP can implement measures to safeguard vulnerable groups and empower women within the value chain.

Several specific issues require focused stakeholder engagement. Community health and safety concerns arise from agricultural practices, particularly the use of pesticides and chemicals, which can pose health risks to local communities. Engagement with community health workers, local leaders, and residents is necessary to promote safe agricultural practices and ensure access to healthcare services. Livelihoods and economic displacement are also significant concerns, as project activities may impact local livelihoods, especially if they lead to displacement or changes in land use. Engaging affected communities and local authorities to develop alternative livelihood strategies and compensation plans is essential. Furthermore, addressing gender discrimination and other social risks requires targeted interventions. Large-scale projects can exacerbate existing social issues, including gender-based violence (GBV), if not properly managed. Stakeholder engagement is crucial to raise awareness, develop preventive measures, and provide support systems for affected individuals. Collaborating with local NGOs, women's groups, and social services ensures that the project promotes gender equality and safeguards the rights and dignity of all community members. Occupational safety and health risks also demand careful attention. Project activities that expose workers to hazards, such as handling chemicals for cattle dipping and operating machinery in hide processing, require safe working conditions, proper use of protective equipment, and adherence to health standards. Engaging stakeholders, including health and safety experts and the workers themselves, helps identify and address occupational hazards, fostering a safe and healthy working environment. Regular consultations help identify emerging risks and improve safety standards, protecting workers' health and well-being. Lastly, economic impacts and market access issues are significant concerns. Enhancing the beef and leather value chains requires careful planning to ensure that smallholder farmers and producers benefit from increased market opportunities. Engaging with industry stakeholders, cooperatives, and market experts helps design interventions that enhance competitiveness and market linkage. Addressing these economic issues through stakeholder dialogue ensures that the project supports sustainable economic growth and improves livelihoods.

### **Cross-cutting Issues/Risks**

Lastly, the project's potential impact may be cross-cutting and these issues must also be addressed. Poor communication can lead to misunderstandings and conflicts, giving rise to grievances. Therefore, it is essential to establish Grievance Redress Mechanisms (GRMs) that offer transparent and inclusive communication channels to address concerns promptly and fairly.

Additionally, ZAVaCEP activities must adapt to climate change to ensure long-term sustainability. Stakeholder engagement that encourages collaboration with climate experts, local farmers, and communities is crucial for developing and implementing climate-resilient agricultural practices. Furthermore, project activities may affect social cohesion, making it important to engage local communities through the Stakeholder Engagement Plan (SEP) to promote social harmony and unity.

In conclusion, the priority E&S issues and risks in ZAVaCEP necessitate robust stakeholder engagement throughout the project’s phases. By involving a diverse range of stakeholders, the project can address environmental, social, health, and economic challenges effectively, fostering a collaborative and sustainable approach to agricultural value chain enhancement.

## 4. IDENTIFICATION OF STAKEHOLDERS

The process of identifying stakeholders for the ZAVaCEP is an important step and is essential and meaningful for stakeholder engagement activities. It is critical as it ensures inclusivity, addresses the concerns of all interested parties, and fosters a collaborative environment.

### 4.1 Stakeholder Preliminary Research and Mapping

During the project appraisal mission a number of meetings were held with various groups at district level and nationally (ANNEX 1). A preliminary list of stakeholders was created through the first engagement with the farmers and supporting government ministries and departments at local and national level. Further research is necessary to map these stakeholders as well as expand the preliminary list. This includes reviewing project documents, local government records, and existing community profiles. Key stakeholders are typically mapped based on their influence, interest, and potential impact on the project. This preliminary mapping helps in creating a broad list of potential stakeholders, which will be refined during implementation.

### 4.2 Categorization of Stakeholders

The key stakeholders that were identified in the preliminary list are categorised as shown in Table 1.

**Table 1 ZAVaCEP Stakeholder Categorisation**

Stakeholder Categories	Stakeholder Groups/Level	Stakeholders
<b>Government</b>	National, Provincial and district level	MOFED, MIC, MLAFWRD, MWASCMED, Ministry of Youth, EMA, District Councils.
<b>Directly Affected Stakeholders and project beneficiaries</b>	Community members Cattle owners including Women, men and youth Local leadership Village committees	Potential beneficiaries Village members who are non-beneficiaries
<b>Private sector</b>	Businesses involved in the beef and leather value chain, such	<b>To be expanded</b> Bulawayo leather association

	as cattle farmers, meat processors, and leather manufacturers.	Allum Hide buyers and processors Koala- Beef buyer and meat producers
<b>Non-Governmental Organizations (NGOs) and Civil Society</b>	Organizations working in areas related to agriculture, environment, and community development.	To be identified
<b>Academic and Research Institutions:</b>	Universities and research organizations that can provide valuable insights and data for the project.	Matopo Research Institute Makhaholi Research Institute Grasslands Research Institute <b>To be expanded</b>
<b>Donors and International Partners</b>	Organizations providing financial and technical support to the project.	AfDB ACBF <b>To be expanded</b>
<b>Media</b>	Local and national media outlets for disseminating information and raising awareness.	<b>To Be identified</b>
<b>Civil Society Groups</b>	Community-based organizations and advocacy groups	<b>To be Identified</b>

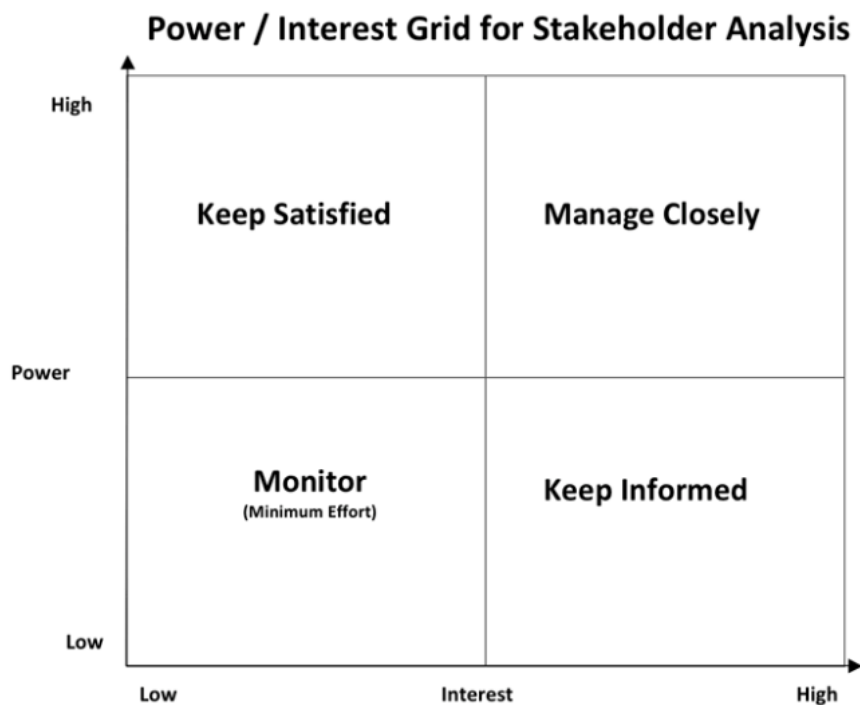
### 4.3 Stakeholder Profiling

Once stakeholders are categorized, a detailed profiling exercise is conducted. This involves gathering specific information about each stakeholder, such as their objectives, level of influence, resources, and potential contribution to the project. Profiling helps in understanding the stakeholders' perspectives and expectations, which is essential for effective engagement. This process is yet to be completed.

### 4.4 Stakeholder Analysis

The power/interest matrix was used to categorise stakeholders. This involves assessing the influence and interest of each stakeholder group as explained below and illustrated by the power/interest matrix (Figure 1) and results in Table 2.

- **High Power, High Interest:** These are key stakeholders who have significant influence over the project and are highly interested in its outcomes. They require close engagement and active management.
- **High Power, Low Interest:** Stakeholders in this category have significant influence but are less interested in the project. They need to be kept satisfied but not necessarily involved in every detail.
- **Low Power, High Interest:** These stakeholders are highly interested in the project but have less influence. They need to be kept informed and involved in specific aspects of the project that directly affect them.
- **Low Power, Low Interest:** These stakeholders have limited influence and interest. They require minimal effort but should be monitored to ensure they do not become more influential or interested over time.



**Figure 1 Power/Interest Stakeholder Analysis Grid**

**Table 2. Preliminary Stakeholder Interest/Influence Analysis**

No	Stakeholder	Interest	Influence	Effort /Action
1	Ministry of Lands, agriculture , Fisheries, Water and Rural development <ul style="list-style-type: none"> <li>LEAD institution for coordination and implementation</li> <li>Coordination and monitoring of performance of implementation of the project, risk management, monitoring &amp; evaluation and disclosure of information, developing and putting in place performance agreements, and developing and implementing the SEP</li> <li>Lead negotiation with AfDB</li> <li>Informing and engaging local authority and ensure availability of district officers</li> <li></li> </ul>	High	High	Manage
2	Ministry of MWASCMED <ul style="list-style-type: none"> <li>Coordination and monitoring of performance of implementation of the project, risk management, monitoring &amp; evaluation and disclosure of information, with regards GESI and enterprise development</li> </ul>	High	High	Manage closely
3	Ministry of Industry and commerce	High	Medium	Manage and keep informed

	<ul style="list-style-type: none"> <li>• Coordination and monitoring of performance of implementation of the project, risk management, with regards trades of beef and hides as well s leather products</li> </ul>			
4	Ministry of Finance and Economic development <ul style="list-style-type: none"> <li>• Lead financial negotiation with AfDB and on project timelines, starting and closure.</li> <li>• Procure contractors</li> <li>• Managing the project accounts,</li> <li>• Providing quarterly financial reports on physical and financial progress,</li> <li>• Disbursing the funds according to priorities.</li> </ul>	High	High	Manage
5	Ministry of Environment ; Environmental management Agency <ul style="list-style-type: none"> <li>• Will grant authorisation of project to g o ahead</li> <li>• Wil monitor and audit the project compliance to environmental regulations.</li> </ul>	High	High	Manage
6	Ministry of Youth Arts and culture To ensure full participation of you in the ZAVaCEP	High	Medium	Manage and keep informed
7	Insiza and Beitbridge district Chive and Chiredzi District <ul style="list-style-type: none"> <li>• Will create project implementing units.</li> <li>• Will closely follow the implementation of at local level to ensure compliance to the applicable regulations</li> </ul>	High	High	Manage
<b>LOCAL PEOPLE INCLUDING PAPS AND VULNERABLE GROUPS</b>				
8	<b>LOCAL COMMUNITY- BENEFICIARIES</b> <ul style="list-style-type: none"> <li>• The local community will be negatively impacted by project activities during implementation as some of the services such as utility provision will be temporarily interrupted at times.</li> <li>• The community will benefit also positively from this project through improved roads and access to places.</li> <li>• Local communities will be useful agents in collection of data that will be vital in monitoring and as such they will play a role in the monitoring framework</li> </ul>	High	High	Manage and keep informed
9	<b>Vulnerable and disadvantaged groups</b> These include physically disabled people, widows or women headed households, children or orphans headed households, households below the poverty line. Women’s groups and entrepreneurs. This group will provide information regarding social economic status of residents in the project area.	High	low	Keep informed
10	<b>Local Community -Non beneficiary members</b>	Low	Medium	Monitor

	Their perspectives and feedback can provide valuable in identifying local context, potential risks, and the broader social and environmental impacts. This group will also be report reflecting gender and vulnerability disaggregated			
<b>NON GOVERNMENTAL ORGANISATIONS, PRIVATE SECTOR AND MEDIA</b>				
11	NGOs and CSOs . <ul style="list-style-type: none"> <li>To advocate and mobilize the local community and other project stakeholders for implementation of mitigation measures of the project impacts and other related grievances.</li> <li>To partner in sharing lessons, resources for implementation and for upscaling.</li> <li>To support women’s advancement and gender mainstreaming.</li> </ul>	Medium- high	Medium -high	Keep satisfied and manage
12	PRIVATE SECTOR – BEEF AND LEATHER <ul style="list-style-type: none"> <li>Carryout construction activities and supervision of works</li> <li>Supply materials required for construction of dip and borehole infrastructure</li> <li>Form collaborations for skills transfer</li> </ul>	High- medium	High	Monitor and manage
13	EDUCATIONAL & TRAINING INSTITUTIONS <ul style="list-style-type: none"> <li>Skills impartment</li> <li>Collaborative training</li> </ul>	Medium	Medium	Keep satisfied and informed
15	MEDIA <ul style="list-style-type: none"> <li>Those include newspapers, magazines, televisions, radio and electronic media.</li> <li>They will be used to communicate about ZAVaCEP activities</li> <li>Media would be a useful link to reach out to stakeholders especially during disclosure of findings of studies</li> <li>Media can be a channel where stakeholders communicate their interest, complaints and grieves</li> </ul>	Low - Medium	High	Keep satisfied
<b>FUNDING PARTNERS. ( AFRICAN DEVELOPMENT BANK )</b>				
	AfDB Funding the project	High	High	Manage

#### 4.5 Validation and Refinement

Going forward ZAVaCEP the list of stakeholders and their influence will need to be validated through further consultations and discussions with key informants and representatives from various stakeholder groups. This step ensures that no important stakeholder is overlooked and that the identified stakeholders are relevant to the project as initially reported. Feedback from these consultations will be used to refine the stakeholder list and make necessary adjustments. This process should be completed during the planning phase.

## 4.6 Documentation and Communication

A comprehensive register of stakeholders outlining the stakeholder profile, categorization, and analysis will be documented. This registry is shared with the project team and relevant parties to ensure transparency and facilitate effective communication throughout the project lifecycle. The registry will need to continuously be updated periodically to incorporate new stakeholders as well as remove those who may have left the project.

## 5. ENGAGEMENT STRATEGIES

Different stakeholders require tailored engagement strategies based on their needs and influence and addressing priorities of both men and women. ZAVaCEP will strive to ensure that stakeholder engagements are gender responsive to ensure inclusivity, equity, and the empowerment of women within the project's framework. This section describes some of the strategies that will be employed to effectively engage stakeholders and to meet different needs.

### 5.1 Information Dissemination

The strategy would be to regularly disseminate project information in a transparent and comprehensive manner through various channels, including community meetings, newsletters, social media, local radio broadcasts, and informational brochures. Communication materials for ZAVaCEP, such as brochures, flyers, and training manuals, will be developed in a gender-sensitive manner, using language and imagery that resonate with both men and women. Additionally, radio programs which are effective in reaching women in rural areas, will be used to disseminate information about the project and its benefits.

This strategy would ensure that all stakeholders are well-informed about the project's goals, activities, and timelines. It would meet the need for awareness and understanding. Project staff mainly the PCUs and DPIUs will have to take the proactively and regularly disseminate project information to all stakeholders.

### 5.2 Stakeholder Consultations

Communities always have a need for to be heard and to get feedback on various issues. As a strategy the project will organize regular consultations with various stakeholder groups, including local communities, farmers, government agencies, NGOs, and private sector entities. These consultations can be in the form of focus group discussions, public forums, and stakeholder workshops.

To ensure gender is streamlined during community consultation meetings, ZAVaCEP facilitators will organize separate focus group discussions (FGDs) for men and women, as deemed necessary to ensure that women feel comfortable voicing their opinions and concerns. These discussions and meetings will be scheduled at times and locations convenient for women, considering their domestic and caregiving responsibilities. For instance, meetings could be held in community centers during mid-morning hours when women are more likely to be available.

ZAVaCEP will provide an inclusive platforms for all stakeholders to voice their opinions, concerns, and suggestions, ensuring diverse perspectives are considered. It will also establish a formal process for stakeholders to provide feedback, which can be incorporated into project planning and

implementation. Feedback platforms also serve to identify and address potential conflicts early on through open dialogue.

### 5.3 Capacity Building and Training

Empowerment can build sustainability and resilience in the community. Empowerment can enhance skills and knowledge of local stakeholders, enabling them to participate more effectively in the project. Sustainability is about ensuring that the stakeholders can maintain and build upon project outcomes after the project conclusion. Resilience equips stakeholders with the tools and knowledge to adapt to changing environmental and economic conditions.

ZAVaCEP will provide tailored training programs for women in areas such as livestock management, sustainable agricultural practices, and entrepreneurship. These programs will address specific barriers women face, such as limited access to resources and markets. For instance, training sessions on hide processing will include modules on business management and market access specifically designed for female participants.

The strategy would be to implement training programs and workshops aimed at building the capacity of local stakeholders, including farmers, local leaders, and community groups.

### 5.4 Collaborative Partnerships

In order to mobilise resources and access additional ones there is need to form partnerships with strategically placed individuals or organizations, such as partnerships with local and international NGOs, government bodies, academic institutions, and private sector organizations to leverage their expertise, resources, and networks.. Collaborations can lead to innovative solutions and best practices from various sectors to address project challenges. It can also foster collaboration that maximizes the impact of efforts and avoids duplication of activities.

ZAVaCEP will also collaborate with local women's organizations and NGOs that focus on gender equality and women's empowerment. These partnerships will help in designing and implementing gender-responsive activities, as well as providing additional support and resources to female stakeholders. For example, partnering with a local women's cooperative could facilitate women's access to credit and markets.

### 5.5 Participatory Monitoring and Evaluation

Involving stakeholders in the monitoring and evaluation (M&E) processes through community-based monitoring, participatory assessments, and feedback sessions can bring about accountability and instil a sense of ownership, encouraging their continued involvement and support.

The monitoring and evaluation (M&E) framework for ZAVaCEP will include gender-disaggregated data to track the participation and benefits of men and women. Key performance indicators (KPIs) will measure outcomes such as the number of women trained, the increase in women's income from value chain activities, and the participation rate of women in decision-making processes.

ZAVaCEP will ensure that the project is accountable to its stakeholders by including them in the evaluation process. Real-time feedback that can be used to make adjustments and improvements during the project lifecycle will lead to continuous improvements.

## 5.6 Grievance Redress Mechanism

A grievance mechanism is presented as a different Annex of the ESMP. It is established as a formal mechanism that allows stakeholders to report issues, concerns, or complaints. Its objective is to

- Provides a structured approach to managing and resolving conflicts and complaints.
- Enhances trust and confidence among stakeholders by demonstrating a commitment to addressing their concerns.
- Ensures that all stakeholders have a fair and impartial avenue to express grievances and seek redress.

A grievance redress mechanism (GRM) that is accessible and responsive to women will be established. This includes setting up confidential reporting channels for gender-based violence (GBV) and ensuring that female staff are available to handle complaints. ZAVaCEP will also conduct awareness campaigns to inform women about their rights and the available grievance mechanisms.

Beneficiary communities and local project officers implementing the Project will be trained in how to implement the mechanism, record complaints, channel the issues to the established community Grievance committees that will be established as well as provide feedback. All grievances will be documented, including the type of grievance, the complainants and resolutions and time taken to address the grievance, will all be documented as part of the ESMP and SEP monitoring plan.

In summary the engagement strategies that ZAVACEP will utilise include

- **Information Sharing:** Disseminating project information through newsletters, websites, social media, and community meetings to keep stakeholders informed.
- **Consultation:** Engaging stakeholders through surveys, focus group discussions, and public consultations to gather input and feedback.
- **Collaboration:** Involving stakeholders in decision-making processes and project implementation through working groups and partnerships.
- **Capacity Building:** Providing training and resources to stakeholders, particularly local communities, to enhance their ability to participate effectively in the project.
- **Conflict Resolution:** Establishing mechanisms for addressing grievances and resolving conflicts that may arise during the project.

## 6. METHODS AND TOOLS FOR ENGAGEMENT

The ZAVaCEP Stakeholder Engagement Plan (SEP) will employ a variety of methods and tools as outlined in Table 3 to ensure comprehensive and inclusive stakeholder engagement. Public consultations serve as structured forums for information sharing, feedback collection, and promoting transparency, held in accessible locations to maximize participation. Focus Group Discussions (FGDs) involve small, diverse groups and are facilitated to gain in-depth insights, ensure inclusive participation, and foster problem-solving. Surveys and questionnaires, distributed in person, online, or via mobile platforms, systematically collect quantitative and qualitative data, providing accessibility and encouraging honest feedback through anonymity.

Additionally, stakeholder workshops engage participants in interactive sessions for capacity building, collaboration, and solution development. Regular community meetings maintain ongoing engagement, address immediate concerns, and ensure continuous community support throughout the project lifecycle. Information and Communication Technologies (ICTs) like social media, SMS, and project websites are used to disseminate information and engage stakeholders, ensuring broad reach, real-time communication, and cost-effectiveness. These diverse methods and tools collectively enhance the project's transparency, inclusivity, and responsiveness to stakeholder needs and concerns.

**Table 3. Stakeholder Engagement Methods to be Used in the SEP**

<b>Engagement Method</b>	<b>Appropriate Application of the Method</b>
Correspondences (Phone, Emails, text messages)	Distribute information to Government officials in ministries and agencies, Local Governments, NGOs, and private sector/professional, organizations, Invite stakeholders to meetings and follow up
One-to -one meetings	Seeking views and opinions; ensure women and youth are targeted too. Enable stakeholder to speak freely about sensitive issues; Build personal relationships Record meetings
Formal meetings	Present the Project information to a group of stakeholders; To ensure group is inclusive of women, men, youth and marginalised groups. Allow groups to comment – opinions and views; Build impersonal relation with high level stakeholders. Disseminate technical information; Record discussions
Public meetings	Present Project information to a large group of stakeholders, especially communities; Establish quota system to ensure women and other people who are normally marginalised are included. Choose meeting times and locations that make it easy for women to attend. Allow the group to provide their views and opinions; Build relationship with the communities, especially those impacted and vulnerable/disadvantaged; Distribute non-technical gender responsive information; Facilitate meetings with presentations, PowerPoint, posters etc.; Record discussions, comments, questions. Use vernacular language if necessary
Focus group meetings	Present project information to a group of stakeholders; Conduct separate focus group discussions for men and women to ensure that women feel comfortable expressing their views and concerns. Allow stakeholders to provide their views on targeted baseline information; Build relationships with communities; Record responses
Print media and radio announcements	Before subprojects construction initiates an announcement in the radio and national newspaper will be published in local language. Disseminate project information to large audiences, and illiterate stakeholders (Use gender sensitive materials that is culturally appropriate and inclusive); Inform stakeholders about consultation meetings;
Internet media	Facebook page, WhatsApp groups, twitter, etc
Workshops	Present project information to a group of stakeholders; <ul style="list-style-type: none"> <li>- Allow the group of stakeholders to provide their views and opinions;</li> <li>- Use participatory exercises to facilitate group discussions, brainstorm issues, analyse information, and develop recommendations and strategies;</li> </ul> Recording of responses
Surveys	Gather opinions and views from individual stakeholders ensuring questions are designed to capture gender-specific information. <ul style="list-style-type: none"> <li>- Gather baseline data</li> <li>- Record data</li> <li>- Develop a baseline database with gender specific indicators for monitoring impacts</li> </ul>
Website	Present project information and progress updates; <ul style="list-style-type: none"> <li>- Disclose SEP M&amp;E reports and other relevant reports</li> </ul>

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Following the identification of stakeholders and their involvement in the project, as well as the engagement methods, Table 4 outlines the Stakeholder Engagement Plan. Various means will be employed to communicate and disseminate information or gather stakeholders' views and feedback on project activities. These methods include correspondence (phone calls, emails, text messages, postal services), one-on-one meetings, group or focus meetings (sectoral, village, private sector, etc.), and public meetings. The project will also utilize print media, radio announcements, internet media, workshops, surveys, the project website, and direct communication with beneficiaries and all other stakeholders identified in Table 2.

Engagement with stakeholders will occur before, during, and after the project's construction phase. Depending on the stakeholder category, the exchanged information will cover project components, activities, opportunities, challenges, progress, impacts, and enhancement and mitigation measures, with a focus on addressing gender-specific concerns and ensuring equitable participation and benefit-sharing for all genders.

**Table 4 Stakeholder Engagement Plan**

<b>Stakeholder group</b>	<b>Communication technics</b>	<b>Timing</b>	<b>Information to convey and or collect</b>
Contractor and supervision firms	Telephone / email / text messaging One-on-one meetings Formal meetings	Before the project start Throughout the project life	Induction and awareness rising on and applicable safeguards for the project risks, including rights of employees and local communities and GESI Work progress, achievements, challenges and corrective action plans
Local community including women, the vulnerable or disadvantaged groups	- Print media, text messaging and radio/TV announcements - One-on-one interviews/meetings - Public meetings - Focus group meetings - Surveys - Information boards	Before the project start Throughout the construction period	Provision of information on the project jobs, business opportunities, while also collecting information on views and concerns of local community, women, youth and disadvantaged groups etc
Non-Governmental Organization (CSO, religious groups).	Phone / email / text messaging - One-on-one interviews - Focus group meetings - Information boards	Before the project start Throughout the construction period	Provision of information on the project opportunities and collection of information on views and concerns of CSO and religious groups. Joint activities, representation of marginalised and vulnerable groups. Areas for collaboration and lesson sharing.
Private Sector	Phone /email / text messaging	Before the project	Job and business opportunities associated with the project consultations

		Start and during project implementation	
environmental and professional organizations	<ul style="list-style-type: none"> <li>- Print media and radio announcements</li> <li>- Workshops</li> <li>- Focus group meetings</li> <li>- Surveys</li> </ul>	During the project implementation	The project and consultation on the project risks and practical solutions Consultation on the project Technical aspects Achievements and solutions
AfDB and other development partners	<ul style="list-style-type: none"> <li>- Phone / email / text messaging</li> <li>- Formal meetings</li> <li>- Workshops</li> </ul>	Before the project start and throughout the construction period	Provision of information on the project components activities risks and measures to avoid reduce or compensate the project environmental social and health risks.
Media	<ul style="list-style-type: none"> <li>- Phone / email / text text messaging</li> <li>- One-on-one interviews</li> <li>- Community radios and TV</li> </ul>	Before the project start Throughout the construction period	Information on the project components & activities opportunities negative impacts as well as proposed corrective actions Information on the project achievements challenges and corrective actions. Success stories highlighting the benefits of the project to women and men.

## 7. TIMELINE AND FREQUENCY OF ENGAGEMENT

To ensure the effectiveness of the SEP a timeline and frequency of engagement is provided Table 5. The proposed frequencies and timeline can be adjusted during the project planning phase to align and accommodate all the other parts of the ESMP and emerging activities that will need to be included in the SEP.

**Table 5: Frequency of Stakeholder Engagements**

Project Phase(s)	Area of Interest	Target Stakeholder	Engagement approach	Engagement methods	Frequency
Pre-Implementation Phase	Baseline Surveys: ( introduce project; Understand expectations, gather Initial feedback) <b>Already done at some project sites</b>	with government agencies, local authorities, community leaders, NGOs, and private sector representatives	Initial Consultations:	Visits and Focus group discussions	1-3 months
Implementation Phase	Update meetings ( progress, feedback, challenges, planning)	Implementing stakeholders Beneficiary stakeholders	Consultation	Regular 3 months meeting Community meetings Ad-Hoc Consultations:	4-48 months. Quarterly

Mid-term Review	Mid-term evaluation ( project progress, effectiveness, adjustments needed)	All stakeholders	Mid-term Workshop	Local and national workshops Feedback meetings	Once around 24 <sup>th</sup> month
Completion Phase	Final consultations ( feedback and Overall impacts)	All stakeholders through different forums	Sustainability workshops	Evaluation survey Follow-up surveys Feedback workshops	37-42 Months
All phases	SEP Impact assessment	All stakeholders	Annual general meeting	Meeting	Annual meeting (Once)
All phases	SEP review	Local stakeholders/ beneficiaries	Project site visits	Local meetings and FGDs	Biannually
All phases	Crisis management	Affected stakeholders	Crisis management meetings	Special consultations	Ad Hoc
Post-Implementation Phase	Post evaluation		Updates, Social media	- Follow-Up Meetings:	Biannual 43-48 Months
Mainly through lifecycle	( Progress, planning and addressing challenges)	Project team PCUs and DPIUs	Project management	Internal meetings	weekly
Project planning and implantation	Address technical aspects- plan & provide updates	Technical teams, experts	Technical working groups	On-line groups sessions	Monthly

The timeline and frequency of engagement in the ZAVaCEP SEP are designed to ensure continuous, meaningful, and effective participation of all stakeholders throughout the project lifecycle. By adhering to this detailed plan, the project aims to build strong relationships, foster collaboration, and achieve sustainable outcomes that benefit all stakeholders involved

## 8. MONITORING AND EVALUATION

Monitoring and evaluation (M&E) are essential components of the Stakeholder Engagement Plan (SEP) for the Zimbabwe Agricultural Value Chain Enhancement Project (ZAVaCEP). M&E processes ensure that the engagement activities are effectively implemented, stakeholder feedback is appropriately addressed, and project objectives are met. This section outlines the framework, methods, and tools for monitoring and evaluation of the SEP.

The primary objectives of Monitoring and evaluation in the SEP are to:

- Track the progress of stakeholder engagement activities.
- Assess the effectiveness of engagement strategies and activities.
- Identify and address any issues or challenges in real-time.
- Ensure stakeholder feedback is incorporated into project decision-making.
- Measure the impact of engagement on project outcomes.
- Provide accountability and transparency to stakeholders and funding bodies.

The M&E framework for the SEP will consist of several key components described in the following sections.

**Indicators and Metrics:** Clear gender responsive indicators and metrics which are quantitative and qualitative will be used to measure the performance of stakeholder engagement activities. The indicators will cover aspects such as the number of engagements, stakeholder participation levels, stakeholder satisfaction, and feedback implementation rates, with a focus on equitable representation and engagement of all genders. These indicators include:

- Frequency of public engagement activities, ensuring balanced participation of women, men, and gender-diverse individuals;
- Geographical coverage of public engagement activities, with attention to areas with gender-specific challenges;
- Number of participants in different engagement activities, disaggregated by gender;
- Newly identified stakeholders, with a focus on ensuring diverse gender representation;
- Number of locations covered by the consultation process, with consideration of gender accessibility;
- Number and details of vulnerable individuals, including women, men, and gender-diverse individuals, involved in consultation meetings;
- Number of public grievances received within a reporting period (e.g., monthly, quarterly, or annually) and the number of those resolved within the prescribed timeline, disaggregated by gender where possible;
- Type of public grievances received, with analysis of gender-specific concerns;
- Number of press materials published/broadcasted in the local and national media, with attention to gender-sensitive language and representation.

### Evaluation Processes

Evaluation processes will assess the overall effectiveness and impact of the SEP at key milestones and at the end of the project. **A mid-term evaluation** will focus on assessing progress and making necessary adjustments to engagement strategies. This evaluation by comparing SEP objectives with

achievements will ensure that the engagement objectives are being met and identifies any modifications required. At the end of the project, a **end of project evaluation** will measure the overall impact of stakeholder engagement on project outcomes. This evaluation will compare baseline data with end-line data to assess changes and achievements.

Three surveys taken at the end of year one, two and three; covering a representative numbers of the different categories of stakeholders will be conducted to provide insights into stakeholders' perceptions of the engagement process and their level of satisfaction with the project outcomes. Information from the surveys, will be analysed to draw out **lessons learned** and best practices will help improve future stakeholder engagement strategies and inform similar projects.

### **Reporting and Documentation**

The SEP will maintain detailed records and documentation of all engagement activities, including the nature of the activities, participants (disaggregated by gender), issues discussed, decisions made, and follow-up actions. Regular reporting will be done to track progress and inform stakeholders.

#### a) Quarterly Reports

The DPIUs working with the PCUs will prepare brief quarterly reports on stakeholder engagement activities for the AfDB, to include:

- Stakeholder activities conducted on quarterly basis;
- Public outreach activities (meetings with stakeholders, ensuring gender-balanced participation);
- Entries in the grievance register;
- New identified stakeholder groups.
- Emerging new issues or challenges

#### b) Annual/final Stakeholder Engagement Reports

The PIUs will compile a report summarizing SEP results on an annual basis. This report will provide a summary of all public consultation issues, grievances and resolutions. The report will include a summary of relevant public consultation findings from informal meetings held at the community level, ensuring the inclusion of gender-specific concerns and feedback.

These evaluation reports should be submitted to AfDB and a summary of the results will be provided for the annual report.

#### c) Reporting Back to the Communities

It will be M&E- PCUs' responsibilities to report back to the communities on matters relating to:

- Main findings from the annual monitoring;
- Sharing and publish reports and have them available on project website and copies sent to stakeholders (District authorities, DPIUs, Other stakeholders on the project e.g. NGOs and other government ministries).

Regular reporting and communication are crucial for transparency and accountability. The report above will be shared with project management, stakeholders, and funding bodies. Stakeholder feedback reports will highlight how concerns and suggestions have been addressed, while annual reports will provide a comprehensive overview of stakeholder engagement activities, achievements, challenges, and lessons learned. At the end of the project, a final report will summarize the overall

impact of stakeholder engagement, including detailed evaluation results, ensuring that all stakeholders are informed about the outcomes and the effectiveness of the engagement process.

To achieve successful engagements the project will ensure that the following principles are adhered to:

- i. Ensuring sufficient resources to undertake the engagement;
- ii. Inclusivity (inclusion of key groups, attention to gender balance) of interactions with stakeholders;
- iii. Promotion of stakeholder involvement;
- iv. Sense of trust in District implementing Units and its leadership shown by all stakeholders;
- v. Clearly defined approaches; and
- vi. Transparency in all activities.

In conclusion the M&E framework for the SEP is designed to ensure continuous improvement, accountability, and transparency in stakeholder engagement activities. By systematically tracking and evaluating engagement efforts, the project can effectively address stakeholder concerns, enhance gender inclusive participation, and achieve its objectives. The processes to achieve this involve:

- **Setting Indicators:** Defining clear indicators to measure the success of engagement activities, such as the number of stakeholders engaged, quality of feedback received, and stakeholder satisfaction.
- **Regular Reporting:** Documenting and reporting on engagement activities and outcomes to keep stakeholders informed and accountable.
- **Feedback Mechanisms:** Establishing channels for stakeholders to provide ongoing feedback on the engagement process and make necessary adjustments.
- **Corrective Actions:** Based on the analysis and feedback, take corrective actions to address any identified issues or gaps in the engagement process. Ensure that stakeholders are informed about the actions taken.

## 9. IMPLEMENTATION ARRANGEMENTS AND CAPACITY /TRAINING NEEDS.

Implementation Arrangements and Capacity Gap Analysis/Training Needs for the Stakeholder Engagement Plan (SEP) of ZAVaCEP are discussed in this section.

### 9.1 Implementation Arrangements

The Stakeholder Engagement Plan (SEP) outlines a structured approach to effectively involve various stakeholders throughout the project lifecycle. The implementation of the SEP will be coordinated by a dedicated Stakeholder Engagement Team (SET), led by the Social and Environmental specialist, with close collaboration with project coordination units (PCUs) representatives from MWASCMED, Ministry of Industry and Commerce and Ministry of Youth, Arts and Culture, District Project Implementation Units (DPIUs) representatives and community leaders. The team will report to the MLAFWRD Project coordinator. For each district the SET will select the team leader who will be responsible for ensuring that the SEP is implemented according to plan. At the district level the SET will have no more than 5 people of which at least 2 will be women. This team will be responsible for planning, executing, monitoring, and evaluating engagement activities to ensure continuous and meaningful participation

(ensuring gender inclusivity) of all relevant stakeholders at district level. Engagements at the national level will be the purview of the E&S Officer under the MLAFWRD PCU.

### **Roles and Responsibilities in the SEP**

The successful implementation of the Stakeholder Engagement Plan (SEP) for the ZAVaCEP relies on clearly defined roles and responsibilities across different levels of the project's institutional arrangement. The key roles are as follows:

#### **Project Environmental and Social specialist:**

- **Ensure SEP Implementation:** That the Stakeholder Engagement team is established and is inclusive of women. The E&S specialist is responsible for ensuring that the SEP is in place, properly disseminated, and thoroughly explained to the Stakeholder Engagement Team (SET).
- **Training Coordination:** Agree on the schedule and budget for training the SET team, in collaboration with the Monitoring and Evaluation (M&E) Officer and PCU coordinating managers.
- **Reporting and Quality Control:** Receive reports from the SET team and work with the M&E Officer to arrange appropriate training sessions. Conduct quality control to ensure that the SEP activities meet the required standards.

#### **PCU Representatives:**

- **Approval and Integration:** Ensure the SEP is approved and that their ministry's technical aspects are adequately covered within the plan.
- **Reporting and Planning:** Receive quarterly reports and contribute to the development of the SEP work plan and indicators. Integrate SEP activities with the ministry's ongoing activities to ensure coherence and effectiveness.

#### **District SET Team Leader:**

- **Implementation and Monitoring:** Oversee the implementation and monitoring of the SEP at the district level and within project sites.
- **Community Liaison:** Liaise with community leaders and the community liaison officer to facilitate engagement activities.
- **Collaboration with National Level:** Work closely with national M&E officers to roll out the SEP and ensure that all necessary training is conducted at the district level.

#### **Community Leader:**

- **Community Mobilization:** Act as the bridge between the SET team and the communities, , relevant intervention committees e.g. dip tank committees, responsible for mobilizing community members and encouraging their participation in the project.
- **Goal Setting:** Work with the SET team to set realistic and achievable goals for the community, ensuring that community interests and concerns are addressed in the SEP.

The SEP implementation will be structured into three phases: **planning, engagement, and feedback.** In the planning phase, the SET with guidance from the S&E will identify and map stakeholders ensuring all genders are represented, assess their interests, and develop and/or refine tailored engagement strategies outlined in this SEP that account for gender-specific needs and barriers. During the engagement phase, the SET will organize meetings, workshops, focus group discussions, and public consultations to gather inputs and address concerns, ensuring that women, men, and gender-diverse individuals are equally represented and heard. All the engagements will be integrated within the project's workplan to ensure effective scheduling of activities and events. The feedback phase will involve synthesizing the collected data, disseminating information back to the stakeholders, and incorporating their feedback into project design and implementation, with attention to gender-responsive adjustments.

This SEP processes will ensure transparency, accountability, and inclusivity, thereby fostering trust and cooperation among stakeholders. Special efforts will be made to create an enabling environment for the participation of all genders, such as holding meetings at accessible times and locations, and ensuring that communication materials are available in formats and vernacular languages that are understandable to everyone.

## 9.2 Capacity Gap Analysis/Training Needs

### 9.2.1 Capacity Gap Analysis:

The successful implementation of the SEP requires a thorough understanding of the existing capacity gaps among stakeholders, particularly in communication, negotiation, and conflict resolution skills. The capacity gap analysis revealed several critical areas needing enhancement:

- i **Communication Skills:** Many stakeholders, especially at the grassroots level, lack effective communication skills to articulate their needs and concerns. This gap can hinder meaningful participation and feedback during engagement activities. Some project technical staff who will interact with communities lack facilitation skills to fully engage stakeholders effectively.
- ii **Technical Knowledge:** There is a notable gap in the technical knowledge required to understand the project's components, particularly among the communal farmers (men and women) and community representatives. This can lead to misconceptions and resistance to project initiatives.
- iii **Project Management:** Local government officials and community leaders often lack project management skills, which are essential for coordinating engagement activities, monitoring progress, and ensuring timely feedback. Project management structures may also be male dominated excluding women in decision-making.
- iv **Data Collection and Analysis:** Limited capacity in data collection and analysis can affect the quality of information gathered during stakeholder engagements, thereby impacting the decision-making process. Gender mainstreaming skills in data collection are lacking and decisions may end up exacerbating gender inequality.

### 9.2.2 Training Needs:

To address these gaps, a comprehensive training program will be developed and implemented. The key training needs identified are as follows:

- i **Communication and Facilitation Skills Training:** This training will focus on enhancing stakeholders' ability to communicate effectively, facilitate discussions, and mediate conflicts. Workshops and practical sessions will be conducted to build these skills. Facilitators will need to use participatory skills to elicit all information.
- ii **Technical Training on Project Components:** Tailored training sessions will be provided to stakeholders, especially smallholder farmers, on the technical aspects of the project, including sustainable agricultural practices, value chain processes, and environmental management. Gender-sensitive training programs that address the specific needs of women in the project will be provided. For example, offer training on sustainable livestock practices, business management, and market access tailored to female farmers. This will ensure a better understanding and acceptance of the project.
- iii **Project Management Training:** Local government officials and community leaders will receive training in project management, covering topics such as planning, implementation, monitoring, and evaluation. Women and other groups will be encouraged to participate at project management level so that they will also be involved in decision-making. The training will enable better coordination and oversight of engagement activities.
- iv **Data Collection and Analysis Training:** Training programs will be conducted to improve stakeholders' skills in data collection, analysis, and reporting. These programs will be designed to be gender-responsive, ensuring that women, men, and gender-diverse individuals have equal opportunities to participate. By providing accessible and inclusive training, we aim to enhance the quality of information gathered and support evidence-based decision-making that reflects the perspectives and needs of all genders.

By addressing these capacity gaps and training needs, the SEP implementation for ZAVaCEP will be strengthened, ensuring effective stakeholder engagement and the successful achievement of project objectives.

## 10. SEP IMPLEMENTATION BUDGET

The project life cycle is four years and during this period the SEP will be implemented with the first six months devoted to completion of stakeholder identification and mapping, as well as refining the necessary engagements as defined by stakeholder needs. In Table 6 a tentative budget for implementing the SEP is provided.

**Table 6: The Tentative Budget for SEP for the ZAVaCEP**

Engagement methods/ Activity	Estimated cost per district USD	Estimated cost for 2 districts USD	Comment
Correspondence by phone/email/Text/Instant messaging	5,000	10,000	Will cover phone/internet service for DPUIs
Formal meetings	5,000	10,000	At National level
Public meetings	10,000	20,000	Carried in implementing districts
Focus group meetings	4,000	8,000	In project locations
Workshops, food, transport,	15,000	30,000	Face to face at suitable venues

publications, communication material			
Grievance Redress Committees	Covered in GRM	Covered in GRM	
Stakeholder satisfaction Surveys 3-per district	15,000	30,000	Some survey will be online a, face-to-face in the project sites
Mid-term SEP evaluation	5,000	10,000	
Final SEP evaluation	8,000	16000	
<b>Sub Total</b>	<b>67,000</b>	<b>134,000</b>	
<b>Contingency 5%</b>	<b>3350</b>	<b>6700</b>	
<b>TOTAL</b>	<b>70350</b>	<b>140,700</b>	

## 11. CONCLUSION

Effective stakeholder engagement is vital for the success of ZAVaCEP. By fostering transparent communication, inclusive participation, and responsive feedback mechanisms, the project can ensure that it meets the needs and expectations of all stakeholders, leading to sustainable and inclusive growth in the beef and leather value chains in Zimbabwe. The engagement plan outlined here provides a framework for achieving these goals, with a focus on continuous improvement and adaptation based on stakeholder input and project experiences.

This SEP is not only a statutory requirement but also a strategic approach to ensure the project's sustainability and success. By actively involving local communities, government entities, private sector players, and other relevant parties, ZAVaCEP is poised to build a foundation of trust and cooperation. This foundation is essential for addressing challenges, seizing opportunities, and achieving the project's long-term objectives.

Furthermore, the commitment to gender inclusivity and capacity building within the SEP underscores the project's dedication to equitable development. By enhancing stakeholders' skills and knowledge, the project ensures that all voices are heard and that the benefits of the project are shared broadly.

In conclusion, the ZAVaCEP SEP is a comprehensive and dynamic tool designed to guide effective stakeholder engagement. Through systematic monitoring, evaluation, and adaptive management, the project can navigate the complexities of stakeholder dynamics, ensuring that the beef and leather value chains in Zimbabwe thrive in a manner that is both sustainable and inclusive. The active and ongoing involvement of all stakeholders will be crucial in achieving the vision of a robust and resilient agricultural sector.

## ANNEX 1.

### Engagement meetings held during appraisal mission

Date	Place visited	Number attended (Males , Females)		Issues raised /Raised
		F	M	
4 <sup>th</sup> June 2024	Nkangezi Rangeland	8	3	<ul style="list-style-type: none"> <li>• Poor prices for livestock</li> <li>• market very far, buyers taking advantage of farmers</li> <li>• January disease a big issue</li> </ul>
4 <sup>th</sup> June 2024	Bolo Dip Tank	6	8	<ul style="list-style-type: none"> <li>• Fetching water from the dam or pool for the dip tank</li> </ul>
31 <sup>st</sup> May 2024	Insiza District local Government	5	7	<ul style="list-style-type: none"> <li>• Welcome and support required for their farmers due to droughts</li> </ul>
31 <sup>st</sup> May 2024	Nkonjeni Dip Tank	8	12	<ul style="list-style-type: none"> <li>• Drought, lack of fodder, tick disease</li> <li>• Non cattle owners disappointed as there is no help with stocking</li> </ul>
29 <sup>th</sup> May 2024	Kubatana	7	17	<ul style="list-style-type: none"> <li>• Water challenges, the nearby dam dries up and go to fetch water an alternative water sources which is 11km away</li> <li>• The dip tank structures need rehabilitation</li> </ul>
29 <sup>th</sup> May 2024	Madamombe	3	2	<ul style="list-style-type: none"> <li>• A weir which used to supply water had collapsed, the go to collect water from alternative water source which is about 7km</li> <li>• Livestock handling facilities need rehabilitation</li> </ul>
29 <sup>th</sup> May 2024	Chivi district Local Government	3	4	
30 <sup>th</sup> May 2024	Chiredzi district Local Government	3	4	<ul style="list-style-type: none"> <li>• Outbreak of diseases,</li> <li>• High livestock mortalities</li> <li>• Water shortage for livestock</li> </ul>
30 <sup>th</sup> May 2024	Allium Hides	0	5	<ul style="list-style-type: none"> <li>• Low prices of hides</li> <li>• Low quality hides from abattoirs</li> <li>• High prices of hide processing chemicals</li> </ul>
01 June	Bolo Dip Tank	6	8	<ul style="list-style-type: none"> <li>• Insufficient water for livestock and dipping</li> <li>• Dilapidated dip tank structures</li> </ul>
29 <sup>th</sup> May 2024	Chitowa	41	33	<ul style="list-style-type: none"> <li>• Water for both dipping and drinking for livestock, and human use is inadequate and is collected from a distance of 8km. There grazing area supply inadequate feed and pastures for livestock production</li> </ul>
3 <sup>rd</sup> June 2024	Beitbridge District Local Government	3	6	<ul style="list-style-type: none"> <li>• Outbreak of diseases e.g. January disease which resulted in high mortality</li> <li>• Inadequate water supply for both livestock and human use</li> </ul>
3 <sup>rd</sup> June 2024	Lusenga	4	11	<ul style="list-style-type: none"> <li>• Water challenges, water is being collected from a very far water source, about 5km</li> </ul>

3 <sup>rd</sup> June 2024	Tschikuati	8	3	<ul style="list-style-type: none"><li>• Low supply of livestock feed, pastures from the range</li></ul>
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## ANNEX 2 -

Table 1. Pictures Of The Community Engagements During The Appraisal Mission

 <p>Figure 2 Group Discussion at Bolo Dip Tank</p>	 <p>Figure 3. Bolo Dip Tank Meeting</p>
 <p>Figure 4 Nkojeni Dip Tank Meeting</p>	 <p>Figure 5 Nkonjeni Dip Tank Meeting 2</p>
 <p>Figure 6. Meeting on Infrastructure Rehabilitation at Chitova</p>	 <p>Figure 7. Focus Group Discussion at Chitova</p>
 <p>Figure 8. Discussion at Nkankezi Rangeland</p>	 <p>Figure 9. Engagement at Tschikuita Range</p>

