

Republic of South Sudan

Ministry of Finance and Planning

South Sudan Women Social and Economic Empowerment Project (SSWSEEP, P176900)

Stakeholder Engagement Plan

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Stakeholder Engagement Plan (SEP)

The scope and level of detail of the plan should be commensurate and proportionate with the nature and scale, potential risks, and impacts of the project and the concerns of the stakeholders who may be affected by or are interested in the project. Depending on the nature of the scale of the risks and impacts of the project, the elements of an SEP may be included as part of the Environmental and Social Commitment Plan (ESCP), and preparation of a stand-alone SEP may not be necessary.

1. Introduction/Project Description

The South Sudan Women Social and Economic empowerment project (SSWSEEP) development objective is to address the needs of women for business, survivors of GBV and strengthen government capacity. The project will directly target 91,000 women and 5,200 adolescent girls, while indirectly reaching out to 673,400 people. The project aims to economically empowerment women and adolescent girls by (a) reducing constraints to women in business; (b) providing services for survivors of GBV; and (c) strengthening the institutional environment government for women's empowerment. The project is currently at design level, and the key decisions currently requiring stakeholders/public inputs pertain to the specific locations have to do with, a) specific project locations, c) specific services to be provided by the WECCs and GBV shelters, and c) specific reach for the existing Women Empowerment Community Centers to provide a clear picture on the expansion of the facilities.

The project has four components which are described below:

Component 1: Community-based Socio-Economic Empowerment Support to Women: The subcomponent will finance the construction, rehabilitation, and expansion of existing WECCs for women to meet and interact, network, receive market-oriented technical skills training, and conduct businesses. The project will expand the six centers currently implemented by UNWOMEN will be expanded to encompass all 10 states and three administrative areas – in total 13 – giving the centers equitable national coverage. Building on the UNWOMEN model, the project will establish additional facilities in the states and administrative areas where they do not currently exist and expand the services in the current facilities. It is intended that a common template for physical infrastructure and services will be applied at each location. Under the project WECCs – beyond physical construction – will also provide a range of economic and life skills trainings to women.

Through the WECCs, the project intends to facilitate access to integrated services to project beneficiaries. Specifically, the subcomponent will address (a) challenges in accessing credit and capital to start, diversify, and sustain businesses using market and value chain oriented VSLAs; (b) low levels of business and financial skills; (c) limited access to information about market demands and trends; (d) absence of organized collective efforts to meet market requirements; and (e) low productivity. To address these constraints, the project will help ensure provision of integrated services through the WECCs, where legal, financial, psychosocial, and kindergarten services are provided to women and their households under one roof. The specific services provided at the WECCs will be further refined during project preparation and operational arrangements will be detailed in the Project Operations Manual (POM). The project will also identify successful male entrepreneurs and/or agri-based farmers in each of the States who are willing to voluntarily mentor women and who will be supported by the project. The project aims to reach 26,000 men and boys directly (1000 at each WECC and 1000 through outreach). And The project aims to reach 13,000 local leaders (1,000 in each state and the 3 administrative units). The potential for an additional 273,000 indirect beneficiaries, bringing to total under this component to 946,400.

As the project implementing agency, UNWOMEN will implement the activities under the guidance and supervision of the MGCSW. UNWOMEN will be responsible for the design, build and contractor management for physical construction and beyond that procurement of CSOs for

training and service delivery. UNWOMEN has a strong track record in constructing and running these centers. For example, for the six existing WECCs, UNWOMEN has successfully implemented construction activities in six months utilizing only local contractors and with unit costs of around US\$400,000. The WECCs will be linked to other important services, such as marketplaces, and training for skills such as financial and business management and value chain development. These services will be delivered by CSOs best placed to do so through competitive tender, replicating the existing model already in place.

Component 2: Women's Entrepreneurial Opportunity Facility

This component will support beneficiary women entrepreneurs building Small and Growing Businesses (SGBs) in developing and growing their businesses, through the provision of technical and financial assistance. The overall objective is to support women entrepreneurs with their businesses and to create a small pipeline of viable businesses which are able to graduate to access more commercial forms of financing, and to facilitate access to that finance. The project will provide two windows of support to suit the needs of project beneficiary women: (a) window for enhancing the capabilities of women entrepreneurs and their firms; and (b) window on access to finance for Women SGBs.

Component 3: Services for Survivors of GBV

Component three is targeted specifically at survivors of GBV and will have 2 sub-components. Sub-component 3a will set up a national GBV hotline for survivors of GBV, and sub-component 3b will set up a new safe house in Juba.

Subcomponent 3a: National GBV Hotline: This subcomponent will establish the first national GBV helpline line in South Sudan in response to the urgent gap in access to, and coordination of, existing response services for survivors of GBV. The GBV helpline will enable women and girls who experience, or persons who know someone who is experiencing, violence in any form to get immediate, up-to-date information on where the nearest relevant authority or service provider is located. The helpline will be toll free, establish a national referral directory (state-level MGCSW staff will have a key coordination role), link survivors to existing services, and provide services through a network of partner organizations. These organizations will provide shelter, psychosocial support, child support, and legal aid.

Subcomponent 3b: A Safe House Facility for Survivors of GBV: As a proper system of safe houses do not exist in South Sudan, as a first priority, a safe house for GBV survivors will be established initially in Juba in response to the immediate gap in security options for survivors of GBV. Through the safe house, women and girls who have experienced violence will receive basic protection services and resources, which will enable them to recover from the traumatic violence experiences, rebuild their self-esteem, and take steps to regain a self-determined and independent life. The safe house will be implemented by UNWOMEN. It will work closely with key stakeholders including service providers, the National GBV Helpline, health, police, justice actors and CSO's for referrals, care and support to survivors. The linkage of the safe house with community groups such as community-based structures and leaders will also be key. On-ward referral from this facility to the WECC to be constructed in Juba will enable survivors to gain access to essential life and business skills and training.

Component 4: Institutional Strengthening and Project Management

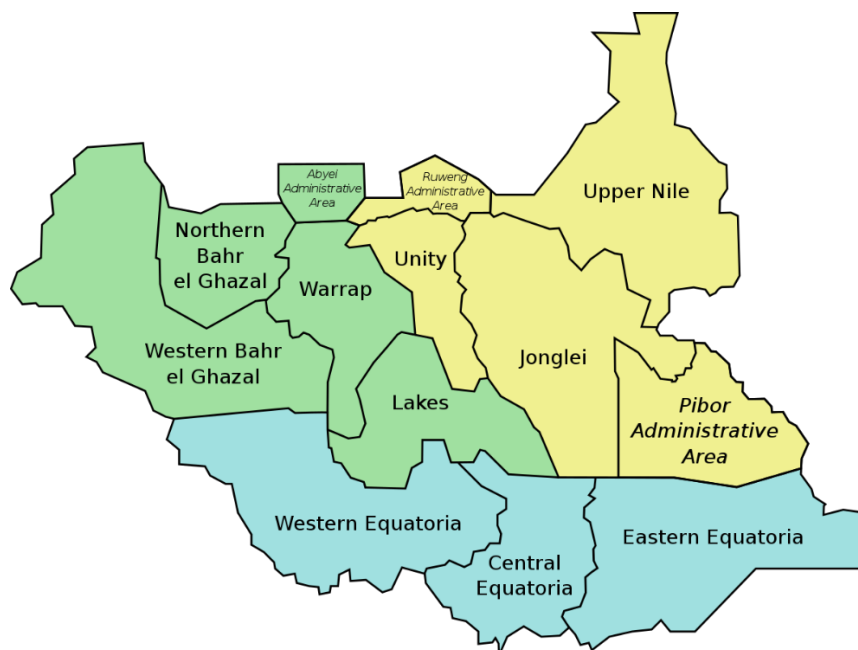
This component has two sub-components: (a) Sub-component 4a: Institutional Strengthening, and; (b) Sub-component 4b: Project Management.

Subcomponent 4a: Institutional Strengthening: As a priority, the project will construct a new headquarters for the MGCSW. The Ministry staff is currently spread across several locations in offices that were designed to be temporary but have been utilized for years. The Ministry needs to be equipped with a modern and well-functioning space that will allow it to properly undertake its policy development and strategic coordination roles. Senior staff currently do not have internet access or reliable electricity and must travel to various locations across Juba to participate in video conferences with partners. Staff retention is therefore a significant problem though the limited staff which do exist are very committed. Partner support to the Ministry is limited. A new and well-equipped building would bolster staff morale, retention, and enhance the ability of to engage with partners, thereby putting the Ministry on a more professional and

efficient footing.

Sub-component 4b: Project Management: This subcomponent will finance the Project Management Unit (PMU), including the costs of project oversight, coordination, and management, and the costs of the steering committees at the different levels. Costs will cover consultants for (a) procurement and financial management (FM); (b) Monitoring and Evaluation (M&E); (c) progress reporting; and (d) compliance with environmental and social safeguards standards. Staffing of the PMU will be done with consultants from the market and will include the renting of office space for the project duration given the current constraints at the MGCSW. Once up and running a key function of the PMU will be capacity building support to the MGCSW in the areas of procurement, financial management M&E, implementation of environmental and social safeguards policies and procedure, technical management and oversight, and general project monitoring. This subcomponent will also cover the costs of implementation of stakeholder engagement activities; grievance redress mechanism; and communications activities.

The project will target all the ten (10) states (Unity, Lakes, Western Equatoria, Western Bahr el Ghazal, Northern Bahr el Ghazal, Upper Nile, Warrap, Central Equatoria, Eastern Equatoria and Jonglei) and its 3 administrative areas, namely, Abyei Area, Pibor Area, Ruweng Area. However, the specific countries and payams will be firmed at stakeholder consultations are concluded. A description of the potential social and environmental risks and impacts of the project will be shared in a separate document currently being development by UN Women, Ministry of Gender, Child and Social Welfare in partnership with the bank.



Map of South Sudan showing the 10 states and its 3 administrative areas

The Environmental and Social risks of the SSWSEEP project are expected to be moderate. The Project is expected to generate more positive results for women and adolescent women in South Sudan through the construction and or rehabilitation and expansion Women Empowerment Community Centres, and the provision of protection from GBV and business, financial management and vocational skills.

2. Brief Summary of Previous Stakeholder Engagement Activities

The SSWSEEP largely builds on the foundation laid down by UN Women's economic empowerment programming, especially the use of the Women Empowerment Community Centres (WECCs) as spaces for strengthening protection and economic empowerment of women and adolescent girls. As such it will benefit from the consultations that were undertaken during

the preparation and implementation of the previous livelihood's programmes in South Sudan. Based on this a number of consultations have been conducted by the World Bank, UN Women and the MoGCSW with different stakeholders such as, government officials, UN Agencies, International and Local Non-Governmental Organizations, community Based Organizations, traditional and religious leaders, and the Private Sector such as Micro-Finance Institutions (MFIs) involving. These stakeholder engagements have been conducted largely through; a) face-to face discussions, b) formal meetings with state authorities, c) phone/online meetings, and d) community meetings. Key information disclosed during the consultation meetings included, what specific activities should the project include, sustainability of the project activities, linkages between the project activities and other on-going community level activities, how community members such as men should be engagement and involved for the good of women and adolescent girls who are the direct project beneficiaries and the roles of the different stakeholders in the project.

3. Stakeholder identification and analysis

The implementation of the SSWSEEP will involve two types of beneficiaries, namely a) direct beneficiaries, sometimes called primary beneficiaries, and indirect beneficiaries, sometimes referred to as secondary beneficiaries or other interested parties. Direct beneficiaries are women and adolescent girls, men and boys who will directly benefit from the project. These categories of stakeholders benefit through direct access to skills, through trainings, access to finance, GBV protection services, and safe spaces for empowerment through the WECCs and safe shelters. Further, men and boys will also receive training to mentor women in business and financial management and will also act as male champions on promoting positive social norms, and positive masculinities that reduce GBV cases. The table below identifies the key project stakeholders and analysis of their situations.

Table 1: Stakeholder Analysis Matrix

Affected groups	Stakeholder	Remarks / Analysis contributing to better understanding of the different groups of stakeholders
Community members	Women and girls	Women and girls in South Sudan suffer from significant discrimination, including in education, economic empowerment and public participation, and are subjected to widespread GBV, including domestic violence, gang rape and other abuses.
	Vulnerable households	There are a variety of vulnerable households, including female-headed households, households headed by persons with disabilities, and households headed by children. All these households have significant challenges in accessing support services that would promote their livelihoods, protection from violence and wellbeing.
	Widows	The conflict in South Sudan had resulted in the deaths of thousands of people and has had a devastating effect on many families. Widows in particular are often marginalized and vulnerable in host communities as well as among the IDP and returnee populations.
	Youth	Youth form the largest proportion of the South Sudanese population (72%) and remain unemployed and poor. If properly supported, youths could contribute significantly to stability and economic prosperity. More than 70% of the combatants in South Sudanese conflicts have been mostly involved male youth between the ages of 16 and 32, both boys as

	armed combatants and girls to perform sexual and domestic services.
Returnees	Even though the conflicts in South Sudan have driven many people out the country, the signing of the recent peace agreement in 2018 has seen a number of people beginning to return home. The UNHCR estimates that from November 2017 to June 2021, 403,555 South Sudanese refugees have returned to South Sudan. with more South Sudanese returning home, demand for basic services is likely to be high and a failure to provide the much-required services may force the country back into conflict.
IDPs	Due to internal conflicts in the country, many people fled their home areas to more stable areas within the country and would likely return to their places of origin as soon as stability and security is restored. As such, demand for basic services would increase.
Ethnic minority groups	Most minority groups have suffered historic discrimination and economic and political marginalization and also more recently, the brunt of the conflict. They will need special attention.
People with disabilities	Currently 1.2 million people living with disabilities in South Sudan, around a fifth of whom have impairments that have been caused by violence. People with disabilities face many challenges and discrimination in relation to access to services.
General community members	Considering the existent weak infrastructure in South Sudan, the construction of WECCs will be important in provision of different services to community members.
Local religious leaders	Religious leaders are very influential both in urban and rural areas in South Sudan as they hold substantial moral and other authority in their communities.
Local Government	Traditional leadership
	Traditional leaders command a lot of respect within communities in South Sudan. They are custodians of culture and traditions and play an important role to the communal leadership and decision making. They will therefore be very important in community meetings and engagement, including community consultations on the project.
	Local leadership
	Local leaders will be very strategic in community consultations but also in the implementation of some components of the projected related to changing negative social norms promoting SGBV.
	County government (county governor and other county staff)
	In a decentralized system like South Sudan, responsibilities for service delivery is devolved to state, county, payam and Boma levels. Leaders at these levels are very key in the management of their jurisdictions and hence are key to the project design and implementation.
CSOs and NGOs	Local CSOs and NGOs as per State /county
	Local CSOs are key in community awareness on a number of issues and play an important role in ensuring smooth implementation of the livelihoods and GBV programmes. They are key in community mobilization, including ensuring sustainability of community support systems.

Development Partners	World Bank	Financier
Development Partners (International Organizations, INGOs, Donors)	Other UN agencies and entities (UNMISS, UNHCR, UNICEF, UNFPA, UNDP, FAO, UN Women) International NGOs operating in the relevant sectors (Livelihoods, health, GBV, education)	All organizations working in project locations are stakeholders and close coordination would add value. UN Women will directly implement the project with supervision of the MoGCSW Supports services in the constructed infrastructure, especially the Women Empowerment Community Centres (WECCs).
Business Community	Local Business and Construction Companies	Local companies that may be resources for construction work namely the Women Empowerment Community Centres and GBV shelters.
State and National Government Steering Committee (national level)	State Governments / Governors Ministry of Health Ministry of Housing, Land and Infrastructure Ministry of Finance and Planning(MoFP) Ministry of Gender, Child and SocialWelfare (MoGCSW) Ministry of Agriculture Ministry of Youths and Sports Ministry of Labor Ministry of Industry and Trade	Would want to see services reach the population since the government has limited resources to do so. Member of Steering Committee Member of Steering Committee Member of Steering Committee Chair of Steering Committee Member of Steering Committee Member of Steering Committee Member of Steering Committee
County Coordination Committee	County Commissioners County Planning Officers	Member of County Coordination Committee Member of County Coordination Committee

3.1 Affected parties

In this Project, affected parties are the beneficiaries and the communities targeted by the project. The SSWSEEP will target women and women groups who involved in entrepreneurship with an aim of facilitating their access to integrated community services. Under component 1 the project is targeting women who are receiving economic empowerment skills, women groups, women Village Savings and Loans Associations, Cooperatives, and men who are business management mentors. Component 2 targets women and girls' survivors of GBV, traditional and religious leaders to support changing social norms that promote GBV, and men and boys as male champions towards the promotion of positive masculinities that reduce cases of GBV. The social risks associated with SSWSEEP are expected to be high because of the nature of activities that have been incorporated in the project design and the contextual risks including GBV and security issues. Considering the context in which the project will be implemented, the social risks will be high, as the project will have several in-built activities and interventions to address most what would be the social risks at community levels. For instance, while GBV is considered as one of the key social risks for women and girls' participation in the project at community levels, the project plans to engage and train male champions such as men and boys

to create awareness on GBV and to address negative social norms that promote GBV. Further, the project will also recruit local NGOs and Community Based Organizations to create awareness on GBV and to address some of the cases as they come. Another anticipated challenge is low participation of women in economic activities under the WECCs due to unpaid care work. This project will raise awareness about this challenge and work with men to ensure that women have adequate time to attend training and engage in economic activities. The WECCs will also have Child Care Centers to ensure that the burden of taking care of children, which is one of the key barriers to women’s economic empowerment is reduced. The project will ensure that all project targeted populations are adequately engaged through community meetings and other avenues to ensure that their views regarding the project are taken on board. Table 2 below indicated the primary and secondary stakeholders at different community levels.

3.2 Other interested parties

Interested parties for this project include secondary stakeholders, individuals, institutions and organizations that will be involved in the delivery of the project from National, State to Country, Payam and Boma levels. At national level there will be UN Women and Ministry of Gender, Children and Social Welfare as a coordinating institutions and government ministries, departments and agencies (MDAs) as described above. At state level, the State governors, the County Committees and Sub-committees and the International and local Nongovernmental Organizations working in such states will be direct interested parties. The traditional leaders, Payam and Boma Village Development Committees and their Subcommittees and Community Volunteers constitute some of the interested parties at community level. On the other hand, the Development Partners at national level, representatives of International and National NGOs at state and County and Payam levels, religious groups and their leaders and communities in areas where the project will be implemented are some of other interested parties. Table 2 provides a description of each of the key national, state, Payam and Boma level stakeholders including their roles and interests.

Table 2: List of SSWSEEP stakeholders at National, State and Community level according to project components and subcomponents

<i>Project Component</i>		<i>Types of Stakeholders</i>	<i>Stakeholders at National, District and Community Level</i>		
Component	Subcomponent Description		National level	State level	Payam level
Component 1: Support to Women in Communities	Subcomponent 1a: Support to Women’s Economic Community Centres (WECCs)	Primary Stakeholders	Women groups, village savings and loans groups, survivors of gender-based violence	Single mothers, female headed households,	Women, girls, men and boys, VSLAs, SMEs groups and cooperative
		Secondary Stakeholders	MoGCSW, Development Partners, World Bank, UN Agencies, Chambers of commerce	State MoGCSW, CSOs, INGOs, State leadership	Traditional leaders, CSOs, INGOs, county leadership
Component 2: Women’s Entrepreneurial Opportunity	Subcomponent 2a: Window for enhancing the capabilities of women	Primary Stakeholders 9	SSWEA, Women led SMEs, Women Chambers of	Women and girls, women groups,	Women, girls, men business mentors

	entrepreneurs and their firms		Commerce, Bureau of Standards		
		Secondary Stakeholders	MoGCSW, Development Partners, World Bank, UN Agencies, Private Sector, Banks, MFIs,	State MoGCSW, CSOs, INGOs, State leadership, SSWEA,	CBOs NGOs, INGOs
	Subcomponent 2b: Training and finance to PFIs	Primary Stakeholders	Women groups and cooperatives, women and adolescent girls	Women groups and cooperatives, women and adolescent girls	Women groups and cooperatives, women and adolescent girls, men entrepreneur mentors MFIs, VSLAs
		Secondary Stakeholders	MoT, MFIs, Banks, UN Agencies, Chambers of Commerce	MFIs, State MoGCSW, CSOs, INGOs, State leadership	
Component 3: Services to GBV Survivors	Subcomponent 3a: Safe House(s) for Survivors of GBV	Primary Stakeholders	Women and girls' survivors of GBV	Women and girls' survivors of GBV, Traditional and religious leaders, CSOs, INGOs local partners	Women and girls, traditional leaders, men and boys, male champions
		Secondary Stakeholders	MoGCSW, UNICEF, UNFPA, UNDP, MoJ, survivors of GBV,	State MoGCSW, CSOs, INGOs, State leadership	Traditional and religious leaders, CSOs, INGOs local partners
	Subcomponent 3b: National GBV Hotline	Primary Stakeholders	UNFPA, ZAIN, MTN,	State MoGCSW, Women and girls	State MoGCSW, Women and girls
		Secondary Stakeholders	UNFPA, UNICEF, CSOs INGOs,	State MoGCSW, CSOs, INGOs, State leadership	Traditional and religious leaders, CSOs, INGOs local partners
Component 4: Institutional Strengthening and Project	Subcomponent 4a: Institutional Strengthening	Primary Stakeholders	MoA, MoF, MoGCSW	State MoGCSW staff, CSOsINGOs,	Community members through access to

Management

		Secondary Stakeholders	Women and girls, men and boys Survivors of GBV	State leadership Women and girls, men and boys Survivors of GBV	WECC services Women and girls, men and boys Survivors of GBV
	Subcomponent 4b: Project Management	Primary Stakeholders	MoGCSW, MoF	State MoGCSW, Women and girls	State MoGCSW, Women and girls
		Secondary Stakeholders	Secondary Stakeholders	Women and girls, men and boys Survivors of GBV	Women and girls, men and boys Survivors of GBV

Table 3: Description of Stakeholders and their roles, interests and needs

	Description of Stakeholder	Expected Role	Information needs and interests
A	Community level		
1	Targeted Project Beneficiaries - These will be women entrepreneurs identified through open community validation process	Contribute to the design of the project in order to maximize the benefits from the project interventions	Information on program adjustments, Contact details of program focal persons, program enrolment figures
2	Members of Project target communities - These will be members of the communities from which beneficiaries of the project will be identified.	Support the development and implementation of the project	Information on program adjustments, Payment schedules, Contact details of program focal persons, program enrolment figures
3	Local leaders - These may be traditional, religious or political leaders who have influence in the communities where the project will be implemented.	Support implementation of programs	Involvement in program implementation
4	Development committee members - These are members of Payam and Boma Development Committees which are operational at traditional community levels. This also includes members of the various relevant sub-committees at community level.	Support the development and implementation of the project	Project implementation work plans and progress reports
5	Community Extension Workers - These are staff of government departments and agencies who work directly with communities and act as a link with state officials involved in	Facilitate delivery of project interventions to communities	Project implementation work plans and progress reports

the project. These include community development Assistants (CDAs), Health Surveillance Assistants (HSAs), Agricultural Extension Development Officers (AEDOs), Forestry Assistants (FAs), etc.

B

State Levels

1

State Council and Its subcommittees

- This is a political arm of government at state level which makes decisions on projects and interventions to be implemented in a particular state.

It's a decision-making body on all development matters taking place in a state

Project implementation work plans and progress reports

C

National

Government Ministries Departments and Agencies

2

Ministry of Finance, Economic Planning and Development (MoFEPD)

Coordinator of the Social Protection programs

Financial information from the project

3

Ministry of Gender, Children and Social Welfare

- This is the implementation coordination ministry of the project

Coordinate implementation of SSWSEEP, Manage MIS for SSWSEEP, develop implementation materials and Oversee implementation

Coordination and supervision of the project implementation

7

Ministry of Agriculture

- Ministry responsible for promotion and management of agricultural activities

Provide policy and technical guidance on agricultural related livelihood activities

Program implementation updates

8

Ministry of Labour

Provide policy direction and technical guidance on project matters relating youth and Labour

Program implementation updates

9

Ministry of land housing and urban development

To take lead in allocation of land for the construction of the WECCs

Information on specific project locations and designs of the WECCs

C3

Development Partners

World Bank

Provide technical support on project design and implementation
- Provide project funding

Program implementation update

C4

Non-Governmental Organizations¹²

To be recruited to support project

lead the

Program

	implementation at state and community level	implementation of the livelihood support program of the project	implementation updates
C5	Implementing Partner UN Women	Provide technical support in implementing the overall project activities including fiduciary and safeguards	Implementing partner for MGCSW

3.3 Disadvantaged / vulnerable individuals or groups

Much as the project is largely expected to have positive impact among beneficiary members of the target communities, there is still a possibility that some individuals, families and communities might be negatively affected by some of the project interventions. These may come from among the beneficiaries or non-beneficiary members of the target communities. The women and children, elderly, disabled and chronically ill are often times the most vulnerable because of their limited access to information due to physical, social, cultural and structural barriers within the communities. These categories of people will be particularly targeted with adequate information to understand the nature of project activities and anticipated positive and potential negative impacts of the project. They will also be provided with information on how to access the grievance redress mechanism of the project whenever the need arises.

Members of the community that are old and physically handicapped might have mobility challenges to access venues for program activities such as meetings and trainings. There will be consideration to organize meetings within manageable distances for such people. Another envisaged challenge is high illiteracy levels especially among women and youths that will make it difficult for beneficiaries to read and understand written information pertaining to the project. Appropriate methods such as public meetings, visual media (posters, billboards, community videos), will be employed to reach out to such groups of people. Hearing challenges (due to age or birth) by some beneficiaries might require use of sign language aides in outreach and visibility tools as well as Public Address systems or megaphones, especially where the meetings attract large crowds of people. Extra effort will be undertaken to reach out to non-beneficiating members of the target communities in order to make them understand the project targeting processes and capacity limits so that they do not feel disadvantaged. Further, domestic chores and unpaid care work take a lot of time from women and limits their participation in productive enterprises. The project will work with traditional leaders, men and boys to lobby and ensure that the burden of domestic chores on women is uplifted, and that women and girls have a chance to access information and alternative livelihood activities. The project will also develop community strategies for reaching out to minority groups such as female ex-combatants, and women associated with armed forces/groups.

Below is a table indicating the different vulnerable groups and how they are affected by projects and programmes.

Table 4: Disadvantaged/Vulnerable Individuals and Groups

Category of people	How they are affected by projects and programmes
Women	Women and girls are typically left out of decision-making processes and political

	<p>representation, leading to local and community-based decisions that do not account for their unique needs and capacities. This produces a ripple effect on labour or economic opportunities, risks of GBV and educational opportunities. While the 2009 Land Act provides equal access and rights to land tenure for both men and women, customary justice outcomes indicate that women are consistently blocked from securing and owning property¹. Women are targeted for sexual assault, either in military raids or by intimate partners. About 65% of women in South Sudan have been victims of physical and sexual violence. The risk of sexual violence negatively affect women’s ability to access income and resources. Conflict has severely affected women and girls’ access to services. In particular, access to education, vocational, business and financial skills, WASH and health services, including sexual and reproductive health, has decreased to even lower levels.</p>
Girls	<p>Girls are often excluded from educational opportunities based on gender norms dictating girls’ domestic and caretaking responsibilities along with prospects for early marriage. Girls under 18 are also targeted as victims of sexual violence and UNICEF reports that the majority of women experience GBV for the first time when they are children². The conflict has exacerbated the practice of bride price. Selling young girls for marriage is a coping strategy for families in times of economic hardship. Sexual abuse and early marriage also make them vulnerable to early pregnancies. Girls are also vulnerable to be traded for prostitution.</p>
Youth	<p>Years of conflict have provided distinct motivations for youth and their livelihood choices, including engagement in conflict and violence³. 30 per cent of young people between the ages of 15 and 35 identify themselves as currently ‘inactive’ – neither engaged in education nor economic activities. Young people have largely been excluded from political life, including through the age- based systems of authority that prevail in some parts of South Sudan. ‘Age sets’ are an important socio-cultural feature which denote formalized community groups in which members are of the same age.</p>
Women-headed households	<p>Up to 80 percent of displaced households are female-headed. For displaced widows returning to their homes of origin, the lack of documentation and rights for women to use and own property pose substantial threats to their safety and security. Women suffer greater food insecurity due to their cultural and social roles as caregivers and they may forego or pass on food within families, especially in female-headed households.</p>
Child-headed households	<p>UNHCR reports high levels of refugee families headed by children reaching refugee camps in Uganda. These children have become responsible for themselves and their siblings after their family members were killed or torn apart due to economic hardship and conflict. Lack of specific attention to these households exposes children to illness, rape and forced recruitment into slavery or armed groups. Initiatives such as the creation of foster banks, reunification of families and cash programmes need to be explored to meet the needs of this specific vulnerable group.</p>
Children	<p>Displacement and conflict have resulted in high levels of family separation and up to 9,700 cases of unaccompanied, separated and missing children.⁶ These children are extremely vulnerable to violence and abuse. Children also face psychological distress: about 1 million children are estimated to require psychosocial support as a result of witnessing killings, destruction of homes and loss of family members and friends.</p>
Minority Ethnic Groups	<p>The SSWSEEP will work in areas that are both government and opposition-controlled, conflict-affected or have significant minority populations. Ethnic minorities may occur at different levels in the state or even inside the county. Here they may be dominated by authorities from other groups and may have little decision-making power.</p>
Disabled Persons	<p>South Sudan has a National Disability and Inclusion Policy (2013). According to the last census in 2008/2009 there was a prevalence rate of disability in South Sudan of 5.1%. The disability assessment (2019) indicates that physical impairments represent between 35% and 52%,</p>

1 Shelter NFI Cluster South Sudan (2017) “Key Housing, Land and Property (HLP) Issues in Urban Areas of South Sudan”.

2 Unicef (South Sudan) www.unicef.org/southsudan

3 UNFPA/USAID 2019 South Sudan State of Adolescents and Youth Report

vision impairment between 20% and 33%, hearing impairment between 12% and 15% and intellectual and mental illness between 10% and 17%. The main challenges faced by people with disabilities are access to basic services and discrimination that hinders their participation in social, political and economic life. Women with disabilities experience higher levels of physical, psychological and sexual violence. Elders with disabilities face greater challenges due to less access to food, wash facilities and other support.

IDPs	The conflicts in South Sudan have led to significant displacement of populations. Since 2013, over 1.9 million people (53.4 percent children) have been internally displaced in South Sudan. An additional 2.1 million have left the country as refugees. ⁷ Almost 90 per cent of IDPs are women and children.
Returnees	IDPs and refugees are more likely to return to areas within or near their villages of origin. Given this pattern, most returnees are likely to be concentrated in rural and peri-urban areas where they remain vulnerable to shocks induced by climate volatility, administrative mismanagement and ongoing conflict due to increasing competition over resources, housing and access to basic services. Women on the move report that the most salient challenges they face are: SGBV, access to housing, land and property as well as extremely scarce resources.

Important to note is that intersectionality can further promote vulnerability, for example where women are also IDPs or returnees; where members of minority ethnic groups are IDPs or returnees; or where youth are IDPs. Quarterly project progress, continues updates at the Centres.

3.4 Summary of project stakeholder needs

Table 5: Summary of Project stakeholder needs

Community	Stakeholder Group	Key Characteristics	Language requirements	Preferred notification means (email, radio, phone, letter)	Specific needs (accessibility, large print, child care, daytime meetings etc.)
National Level	Ministries involved in the Steering Committee of the Project (Ministry of Finance & Planning, Local Government Board, Ministry of Humanitarian Affairs and Disaster Management, Ministry of Gender, Child and Welfare,)	Potentially Influencing Party	English	Memo/letter, email, telephone calls	Meetings on at least semi-annual basis, Hand-outs.
	Other related Ministries that have an interest in the Project (Ministries of General	Interested Party	English	Memo/letter, email, telephone calls	Meetings on at least semi-annual basis, Hand-outs.

	Education, Health, Water Resources)					
	UN Women, MoGCSW and the World Bank	Potentially Influencing Party	English		mail, telephone calls, memo, video conference	Face to face meetings on a regular basis.
	Other Development Partners (donors, UN agencies etc.)	Interested Party	English		Email, telephone & radios	Face to face meeting on a regular basis.
	National NGOs, international NGOs	Interested Party	English		Email communication	The NGOs have taken most of the roles of the government in service delivery and it would be important to coordinate and work with them closely – on a quarterly basis
State Level	Business community/ Construction Companies	Potentially Influencing Party	English		Email, telephone calls	There are many business companies in the countries, though some lack capacity and would need some basic training. Contact should be established at least on a bi-annual basis
CountyLevel	Members of the County Coordination Committee	Potentially Influencing Party	English and locally applicable languages	and	Email, telephone calls	This is an important committee to ensure that implementation of the project in the Bomas and Payams run smoothly. Contact should be initiated on a weekly basis during implementation
	County Government	Potentially Influencing Party	English and locally applicable languages		Email, telephone calls	Need for close coordination and information sharing for smooth

Boma and Payam Level	Members of the BDCs and PDCs	Potentially Influencing Party	English and locally applicable languages	and telephone calls/ word of mouth	implementation. Contact should be initiated on a weekly basis during implementation Very important body - link between the community, the county and development partners. Contact should be initiated on a weekly basis during implementation
	Traditional leadership and local religious leaders	Potentially Influencing Party	Locally applicable languages	Email, telephone calls	Regular contact, at least on a monthly basis during implementation
	Women	Vulnerable Group	Locally applicable languages	Word of mouth and engagement with community officers	Must be involved since most service delivery issues impact them either directly or indirectly
	Girls	Vulnerable Group	Locally applicable languages	Word of mouth and engagement with community officers	Need more awareness and empowerment, and therefore need to be included as a target group
	Vulnerable Households	Vulnerable Group	Locally applicable languages	Word of mouth and engagement with community officers	Cannot afford services at high cost and need to receive particular attention in the selection process of beneficiaries
	Youth	Vulnerable Group	Locally applicable languages	Word of mouth and engagement with community officers	Need to be empowered and should therefore be important beneficiary in project activities, as well as being integrated into consultations
	IDPs and Returnees	Vulnerable Group	Locally applicable languages	Word of mouth and engagement with community	May find that their place of origin or home is occupied by

Ethnic minority groups	Vulnerable Group	English and locally applicable language in particular language of the minority group	officers	Word of mouth and engagement with community officers	other people Feel marginalized and mechanisms need to be in place to empower and involve them in productive endeavours
People with disabilities	Vulnerable Group	Locally applicable languages	officers	Word of mouth and engagement with community officers	Need to have voice in the decision making to avoid further marginalization

4. Stakeholder Engagement Program

4.1 Purpose and timing of stakeholder engagement program

The purpose of the engagement program for this project is to:

- a) Consult stakeholders on the proposed project design, anticipated environmental and social risks and impacts and mitigation measures.
- c) Provide regular information and feedback to stakeholders related to project implementation progress and any other emerging issues throughout the project cycle. Understanding of the service delivery and governance needs of the selected communities.
- d) Reception of feedback and comments as well as grievances from all stakeholders on project design and implementation; and
- e) Provision of transparent and accountable mechanisms on all aspects of the project and subproject design and implementation.

4.2 Proposed strategy for information disclosure

Appropriate information will be provided to stakeholders depending on the stage of the project and the identified stakeholder information needs. This will include information on the nature of the project design, the anticipated environmental and social risks and impacts, the proposed mitigation measures, the stakeholder engagement plan, grievance redress mechanisms and how stakeholder views were incorporated in the project design and management of environmental and social risks. The Project will use a combination of methods to disclose information pertaining to the project in a manner that is commensurate with the nature of the identified stakeholders and environmental and social sensitivity of the project. For community level stakeholders, information will mostly be disclosed through public meetings organized within the communities. Deliberate efforts will be made to ensure that vulnerable groups of people such as women and children, the elderly and disabled are adequately represented and heard in such meetings. At national and state level, disclosure of information will be done through radio broadcasting, community meetings in coordination with local authorities (state, county, Payam and Boma governments), meetings with the representatives and members of relevant MDAs, committees and sub-committees, phone communication (SMS), and notices at the Payam and Boma level. Printed and electronic copies of relevant project documents will be made available to stakeholders through appropriately designated places within reach of stakeholders.

Further, the project will also use written forms of communication such as letters and electronic mails, community radio stations where available, and mobile public address system. Where possible social media platforms and groups will be created to assist in information dissemination to targeted stakeholders. All these processes, platforms, and channels will be linked to the project website. Information will be disclosed in English or the respective key local languages, where

appropriate. Local authorities, such as traditional authorities, religious leaders, and county governors will be requested to inform communities in community meetings and through disclosure at project locations.

Table 6 summarizes the key methods that will be used for disclosure of project information at different stages of the Project.

Project Stage	Information to be disclosed	Methods proposed	Timetable locations / dates	Targeted stakeholders	Percentage reached	Responsibilities
Project Design	Project design elements	Workshop	Prior to World Bank Board decision	Representatives of Government MDAS, Development Partners, and NGOs	20% of all beneficiaries and affected communities	MoGCSW, UN Women, World Bank
	ESCP	Workshop	Email, community meetings,	All national, state and stakeholders	70% of stakeholders	PMU, MoGCSW, UN Women, World Bank
	ESMF	Workshop	Prior to World Bank Board decision	All identified stakeholders at all levels	70% of stakeholders	MoGCSW, UN Women, World Bank
	SEP	Workshop	Prior to World Bank Board decision	All identified stakeholders at all levels	70% of stakeholders	MoGCSW, UN Women, World Bank
	Workers' GRM		Prior to World Bank Board decision	All identified stakeholders at all levels		MoGCSW, UN Women, World Bank
	GBV ActionPlan		Prior to World Bank Board decision	All identified stakeholders at all levels		PMU, MoGCSW, UN Women, World Bank
	Project Implementation	ESMPs for subcomponents		Radio, community and county level boards	County level stakeholders and affected communities	20% of stakeholders
						PMU, UN Women and MoGCSW
Project Reports				All identified stakeholders at all levels	20% of stakeholders	UN Women and MoGCSW
ScreeningReports				Community level stakeholders	20% of stakeholders	MoGCSW

4.3 Proposed strategy for consultation

This plan lays out the overall consultative processes of the project with its different stakeholders. In principle, UN Women MoGCSW and potential Ips will ensure that all stakeholders on the project are consulted timely, using appropriate channels as possible. In this respect, appropriate and clear methods of communication will be used to inform stakeholders about meetings in a timely manner. This will include invitation letters where possible,

stipulating the type and number of community stakeholder groups expected to come to the meetings. Further, the project notes the impact of COVID-19 on society. As such, the project will ensure that all face-to-face meetings adhere to (i) WHO guidance on prevention of the spread of the COVID-19 virus; (ii) respective instructions by the Government of South Sudan; while (iii) seeking also international good- practice on consultations under COVID-19 and innovative approaches established by World Bank, UN, and other development agencies. This can include Talking Books, radio programs combined with call-in- feedback, small-group discussions once allowed with provision of PPE, etc.

The GRM will be another means of consultation, as complaints received will be filed, assessed and responded to in a timely manner (see below).

Table 7: Project stages and consultation methods

Project Stage	Topic of Consultation	Suggested Method	Timetable: location and dates	Target stakeholders	Responsibilities
Project Design	Overall Project activities	Inter-ministerial Steering Committee Radio, community meetings	Juba	Project affected parties	UN Women, MoGCSW, PMU
	SEP (including grievance mechanisms)	Radio, community meetings, notice boards at county, payam and boma levels	Juba/county/P ayams	Project-affected and potentially influencing parties	UN Women, MoGCSW, PMU
	ESCP	Inter-ministerial Steering Committee	Juba	Project-affected and potentially influencing parties	PMU
	ESMF	Inter-ministerial Steering Committee, Emails	Juba	Project-affected and potentially influencing parties	PMU
Project launch / Entry	Introduction of what the project is all about and how the various stakeholders will be involved in the design and implementation	Stakeholder meetings and conference	Juba/State/Cou nty	National Government/ State/County/P ayam	PMU
Project Implementati on	Types of community infrastructure	Community meetings, notice boards at county. Payam and Boma level	Boma/Payam	Project-affected and potentially influencing parties	UN Women

Sub-project ESMPs	Community meetings, notice boards at County, Payam and boma level	Boma/ Payam	Project-affected and potentially influencing parties	UN Women
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4.4 Proposed strategy to incorporate the view of vulnerable groups

Where possible and necessary, separate consultations will be done with selected interest groups during community meetings. The community meetings will be properly facilitated using a pre-designed discussion guide which will carry specific questions targeting vulnerable groups. Well experienced moderators will be used to conduct community meetings to ensure equitable participation and contribution of marginalized groups. The facilitating teams will have skilled note takers who will record the deliberations verbatim with the aid of voice recorders. Consent (verbal) or otherwise, will be sought from meeting participants before recorders are used in recording of proceedings. After completion of consultations, the field notes and transcriptions will be consolidated, analysed and key issues incorporated into the relevant project documents.

UN Women and the MoGCSW will ensure that women and other vulnerable groups are participating in consultative processes and that their voices are not ignored. This will require that specific meetings with some of the above identified vulnerable groups at the community level are arranged, in addition to general community consultations. For example, women may be more outspoken in women-only consultation meetings than in general community meetings. Similarly, separate meetings will be held with young people or with ethnic minority groups for each subproject or activity. Furthermore, it is important to rely on other consultation methods as well, which do not require physical participation in meetings, such as social media, SMS, or radio broadcasting, where feasible, to ensure that groups that cannot physically be present at meetings can participate. Where this is not possible, community facilitators will visit households of vulnerable people, in particular the elderly and persons with disabilities, that are not able to attend communal meetings.

In view of promoting gender equality, it is most important to engage women’s groups on an ongoing basis throughout the lifetime of the project. Women voicing their concerns and contributing to the decision- making process on issues such as community infrastructure should be encouraged, especially in governmental or traditional committees predominantly consisting of men. IPs are similarly encouraged to deploy female staff, especially in situations where staff interfere with community members.

4.5 Timelines

Table 8: Project Phase Timeline

Activity	Project Preparation	Bank Appraisal	Bank Decision	Project Preparation	Project Implementation	Project Phase out
Timeline	Feb 2022	Feb 2022	Feb 2022	Mar 2022	Mar 2022	Mar 2025

The project is planned for a duration of 48 months. Information disclosure and consultations are especially relevant throughout the early stages of the project, but also throughout the project cycle. Project design has therefore been based on field consultations. Activities under each sub-component will include further consultations prior to their commencement to ensure a good selection of beneficiaries, transparency and accountability on project modalities, and to allow community voices to form the basis of the concrete design of every intervention and consultations throughout the project cycle.

4.6 Review of Comments

Upon disclosure of project information, provision will be made for secure portals where the general public and concerned stakeholders may submit their comments, observations and questions regarding the project. Considering the moderate degree of environmental and social risks that are anticipated in this project, these will mostly constitute lockable boxes where written comments regarding the project will be deposited. For information disclosed through meetings, instant feedback will be collected through designated rapporteurs who will be available during the meetings. Participating stakeholders will also be given freedom to take their own minutes of the proceedings and share a copy with the rapporteurs. Comment boxes will also be placed in designated places within the communities for use by community members to submit views and reactions after information disclosure meetings.

UN Women and MoGCSW implementing different sub-components of the project will gather all comments and inputs originating from community meetings, SMS, GRM outcomes, surveys and FGDs. The information gathered will be submitted to the PMU – specifically to the Social and Environmental Specialists - to ensure that the project has general information on the perception of communities, and that it remains on target. It will be the responsibility of the IPs to respond to comments and inputs, and to keep open a feedback line to the communities, as well as the local authorities. Training on environmental and social standards facilitated by WB and UN Women will be provided soon after the project becomes effective to ensure that all implementing staff are equipped with the necessary skills.

The project will also ensure that implementing partners have a designated officer to respond to cases, and also to refer unresolved cases to the MoGCSW at state and national levels for further hearing of cases of provision of feedback.

4.7 Future Phases of Project

This stakeholder engagement plan will ensure a continuous stakeholder engagement program for the project to ensure that stakeholders are kept informed throughout the project phases. The stakeholder engagement program will include annual project review meetings, quarterly community interface meetings, and regular project monitoring and supervision visits. These platforms will provide avenues for exchange of information between project implementers and other stakeholders regarding the progress of the project and issues related to management of environmental and social risks including the grievance redress mechanism.

5. Resources and Responsibilities for implementing stakeholder engagement activities

5.1 Resources

The MoGCSW together with UNWOMEN will be responsible for the implementation of the activities of the SEP. There will be an overall budget administered by the PMU to monitor the implementation of the SEP and other environment and social risk management activities. The project will ensure that adequate budget is allocated to finance the production of communication materials, including local media and radio content, and traditional information sharing mechanism for effective information sharing with communities including IDPs marginalized and vulnerable groups and documentation. The budget for SEP implementation will be updated when the SEP is updated as needed. The project will assign dedicated budget as part of the integral project costs for each activity.

5.2 Management functions and responsibilities

The overall responsibility for the implementation of the SEP lies with the PMU Project Manager. The Plan will be overseen on a day-to-day basis by the PMU Social and Environmental Specialists. The Officers will maintain a stakeholder database for the overall project and will lead a commitment register. However, while the PMU will oversee all coordination and monitoring of the SEP implementation and disclosure-related activities, UN Women will implement the SEP at the community level in their respective project sites and will report on their activities to the

PMU on a quarterly basis as indicated in the ESCP. The PMU will undertake field verification activities jointly with UN Women at least every other month, or during planned events. UN Women will assign a dedicated staff responsible for the implementation of the SEP within the organization. Staff names will be submitted to the PMU. Selected staff must have the required qualifications and experience to implement the SEP, as stipulated by the terms of reference for the position in UN Women's human resource system.

6. Grievance Mechanism

Under the new World Bank ESSs⁴, Bank-supported projects are required to facilitate mechanisms that address concerns and grievances that arise in connection with a project⁵. One of the key objectives of ESS 10 (Stakeholder Engagement and Information Disclosure) is 'to provide project-affected parties with accessible and inclusive means to raise issues and grievances and allow borrowers to respond and manage such grievances'⁶. This Project GRM should facilitate the project to respond to concerns and grievances of the project-affected parties related to the environmental and social performance of the project.

The SSWSEEP will provide mechanisms to receive and facilitate resolutions to such concerns. This section lays out the grievance redressal mechanisms (GRM) for the SSWSEEP. Each center will have one woman who will be trained to receive and management grievances. Further, each and every WECC will have a logbook which will be used to record the cases. The log will be in different languages. If the case has not been resolved, it will be go to the committee of the WECCs. A separate committee consisting of 3 members will be set up under each WECC to receive and manage the different grievances.

The GRM will be a distinct mechanism that will allow stakeholders, at the community level, to provide feedback on project impacts and mitigation programs. The project will establish and functionalize project GRM for affected parties and a separate grievance mechanism for project workers to raise workplace concerns, as provided under ESS2. An environment and social risk management expert will be assigned at MGCSW to follow up complaints related to affected parties by the project. The project GRM provides for multiple channels through which complaints can be registered in a safe and confidential manner can be enabled. The complaint, to be filed, should be related to the project components and/or to its implementation and management. Any complaint not directly related to the project will be referred to the appropriate responsible government body. The project grievance resolution process will involve the following main steps:

- ✓ Receipt of grievances: anyone from the affected communities or believing they are affected by the Project can submit a grievance (written, verbal, text message, telephone, etc. as appropriate for the complainant).
- ✓ Registering the complaint: the focal person who received the complaint will use the GRM logbook for registering.
- ✓ Referral and examination of complaints: a GRM Committee shall be established at each project implementation site (comprising of members from representatives of implementing agencies, elders, community facilitator etc.) who will examine the complaint, resolve, or refer to the appropriate body such as formal courts.

4 World Bank, Environmental and Social Framework, 2018.

5 Under ESS 2 (Labour and Working Conditions), a grievance mechanism for all direct or contracted workers is prescribed, which is laid out in the Labour Management Plan (LMP). The World Bank's Good Practice Note on 'Addressing Gender Based Violence in Investment Project Financing involving Major Civil Works'¹¹ spells out requirements for a GBV grievance redress mechanism, which is laid out in a separate GBV/SEA and Child Protection Risks Action Plan.

6 12 World Bank, 2018, p. 131.

✓ Notifying the complainant: the decision/solution/action by the grievance committee shall be communicated to the complainant as per the stipulated timeline for feedback.

✓ Closing the complaint: where the decision/solution of the complaint is accepted by the complainant, or complaint that is not related to the project or any of its components, or a Complaint that is being heard by the judiciary will be closed following the appropriate procedure based on the acknowledge and signed of complainant.

The GRMs will be promoted as much as possible as part of a communication campaign and trainings to community members and beneficiaries of the project are aware of channels through which they could voice their grievances and complaints. During the COVID-19 pandemic, the GRM will ensure that social distancing measures are in place for meetings of GRM committees, investigation of grievances ,monitoring of existing grievances and public information mechanisms, and the GRM need to direct any health and COVID-19 related queries to the Ministry of Health (MOH). The project will use various mechanisms to promote the availability of the GRM. It will use radios, community meetings and other social gatherings as appropriate. The project will also adequately communicate the community about the project activities and the environment and social risks as well as mitigation measures including the GBV/SEA and child protection referral systems. This will help aggrieved parties to decide whether they have a case to report or whether the available information clarifies their concern. This will allow the aggrieved party to decide on the appropriate next step in order to report a grievance, comment or provide feedback to the Project.

6.1 Multiple grievance channels

The project as much as possible will provide multiple options for communities or any agrived party to voice their grievances. The provision of multiple grievance channels allows an aggrieved party to select the most efficient institution, accessibility, circumvent partial stakeholders and creates the ability to bypass channels that are not responsive. The community will be sensitized to put-forward their grievances or concerns about anyone or anything related to the project through appropriate channels of their choice which will include:

- Face- to-face meetings with GRM committee members , county level staff, and national staff during visits to their project site;
- Grievance boxes and desks;
- Written letters, E-mail or SMS and hotline services(when available)

6.2 Intake, Acknowledge and Follow-Up

Grievances received through the GRM reporting mechanisms will be taken in by the respective IP hotline operator. The hotline operator will review information received and transfers it to either UN Women or MoGCSW. Community Project facilitators will file grievances and pass them to the UN Women or MoGCSW officers at State level.. All cases received through these, the community facilitator reports to UN Women or MoGCSW officers at State level. All cases specifically GBV/SEA related issues will be treated confidentially. Severe incidents (defined as an incident *that caused significant adverse effect on the environment, the affected communities, the public or workers*, for example: Fatality, GBV, forced or child labor) will be reported within 48 hours to the PMU and the World Bank. Where grievances are of sexual nature and can be categorized as GBV/SEA or a child protection risk, will be managed as per the procedure that will be set out in detail in the upcoming GBV action plan. For all other grievances, the respective IP at the state level will decide whether the grievance can be solved locally, with local authorities, implementers, or contractors and whether an investigation is required. The first ports of call will have in-depth knowledge of communal socio-political structures and will therefore be able to address the appropriate individuals if the case can be solved at the local level.

6.3 Verify, Investigate and Act

The IP will investigate the claim within 7 working days and share findings with relevant stakeholders. Where an incident was reported, the IP will follow the incident management protocol. Where a negotiated grievance solution is required, the IP will invite the aggrieved party (or a representative) to decide on a solution which is acceptable to both parties and allows for the case to be closed, if both parties agree. After deciding a case, the IP has to provide an appeal mechanism to the aggrieved party, which is constituted through the PMU at Juba level. This is important in cases in which the aggrieved party is dissatisfied with the solution provided by the IP. In these instances, the PMU will step in and provide an appeals mechanism. The appeals should be sent to the PMU directly (a phone number will be provided) where they will be reviewed by the PMU Risk Management Unit and will be decided on jointly with the PMU Project Manager.

6.4 Monitor, Evaluate and Feedback

If the case was not filed anonymously, the UN Women and MoGCSW social officer will provide first feedback to the aggrieved party within one week. Further feedback and action will depend on the nature of the case and whether cases are decided upon within the respective IP. The IP will show to the PMU that action has been taken within a reasonable amount of time. Most importantly, all cases filed need to be logged and monitored by the UN Women and MoGCSW social officer who will analyse all complaints and feedback on a quarterly basis and share a synthesis report of the analysis with the PMU.

6.5 Institutional Setup of the GRM for SSWSEEP

The GRM for the SSWSEEP provides for negotiation and agreement by consensus between the community and affected persons as the first avenue to resolve grievances expressed by the people affected by the project. This is because the implementation of subcomponents of the project will be community driven and resolution at the earliest point possible would make the process faster and cost effective. Thus, the process of grievance redress mechanisms will initially be handled by grievance redress committees which operate within the community settings themselves. However, in events where some aggrieved parties are not satisfied by decisions made at village grievance redress and management committee (VGRMC) levels, the cases will be referred for review and re - consideration to higher level grievance redress committees at State or Juba level.

In cases where the grievances are not resolved at state level, the case will be referred to national level grievance redress and management committee (NGRMC). In the unlikely case that issues are not resolved at the national level the case will be referred to Court.

The GRM for the SSWSEEP is complimentary to other existing traditional grievance redress mechanisms within the communities and the nation at large. Such existing mechanisms include traditional chiefs, Courts, Police, Anti -Corruption Bureau, Human Rights bodies and Civil Society Organizations. As such communities shall be informed about the other existing mechanisms and be allowed to make use of them when and where ever they find it necessary. This would also assist in creating alternative space for affected parties who would otherwise not be able to voice out their concerns through the main GRM structure for fear of reprisals despite repeated assurances of protection. The Project will therefore also identify and engage institutions that provide alternative grievance redress mechanism services in project target areas in order to create linkages that would provide necessary feedback to the Project GRM.

6.6 Grievance Redress Procedure

Women Empowerment Centre Level. A women focal person to receive cases. To mitigate the risk of elite capture and ensure impartiality, the committee will consider a person who will not be influenced by the committee or not part of any decision-making structures at the WEC. There will be a committee consisting of 3 members chosen by the board who will act as the first avenue to resolve grievances expressed by the people affected by the project. If the affected parties will be satisfied with the resolution, the case will be closed. If not, the case shall be referred to the State level grievance redress and management. The WECCs will also offer mediation before taking the case to the state. The committee receiving cases at this level will respond immediately after receiving complaints, considering that some cases do require speedy resolutions. For all complicated cases the committee will have to manage them within 5 working days and that the committee will have to give feedback to complainant in a timely manner.

State level. Consisting of Community Development, Social Welfare and a member from women's group (3) shall receive, record, vet and hear cases as submitted to them by affected parties as well as referrals from the subproject implementation committees. If the affected parties will be satisfied with the resolution, the case will be close. However, if they are not satisfied, there will be a chance for arbitration.

Arbitration: once the state level structure has failed to address the issue an arbitrator who is external to the committee or association will be asked to help resolve the issue. The person chosen as an arbitrator will be well trained in peace and conflict management and resolution.

Court Option. Where the case was not closed at state level, the affected parties shall be advised to seek justice from the Court of Law and the decision made by the Court of Law shall be final.

Criminal and Other Special Cases. All cases recorded by the GRM that are found to be criminal in nature shall immediately be reported to the police. Communities will also be sensitized to report criminal cases directly to the police. Furthermore, the project will sensitize communities to make use of the existing Tipp-offs anonymous facility established under SSWSEEP to report suspected cases of fraud to the Anti-Corruption Bureau.

Since Gender Based Violence (GBV) and Sexual Exploitation and Abuse cases are substantively different from other complaints that are typically handled through the grievance redress mechanisms, their information will be handled in a special way within the GRM to ensure that the information is confidential. The detail reporting procedures will be provided in the GBV/SEA action plan being prepared.

6.7 Key Activities in the Grievance Redress Process

The GRM process for SSWSEEP will consist of five key activities which will be performed in managing the grievances for the project. These key activities include:

- i. Complaint uptake
- ii. Complaint assessment, analysis and response
- iii. Resolution and closure
- iv. Registry and monitoring
- v. GRM Evaluation.

Complaints Uptake

The SSWSEEP GRM has provided multiple options for submission of grievances by project affected persons in order to minimize barriers that may prevent other affected parties from forwarding their issues. These channels include the following:

- (a) *Face to Face*: This may be verbal or written submissions through face-to-face interactions with members of committees, programme officials, local structures done at any time.
- (b) *Grievance Box*: Grievance boxes will be placed in strategic places of target project communities where affected parties would drop in their grievances at any time. These will also be made available at pay-points when payments are being delivered.
- (c) *Phone Call or SMS*: This will be at affected parties' own discretion and capability. Where possible, details of relevant immediate contact persons in the project area will be made available.

Case Assessment, Analysis and Response

When a complaint is received, a maximum of fifteen Days (**15**) days has been provided for the GRM committees to respond to the affected parties. This is so to make sure that grievances/complaints are resolved as early as possible. Where possible, provision of instant feedback will be done depending on the nature of the cases. Once complaints are received, the GRM committees shall assess the issues by looking at, among other factors, the following:

- Whether the complaint or grievance is related to the project or not,
- Whether the case can ably be handled at their level or another,
- Whether the case can effectively be handled through the project GRM or alternative mechanisms.

If for whatever reason the committee determines that it cannot ably handle the complaint, affected parties shall be advised to channel their complaints to the right alternative grievance redress levels or institutions. Otherwise, it will proceed to hear the cases and make necessary investigations to establish the truth of the matter.

Case Resolution and Closure

Where a resolution has been arrived at and the affected parties accepts the resolution, the parties shall be required to sign the resolution and closure section in the Grievance Log and Resolution Form. Two members at any structure of the GRMC shall also be required to counter sign. This shall signify that the complaint or grievance which was presented has been fully discussed and closed.

GRM Registry and Reporting

All grievances received will be publicly entered into an accessible recording system known as the GRM registry that shall be maintained at all the GRM committee levels. The WECC log and

resolution form shall be in triplicate. For any case heard, closed or referred, a copy of this case shall be sent to the two upper levels for records, i.e. the State and national GRM. Similarly, if a case is handled at WECC, a copy shall be sent to Project Management Unit to notify them how the referred case was handled. This shall enable the state to keep a register, of all cases recorded and handled by any GRM committee. Using this information, committees will be able to generate a matrix of cases and agreed resolutions and be able to follow up if the resolutions are being implemented.

GRM Monitoring and Evaluation

The SSWSEEP GRM monitoring, and evaluation will be undertaken alongside any other evaluation exercises for the project. This will be possible using copies of registers that Councils and GRM committees will be keeping. This will assist to establish the levels of functionality and identify areas for improvements to achieve optimum efficiency of the GRM system.

6.8 Monitoring and Reporting of GRM

The PMU will be responsible for monitoring the availability and implementation of the GRM by UN Women and MoGCSW officers. The PMU will include the GRM into its supervision and monitoring missions to the field and conduct spot checks regarding its implementation. This will also apply to the grievances under ESS2. UN Women and MoGCSW will provide analytical synthesis reports on a quarterly basis to the PMU, which include the number, status and nature of grievances to the PMU. These reports will form the basis of all regular reports to the World Bank. UN Women and MoGCSW will further provide an excel sheet summary of the feedback and grievances reported, which will be linked to the Project's Management Information System (MIS) and to the M&E Results Framework. They will further maintain a documented record of stakeholder engagements, including a description of the stakeholders consulted and a summary of the feedback/grievances received during community consultations. The PMU will further extract lessons learnt from the GRM and implement analysis on the overall grievances and share them with UN Women and MoGCSW.

6.9 Information Disclosure and Consultations

ESS 10 makes it essential to identify and undertake inclusive and ongoing engagement with project stakeholders and to disclose all relevant information to stakeholders, in particular those project-affected groups or individuals that are disadvantaged or vulnerable due to their circumstances, and the public. Direct and indirect project stakeholders have been identified in the Stakeholder Engagement Framework (SEF), which was disclosed in xx on xx, and on the UN Women website. The SEF will be continuously updated, specifically in accordance to the identified needs of each IP and their respective sub-component. All relevant information needs to be made available to stakeholders in a timely manner, including about planned sub-components of the project, management measures and monitoring activities.

6.10 GBV and Sexual Exploitation and Abuse (SEA)

Cases of GBV/SEA can be reported through the general Project GRM. The GBV survivor has the freedom and right to report an incident to anyone: community member, project staff, GBV case manager. All relevant staff of the PMU, UN Women and contractors will receive training on receiving GBV complaints and referral systems, ideally during the project initiation phase and as part of the staff welcome package. The GRM operators will be trained to receive those cases in an appropriate manner and immediately forward them to the GBV/SEA referral system. The GRM operator will ensure appropriate response by i) providing a safe and caring environment and respecting the confidentiality and wishes of the survivor ii) If survivor agrees, obtaining informed

consent and making referrals and iii) providing reliable and comprehensive information on the available services and support for survivors of GBV.

The GRM should consider including key features on the prevention of GBV: i) Establishing women quotas at community-level grievance management to facilitate woman to woman reporting. ii) Providing multiple channels to receive complaints (channels to be determined after community consultation). iii) Resolving complaints at the point of service delivery to reduce information and transaction costs and gender sensitive independent channels for redress. iv) Communicating GRM services at the community level to create GBV awareness and enable project-affected people to file complaints. However, beneficiaries and communities should generally be encouraged to report all GBV/SEA cases through the dedicated GBV/SEA referral system and complaints resolution mechanism. This will be made explicit in all community awareness sessions and be a part of the publicly disclosed information. The GBV/SEA referral system will guarantee that survivors receive all necessary services, including medical, legal and counselling, and cases will be reported to the police where applicable. If such cases are reported through the project GRM, the GRM Operator needs to report the case within 24 hours to the PMU, as the PMU is obliged to report any cases of GBV/SEA to the World Bank within 48 hours (provided there is informed agreement from the survivor). Furthermore, cases need to be reported to the respective agency if it concerns a direct worker or a worker from a sub-contractor, NGO partner or even a community worker following a survivor-centered approach. UN Women and MoGCSW have their organizational PSEA systems in place through which violations by staff will be handled. This may be in addition to criminal prosecution to ensure that sanctions for the violation of Codes of Conduct are implemented.

UN Women and MoGCSW are in charge of checking that the courses for contractors regarding the Code of Conduct obligations and awareness raising activities to the community are in place. The information gathered should be monitored and reported to project PMU and the World Bank. All reporting will limit information to the survivor's wishes regarding confidentiality and in case the survivor agrees on further reporting, information will be shared only on a need-to-know-basis, avoiding all information which may lead to the identification of the survivor and any potential risk of retribution.

6.11 WB's Grievance Redress Service (GRS)

Communities and individuals who believe that they are adversely affected by a World Bank supported project may submit complaints to existing project-level grievance redress mechanisms or the WB's Grievance Redress Service (GRS). The GRS ensures that complaints received are promptly reviewed in order to address project-related concerns. Project affected communities and individuals may submit their complaint to the WB's independent Inspection Panel which determines whether harm occurred, or could occur, as a result of WB non-compliance with its policies and procedures. Complaints may be submitted at any time after concerns have been brought directly to the World Bank's attention, and Bank Management has been given an opportunity to respond. For information on how to submit complaints to the World Bank's corporate Grievance Redress Service (GRS), please visit

<http://www.worldbank.org/en/projects-operations/products-and-services/grievance-redress-service>.

For information on how to submit complaints to the World Bank Inspection Panel, please visit www.inspectionpanel.org

7. Monitoring and Reporting

The monitoring process will be done both by the State and National level officers. At State level the Monitoring and Evaluation Committee (MEC), headed by the Monitoring Officer, will be in charge of project monitoring. They will be supported by various project secretariat staff, the social and extension workers and community social support committees.

Where relevant immediate feedback will be needed as result of stakeholder consultations, it will

be provided through regular correspondence channels to concerned stakeholders. However, feedback on how comments were incorporated into the project document will be provided through project implementation inception meetings once the project is approved by the bank. Further feedback on issues raised during project implementation will also be provided through the quarterly and annual progress review meetings.

7.1 Involvement of stakeholders in monitoring activities

Adequate institutional arrangements, systems and resources will be put in place to monitor the ESMF. The goals of monitoring will be to measure the success rate of the activities, determine whether interventions have handled negative impacts, and whether further interventions are required, or monitoring is to be extended in some areas. The goal of inspection activities is to ensure that subcomponent activities comply with the plans and procedures laid out in the ESMF. The ESMF will lay out environmental and social risks mitigation measures, with a dedicated E&S monitoring and reporting plan. The main monitoring responsibilities will be with the PMU, as the administrator of the GRM, and overall project-related environmental and social monitoring and main implementer of the SEF. This will be led by the PMU Social Officer. The PMU Project Manager will be overall responsible for the implementation of the environmental and social mitigation measures, including the SEF and site- or activity- specific SEP, as well as for monitoring and inspections for compliance with the SEF.

The GRM will be a distinct mechanism that will allow stakeholders, at the community level in particular, to provide feedback on project impacts and mitigation programs. The project will also establish and operate a separate grievance mechanism for all direct and contracted workers to raise workplace concerns, as provided under ESS2. In addition, UN Women and MoGCSW will have their own dedicated means of monitoring impacts, administering mitigating measures and stakeholder involvement. These will be launched and implemented within the partners' specific sub-component activities. UN Women and MoGCSW are committed to share these means with the PMU and will integrate stakeholder inputs into their regular monitoring and reporting activities.

UN Women and MoGCSW will report the number, locations and results of their SEF or SEP-related activities to the PMU on a monthly basis. Independent Verification Agent (IVA) will be engaged by the PMU on a competitive basis to provide independent operational review of project implementation, as well as verification of all project results, including the implementation of the SEF. This will include assessing adherence at all implementation levels, to the procedures set out in the Project Operations Manual (POM) and other relevant project documents, and in verifying outputs of all project activities.

The PMU will digest all reporting by IVAs, UN Women and MoGCSW, as well as its own findings, and produce an overall environment and social progress report, which will contain a distinct section of stakeholder engagement, and which will be provided to the World Bank. The project will follow a quarterly reporting cycle. These quarterly reports will further be shared with all stakeholders, as defined in the SEF. Furthermore, the PMU will provide an annual review of ESMF implementation, with the aim to: (a) assess the project performance in complying with ESMF procedures, learn lessons, and improve future performance; and (b) assess the occurrence of, and potential for, cumulative impacts due to project funded activities. Project stakeholders will be engaged in the review process. In addition, data from the GRM will be analyzed and presented. These reports will be the main source of information for the World Bank supervision missions, UN Women and national authorities, as needed.

7.2 Reporting back to stakeholder groups

Results of stakeholder engagements will be regularly reported back to the affected communities, as well as the relevant local authorities. It will be the responsibility of the PMU to ensure that all relevant reporting is shared through the above defined public means. At a sub-component and

activity level, UN Women and the MoGCSW will be responsible for disclosing their stakeholder engagement results and relevant reporting.

Quarterly stakeholder meetings will be convened to discuss and review key indicators of stakeholder engagement. Stakeholders will have the opportunity to indicate whether they are satisfied or not with the project consultation process and what needs to be changed in the SEP implementation process to make it more effective. A Third-Party Monitor will be engaged on a competitive basis to provide independent operational review of project implementation, as well as verification of all project results. This will include assessing adherence at all implementation levels to the procedures set out in the Project Operations Manual (POM) and other relevant project documents, and in verifying outputs of all project activities. Results of stakeholder engagements will be regularly reported back to the affected communities, as well as the relevant local authorities. The main means for reporting will be through electronic media like emails and fax as well as in some rural area with poor intranet access the reports will be delivered in person.