



**Government Of South Sudan  
Ministry of Agriculture and Food Security**

**PRODUCTIVE SAFETY NET FOR SOCIOECONOMIC OPPORTUNITIES  
PROJECT -SNSOP**

**STAKEHOLDER ENGAGEMENT PLAN  
(SEP)**

**April 2022**

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## ABBREVIATIONS AND ACRONYMS

<b>AAP</b>	Accountability to Affected Populations
<b>CSO</b>	Civil Society Organisation
<b>DIS</b>	Direct Income Support
<b>ECD</b>	Early Childhood Development
<b>ELRP</b>	Emergency Locust Response Project
<b>ESCP</b>	Environmental and Social Commitment Plan
<b>ESMF</b>	Environmental and Social Management Framework
<b>E&amp;S</b>	Environmental and Social
<b>ESS</b>	Environmental and Social Standard
<b>FCV</b>	Fragility, conflict and violence
<b>GBV</b>	Gender-based Violence
<b>GoSS</b>	Government of South Sudan
<b>GRM</b>	Grievance Redress Mechanism
<b>IDP</b>	Internally Displaced Person
<b>IP</b>	Implementing Partner
<b>LIPW</b>	Labour-intensive Public Works
<b>MAFS</b>	Ministry of Agriculture and Food Security
<b>MGCSW</b>	Ministry of Gender, Child and Social Welfare
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MIS</b>	Management Information System
<b>NGO</b>	Non Governmental Organisation
<b>PCU</b>	Project Coordination Unit
<b>PDC</b>	Payam Development Committee
<b>PIU</b>	Project Implementation Unit
<b>PLWD</b>	Persons Living with disabilities
<b>PTI</b>	Project Targeting Index
<b>RALP</b>	Resilient Agricultural Livelihoods Project
<b>SE</b>	Stakeholder Engagement
<b>SEP</b>	Stakeholder Engagement Plan
<b>SNSOP</b>	Productive Safety Net for Socioeconomic Opportunities Project
<b>SP</b>	Social Protection
<b>SSSNP</b>	South Sudan Safety Net Project
<b>TPM</b>	Third-party monitor
<b>UN</b>	United Nations
<b>UNOPS</b>	United Nations Office for Project Services
<b>WASH</b>	Water, Sanitation and Hygiene
<b>WB</b>	The World Bank
<b>WHR</b>	Window for Host Communities and Refugees

## EXECUTIVE SUMMARY

This Stakeholder Engagement Plan (SEP) is designed to establish an effective platform for productive interaction with potential stakeholders affected by the implementation and outcomes of the South Sudan Productive Safety Net for Socioeconomic Opportunities Project - SNSOP (P177663). It identifies the major stakeholders affected by the project either directly or indirectly (including vulnerable groups) as well as those with other interests that could influence decisions about the project. It outlines previous stakeholder engagement efforts carried out on the South Sudan Safety Net Project (SSSNP) currently under implementation and articulates a range of strategies for timely, relevant and accessible stakeholder engagement throughout the project life cycle for the new proposed SNSOP. The SEP is also prepared in compliance with the World Bank Environmental and Social Standard ESS10 on stakeholder engagement and information disclosure.

The proposed SNSOP is designed to respond to the increasing need to scale up social safety nets for poor and vulnerable populations, particularly as a result of the COVID-19 pandemic. SNSOP is a follow-on to the on-going SSSNP and so will have coverage in 12 counties scaling up two additional refugee communities in Maban and Pariang. The project will also continue to strengthen the Social Protection (SP) system through the Grievance Redress Mechanism (GRM), Management Information Systems (MIS) and Monitoring and Evaluation (M&E) system, developed under SSSNP.

The project environmental and social risk will be assessed and mitigation measures will be proposed in the Environmental and Social Management Framework (ESMF) and Environmental and Social Commitment Plan (ESCP) that will be prepared for the project. Several stakeholder engagements have been carried out through various channels during implementation of the on-going SSSNP project, as well as engagement and sensitization for this project, including community engagement and capacity building meetings with individual community stakeholders.

Stakeholder groups identified under the project include individual beneficiaries, communities, community leaders and committees, private entities, government agencies, development partners including UN Agencies, Civil Society Organisations (CSOs) including Non-Governmental Organisations (NGOs). Vulnerable groups identified include persons with disabilities, Internally Displaced People, youth and women.

Strategies for engaging stakeholders identified in this SEP include use of both traditional and modern media communication channels such as community sensitization meetings, websites, social media, printed media, use of notice boards located in information centres, key informant engagements, public meetings, newsletters, brochures, fact sheets, conduct of periodic surveys by independent monitors, and the use of MIS to enhance the project's grievance redress mechanism. Follow up on grievances and actions taken will form part of the overall monitoring of the project. Further, various strategies for involving stakeholders in project monitoring and reporting have been identified. Resources and implementation arrangements for SEP activities will be covered under the different components of the project implemented by the Government and the United Nations Office for Project Services (UNOPS).

## 1. INTRODUCTION

The successful management of any project requires that stakeholders are sufficiently engaged during its design and implementation. Stakeholders include persons or groups directly or indirectly affected by a project, as well as those who may have direct or indirect interest in a project and/or the ability to influence its outcome, either positively or negatively. This Stakeholder Engagement Plan (SEP) is designed to establish an effective platform for productive interaction with these potentially affected parties and others with interest in the implementation and outcomes of the Productive Safety Net for Socioeconomic Opportunities Project (SNSOP) throughout the project life cycle.

SNSOP builds on work done under the South Sudan Safety Net Project (SSSNP), another World Bank-funded intervention, scaling up existing activities introducing some activities that will contribute to the establishment of the government-led National Safety Net system. This SEP therefore builds on existing strategies under SSSNP which will be largely continued as well as pilot new initiatives. The SEP also identifies the major stakeholders affected by the project either directly or indirectly (including vulnerable groups) as well as those with other interests that could influence decisions about the project. The SEP further outlines previous engagement activities, planned consultations, and articulates a range of strategies for timely, relevant and accessible stakeholder engagement throughout the project life cycle.

This SEP is based on the guiding principles that stakeholder engagement should:

- Be timely
- Be independent (free of external manipulation, interference, discrimination and intimidation)
- Have clear objectives
- Have the capacity to influence the stakeholders
- Obtain feedback
- Trigger provision of resources and other modifications, where needed
- Be properly documented and disclosed by the borrower
- Generate minutes from every meeting/interview
- Generate recordings or photos, if culturally accepted

### 1.1 Project Description

The proposed project is a US\$135 million grant from the International Development Association (IDA) and will support five components, to be implemented over a 3 year period. The components are: (i) Cash Transfers and Complementary Social Measures; (ii) Provision of Economic Opportunities; (iii) Strengthened Institutional Capacity and Social Protection System; and (iv) Project Management, Monitoring and Evaluation, and Knowledge Generation;

The project will be guided by principles of government ownership, capacity strengthening and close collaboration with partners for strengthened humanitarian-development-peace nexus. While it is envisioned that an initial on-the-ground implementation will need to be undertaken by United Nations Office for the Project Services (UNOPS) and other third-party agencies, the Government of the Republic of South Sudan will be the direct recipient of the IDA grant and be responsible for all aspects of project design, management, and implementation. As such, the focus from the onset will be to strengthen government capacities in terms of systems, procedures, and institutional development in a phased manner for an eventual government-led National Safety Net system. Efforts will be made to build on the experiences and lessons of previous relevant interventions in South Sudan to scale up what works and pilot new initiatives, starting small and expanding gradually, taking into account

capacity and operational constraints. Design of project activities will be informed by analytical work done by the World Bank and partners in the SP sector in South Sudan and other fragility, conflict and violence (FCV ) contexts, providing opportunities for testing innovations and advancing on policy dialogue around increased coherence in safety net approaches guided by evidence of success. Further, the project design will actively aim to strengthen the humanitarian-development-peace nexus for longer term stability and development in support of on-going recovery efforts. Lastly, considerations on gender, GBV, and climate change adaptations will be mainstreamed across all project components.

## 1.2 Project Development Objectives and Components

The Project Development Objectives (PDO) are to provide cash transfers and access to income generating opportunities and strengthen the National Safety Net Delivery System. Provision of access to income generating opportunities will focus on investments in income generating activities(IGAs) to strengthen livelihoods opportunities for improved economic welfare.

. The progress toward achievement of the PDO will be measured by the following outcome indicators:

a) Access to income opportunities to poor and vulnerable households

- Beneficiaries of cash transfer(core indicator, number),
  - of which female ( )
  - of which refugees(households);
  - of which host communities (households)
- Beneficiary and non-beneficiary households reporting satisfaction with community assets created through LIPW (percentage)

●

a) b) Access to economic opportunities to poor and vulnerable HHs

- Beneficiary households receiving economic opportunities (number)
- Eligible beneficiary households with functional income-generating investments four months after the receipt of the full economic opportunities package (percentage)

b) Strengthen the national safety net delivery system

- Project Coordination unit established and functional within MGCSW (Y/N)

Percentage of beneficiaries paid using the integrated biometric and Management Information System (MIS Strengthened safety net delivery system.The Project will be implemented over a 4-year period and support the components described below:

### Component 1: Cash Transfers and Complementary Social Measures

This component will provide cash assistance to poor and vulnerable households to meet immediate consumption gaps, while also supporting accompanying social measures to promote improved household awareness and investment in children’s human capital growth. Specifically, cash assistance will be provided through two modalities, namely Labor-Intensive Public Works (LIPW)- sub-component 1.1 and Direct Income Support (DIS)- sub-component 1.2), with special attention given to adjusting the design of these activities to promote linkages to enhanced social opportunities - sub-component 1.3, as appropriate and feasible. Accompanying social measures will be mainstreamed across LIPW and DIS for delivering in-depth Cash “Plus” trainings and other measures targeted to eligible female beneficiaries to deepen their understanding and investments in relevant social areas

for strengthened human capital development. More detailed information on the activities proposed under this component is provided below.

**Subcomponent 1.1: Labor Intensive Public Works**

This sub-component will continue the LIPW component under the SSSNP to provide poor and vulnerable households with cash assistance to meet urgent consumption gaps, with refined design to promote social opportunities. The objective will be to increase and sustain household assets and smooth consumption during economic hardships through reliable and predictable cash assistance for enhanced household resilience to shocks and stresses. Public works activities will continue to be labor intensive and will focus on activities that will benefit the community at large, with the aim that improved community assets lead to better natural resource management, thereby contributing to climate adaptation. Innovations learned under the SNSDP and SSSNP aimed at promoting food security and livelihoods opportunities (i.e., group-based small scale agricultural LIPW activities) will be given priority, as will be sub-projects that are focused on supporting flood control and integrated watershed management and promoting “climate smart” public works. Recognizing the highly crisis-prone context of South Sudan, with sporadic localised violence and recurring weather shocks, implementation of the LIPW will be embed in an adaptive approach to waive labor requirements and continue providing cash assistance to existing beneficiary households, thereby allowing flexibly to switch from LIPW to DIS, as necessary. The possible menu of public works activities is shown in the table below:

**Table 1: Possible Menu of Public Works Activities**

Areas of Work	Activities
<b>Community Access Roads</b> (maintenance and/or rehabilitation only)	<ul style="list-style-type: none"> <li>● Urban and rural community access roads;</li> <li>● Access roads to community farms/public facilities and other villages</li> </ul>
<b>Waste and Sanitation Management</b> (maintenance and/or rehabilitation only)	<ul style="list-style-type: none"> <li>● Road-side drainage systems</li> <li>● Collection of waste from open drainage channels</li> <li>● General cleaning and landscaping of common areas</li> </ul>
<b>Integrated Watershed Management</b>	<ul style="list-style-type: none"> <li>● Soil and water conservation</li> <li>● Land productivity, soil fertility restoration</li> <li>● Nursery site establishment and management</li> <li>● Afforestation</li> <li>● Area closure/fencing using woodlots</li> <li>● gully control</li> <li>● small-scale dykes</li> </ul>



<b>Small-scale Food Production</b>	<ul style="list-style-type: none"> <li>● Small-scale group farming</li> <li>● Rehabilitation and/or maintenance of small-scale irrigation schemes</li> <li>● Compost making</li> </ul>
<b>Water Harvesting</b> (maintenance and/or rehabilitation of existing developed water sources)	<ul style="list-style-type: none"> <li>● Springs/surface water</li> <li>● Ponds</li> <li>● Hand-dug wells</li> </ul>
<b>Social Infrastructure</b> (maintenance and/or rehabilitation only)	<ul style="list-style-type: none"> <li>● School fences</li> <li>● School classrooms</li> <li>● Simple storage facilities</li> <li>● Health facilities</li> <li>● Community centres</li> </ul>

Implementation of the LIPW will continue to prioritize in-depth stakeholder engagement and will be linked to measures focused on enhancing social opportunities for improved human capital development. In-depth stakeholder mobilization and awareness building with target communities and local governments will be undertaken through intensive beneficiary outreach and communication campaigns to enhance understanding and capacity for project implementation. Broad-based community engagement in terms of beneficiary household targeting, selection of priority works, and supervision and oversight will continue to be prioritized, using the existing delivery tools established under the SNSDP and strengthened under the SSSNP. In a new effort, focus will also be given to utilizing the LIPW platform to promote enhanced access to social opportunities for investments in children’s human capital. For example, increased attention will be given to the gender and child sensitivity in the LIPW design and implementation by: (i) strengthening measures to incorporate women’s priorities during the selection of sub-projects; and ii) including sub-projects that contribute towards nutrition and ECD, such as kitchen gardens and community based ECD sites (see sub-component 1.3).

### **Sub-component 1.2: Direct Income Support**

This sub-component will be an extension of the DIS component under the SSSNP to provide unconditional cash transfers to the poorest and most vulnerable households that either are labor constrained to engage in LIPW or are identified as extremely vulnerable within targeted refugees and host communities. Both the experience of the SNSDP and SSSNP demonstrate that relatively large segments of vulnerable populations (i.e., the elderly, people living with severe disabilities, and child- and female-headed households) are often excluded from LIPW activities because they cannot provide labor, and therefore are most impacted by climate and other shocks in the absence of safety net assistance. Moreover, a diagnostic of the South Sudan SP sector undertaken by the World Bank demonstrates that a majority of the safety net interventions in the country tend to include work requirements (i.e. public works, cash for work), limiting the extent to which different instruments can be targeted to relevant groups for human capital accumulation.

In response, the DIS sub-component will continue to fill this gap and will provide unconditional cash transfers to targeted beneficiaries as identified by the eligibility note for the Window for Host Communities and Refugees (WHR) financing. The cash assistance will also be linked to measures aimed at promoting enhanced social opportunities for improved human capital development (see sub-component 1.3). It will be delivered using the same operational tools as the LIPW, as beneficiary

households of both sub-components will be from the same counties and communities, and transfer amounts and duration will also be aligned. Standardizing the delivery across the two sub-components will promote greater cost efficiency and minimize potential grievances and tensions between the different beneficiary households. Eligibility criteria for the categorical targeting based on specific vulnerabilities and the number of beneficiary households to be targeted under this sub-component will be confirmed during project preparation.

### **Sub-component 1.3: Complementary Social Measures and Behavioural Change Communication**

Supported by this sub-component, complementary social measures will be mainstreamed across both the LIPW and DIS sub-components for strengthened promotion of human capital development, building on the efforts undertaken by the SSSNP. Specifically, light touch messaging on Cash “Plus” issues developed by the SSSNP will continue to be provided to all cash beneficiaries along the cash delivery cycle (i.e., mobilization, payments etc.) to support households to make better decisions with the cash received for their human capital welfare. Going beyond, intensive training will be provided in Water Sanitation and Hygiene (WASH), nutrition, and ECD to targeted female beneficiaries for more in-depth emphasis on investments in children’s health and human capital promotion, learning from the delivery experience of the Cash “Plus” messaging currently being implemented under the SSSNP. These trainings will be augmented by behavioural change communication to support positive demand changes, encouraging, for example, uptake of ante- and post-natal services, health services for young children, and participation in community based early childhood interventions to encourage optimal maternal, infant, and young child feeding, hygiene, and early stimulation practices. “Mother-to-mother” groups and “play labs” may also be created and supported, to the extent possible, given that these provide a useful entry point to promote optimal nutrition and ECD behaviours at the household level. Recognizing however that enhancement in demand will be moot without commensurate availability of services, efforts will be given to mapping available relevant services within a project location and collaborating closely with other organizations and service providers to link households with appropriate services, as feasible.

This sub-component will also seek to include gender and GBV sensitization and training. Culturally relevant gender transformative dialogue and communications will be undertaken with the project communities in an aim to shift thinking around gender norms to promote investment in girls’ education, reduction in women’s overburden of work, and change attitudes towards GBV. Nuanced dialogue and communication will be targeted not only to female beneficiaries, but also to other key influencers, including male partners, fathers, and community leaders, with materials tailored to each group. In the design and implementation of these sessions, stronger linkages will be made with related World Bank-funded projects – including the forthcoming South Sudan Women’s Economic Empowerment Project (P176900) and the South Sudan Provision of Essential Health Services Project (P168926) – and, where feasible, with existing networks of community health and other volunteers.

### **Component 2: Provision of Economic Opportunities**

This component will pilot measures aimed at enhancing economic opportunities of poor and vulnerable youth in selected project locations in an effort to support the “Idle Youth” to become productive citizens of South Sudan. This component will target a subset of eligible cash transfer beneficiaries, with priority given to male youth, and support them to strengthen their livelihoods and income generating opportunities for enhanced economic welfare. Pairing cash transfers with economic opportunities will support households to focus their investments on livelihoods, with the cash transfer used to support consumption requirements in times of need. Targeting a subset of Component 1 beneficiaries will also enable the proposed project to use a single mobilization, targeting, payment, grievance, and monitoring system for both components, thereby ensuring cost-efficiency and harmonization and synergies of efforts. To that end, in addition to the cash assistance, these beneficiaries will be provided with a series of interventions tailored to the local context, while

recognizing the impact of limited formal economic opportunities and youth capacity on design choice and the need to ensure differentiated approaches across rural and urban areas. Possible activities to be further explored during preparation are:

- **Business and soft skills training:** In-depth training on relevant business and soft skills, particularly on financial literacy, can help provide the foundation for improved livelihood outcomes and better resource management at the household level. This activity will build on the experiences and lessons learned from the financial literacy Cash 'Plus' trainings delivered through the SSSNP and SNSDP by expanding and refining the training content and strengthening delivery modalities targeted at youth.
- **Livelihood grant:** After undergoing a series of training sessions, a cash grant may be provided to beneficiaries, based on a viable livelihoods plan, to facilitate the start of livelihoods and income generating activities (IGA) for the household.
- **Coaching and mentorship:** The regular and accessible presence of community-based coaches and mentors can be instrumental in the success of economic inclusion interventions, albeit being expensive and time and effort intensive. As such, cost-effective options for identifying and training community-based coaches and mentors with a strong understanding of local contexts will be discussed.
- **IGA groups or cooperatives:** Forming IGA groups and/or cooperatives can help build resilience and ensure sustainability, as group members can support each other during times of need or shock. Groups may also have more access to additional resources or services and can provide peer guidance and lessons learning.
- **Formation of Savings/Lending Groups or Rotating Funds:** The practice of informal savings groups is already strong in South Sudan, particularly around markets. Experience has however found that male youths find it difficult to operate and sustain themselves within these groups. As such, options for forming and sustaining these groups for youth, leveraging existing practices, will be explored as possible sources of capital funding and cushions during a shock.
- **Linkages to financial services like Microfinance Institutions (MFIs):** Linkages with existing financial services, such as MFIs, can be highly valuable in promoting financial inclusion and access to resources. However, the MFI ecosystem in South Sudan is highly underdeveloped and largely concentrated in urban areas. Therefore, possibilities for facilitating linkages to existing MFIs, including the Government's Youth Enterprise Fund currently under development, will be assessed, particularly in urban centres.

Given that this is a new area of SP support for the Bank in South Sudan, the aim will be to start small and scale up interventions based on evidence, as appropriate and feasible. Activities will be piloted in both rural and urban areas, contextually customized to take into account key considerations such as local market access and value chain, availability of services, climate change vulnerabilities, and viable livelihood opportunities, among others. To that end, detailed location specific feasibility and market assessments and mapping of existing services and activities (both formal and informal) will be undertaken in each target location, with emphasis given to effective coordination and collaboration with relevant stakeholders to create synergies and avoid duplication.

### **Component 3: Strengthened Institutional Capacity and Social Protection System**

This component will support institutional capacity building for SP and strengthening of the safety net delivery system to serve as the foundation of an eventual government-led national safety net program in South Sudan. Currently, the cash assistance under the SSSNP is being directly implemented through a UN agency, namely UNOPS, which limits the project's ability to invest in national government institutions for capacity building, creating a gap in sustaining the efforts to develop the SP sector

started by the SNSDP. However, the shift back to government-led implementation under the proposed SNSOP now provides an important opportunity to continue strengthening institutional capacity and delivery systems to enable the Government to gradually take over in a phased approach the full management and implementation of a nationally owned safety net program. This will not only ensure sustained investment in predictable and reliable safety net provision for human capital accumulation but will also support increased citizen confidence in national institutions by signaling the Government's commitment to supporting the welfare of its people.

Focus will be on enhancing the capacity of the Ministry of Gender, Child and Social Welfare (MGCSW) to enable it to effectively lead and coordinate the SP sector and eventually establish and implement a national safety net program. As such, technical assistance will be provided to the Social Protection Department of the MGCSW on the following possible activities: (i) review the National Social Protection Policy Framework (NSPPF) to align it with changing country dynamics and needs; (ii) develop an implementation framework to operationalize the NSPPF; (iii) establish a national high-level strategic governance arrangement for SP; (iv) develop and implement a Capacity Building Plan; (v) provide technical assistance and capacity building (e.g., trainings), as appropriate; and (vi) develop design options of a Government-led national safety net program, among others. Exact activities to be supported for institutional capacity building will be finalized during preparation, and will serve as the first phase of efforts, which will lay the foundation for the development and roll out of a nationally owned safety net program under the second phase.

Support will also be given to further strengthen the key safety net delivery tools and serve as the backbone of the eventual Government-led national safety net program, to be managed by the Social Protection Department. Specifically, the component will enhance the existing MIS and community-based Grievance Redress Mechanism (GRM). For the MIS, focus will be on supporting innovative options for the Social Protection Department to manage the MIS for transparent and effective delivery of safety net, given the effort and time that will be required to sufficiently build the Department's capacity to host and manage the MIS on its own.

Attention will also be given to integrating an M&E system within the MIS and supporting data de-duplication with partner MISs. Technical assistance may also be provided to support the development and roll-out of an integrated beneficiary registry to enable shock responsive safety net and linkages with social services through rapid and cost-effective identification of beneficiaries, pending availability of additional funding, possibly through the proposed Multi-Donor Transition Trust Fund. For the GRM, focus will be on continuing to strengthen community sensitization and awareness building and social accountability measures for GBV prevention, risk mitigation and response, building on the ongoing SSSNP efforts and GBV analytical work undertaken by the World Bank.

#### **Component 4: Project Management, Monitoring and Evaluation, and Knowledge Generation**

This component will support the day-to-day project management, monitoring, and coordination, as well as broader knowledge generation. Thus, it will support the on-boarding of necessary human resources and technical assistance to implement the envisioned activities. It will also ensure that robust monitoring and supervision arrangements are established, including a third-party monitor (TPM), to track progress, take stock of implementation experience, and identify challenges for timely response and course correction. Further, this component will support coordination and collaboration with partners to leverage on existing efforts for maximum impact. Related, it will include a strong learning agenda to take stock of lessons learned and experiences of particular aspects of the socioeconomic interventions to facilitate the scale-up of activities. In addition, while it is not anticipated that a rigorous impact evaluation will be undertaken given insecurity and access challenges as well as the funding limitations and short project duration, some form of process evaluation and qualitative assessments of impacts will be undertaken to learn from the implementation experience. Specific details and nature of the monitoring and supervision

arrangements, as well as assessments and evaluation to be undertaken, will be further clarified during preparation.

### 1.3 Implementation Arrangement

The project will be guided by principles of government ownership, capacity strengthening and close collaboration with partners for strengthened humanitarian-development-peace nexus. While it is envisioned that an initial on-the-ground implementation will need to be undertaken by UNOPS and other third-party agencies, the Government of the Republic of South Sudan will be the direct recipient of the IDA grant and be responsible for all aspects of project design, management, and implementation. The Ministry of Agriculture and Food Security (MAFS) will be the lead implementing agency responsible for overall implementation and fiduciary and safeguards compliance for the proposed project on behalf of the government. The MAFS has strong previous experience in implementing the SNSDP with day-to-day oversight and management, including on project management, coordination, partner and community mobilisation and facilitation, capacity building, training, environmental and social risk management, fiduciary, and M&E. MAFS is also now also the lead implementing agency for two Bank-financed agriculture projects i.e. the Resilient Agricultural Livelihoods Project (RALP) and the Emergency Locust Response Project (ELRP), to be implemented through a Project Coordination Unit (PCU). The proposed project will leverage the established PCU and further strengthen its capacity for safety net delivery, as identified during preparation. Moreover, it is envisioned that the PCU will directly contract third-party implementers (i.e., UNOPS and/or NGOs) to support on-the-ground implementation of key project activities given local capacity constraints, with strong capacity building obligations included in the contracts to enable phased exit and government takeover of implementation. Selection of the third-party implementers i.e. NGOs will be finalised during preparation, based on the project needs and comparative advantage of possible organisations.

The PCU has the overall responsibility for the management of the SNSOP. The PCU will be responsible for all technical planning, financial management, procurement, social and environmental risk management, and communications vis-à-vis the World Bank. It will cascade down responsibilities in these areas to UNOPS and other implementation partners, contractors and sub-contractors, and will maintain overall monitoring and supervisory responsibility for these activities. As such, the UNOPS PIU will include an Environmental Safeguards Specialist, Social Safeguards Specialist, and Gender Specialist, among other technical specialists, whose main tasks will be to offer E&S advice to the PCU, oversee the implementation and monitoring of the ESMF, reporting, and support the preparation of the associated safeguard instruments, including the implementation of the GRM. They shall also be responsible for overseeing the preparation and quality controlling of other E&S activities during project implementation. The specialists will work together and report directly to the Senior Project Manager and will participate in management team meetings as well as undertake field missions to project locations.

A Third-Party Monitor (TPM) may be engaged by MAFS, particularly in assessing the functionalities of the payment system and the GRM, as well as roll-out of the beneficiary satisfaction survey, to provide assurance and robust check of implementation progress. This will be augmented by GIS-based real time data monitoring, which will be scaled up across all the locations, learning from the experience and lessons of the GIS monitoring pilot in Juba. MAFS staff will be trained on this monitoring tool, accordingly.

The Ministry of Gender, Child and Social Welfare (MGCSW) will be an implementing partner, leading activities on institutional capacity building and systems strengthening under Component 3. While the

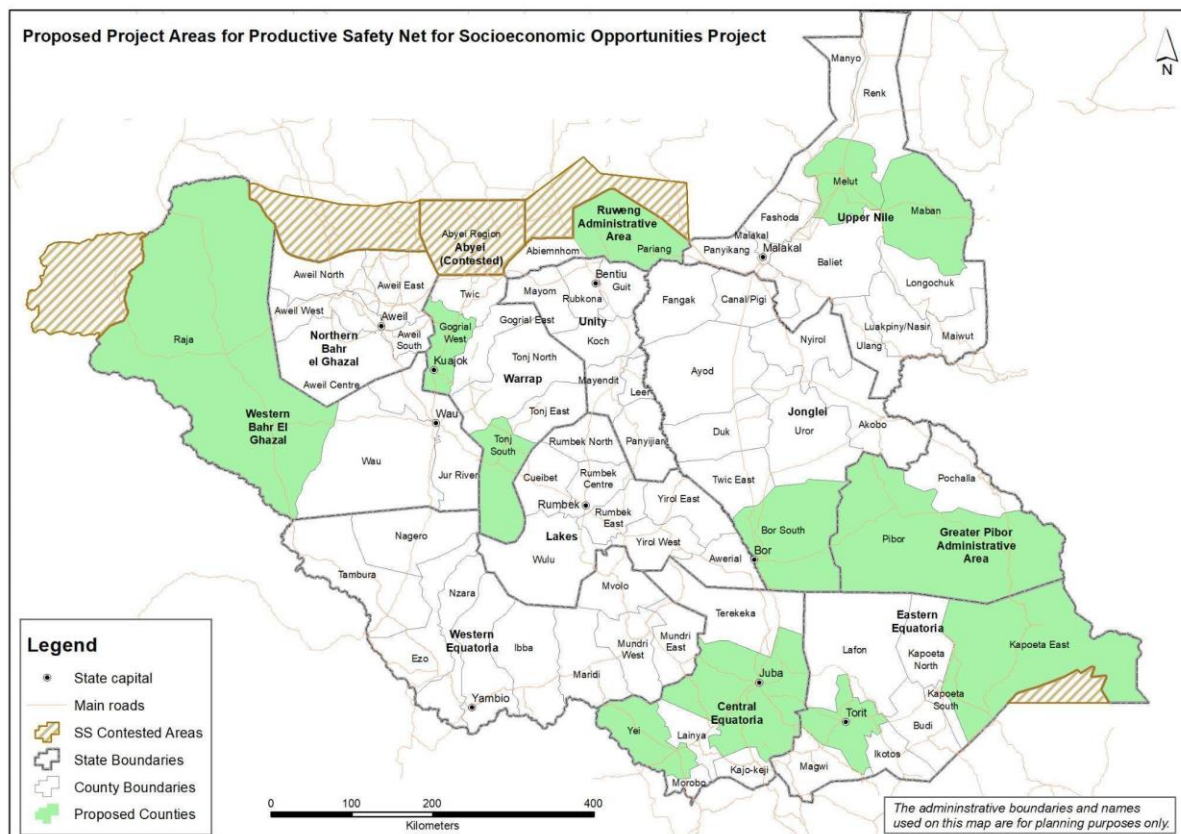
MGCSW is the mandated line ministry for SP activities, in particular policy development and implementation and coordination, its current capacity for management and implementation of projects and for ensuring fiduciary and safeguards compliance is significantly inadequate. The World Bank through the SNSDP established basic safety net delivery tools, namely: (i) community-based household targeting mechanism, (ii) MIS, (iii) GIS enabled biometric enrollment and payment mechanisms, and (iv) GRM, and also supported the MGCSW to establish and equip a Social Protection department to spearhead and coordinate SP activities. Nonetheless, due to severe understaffing for SP at both national and local levels, coupled with on-going implementation and management capacity constraints (detailed in the Sectoral and Institutional Context), the Social Protection department is currently unable to take on responsibility of the overall management and implementation of the proposed project. The Project will focus on enhancing the capacity of the MGCSW to enable it to effectively lead and coordinate the SP sector and eventually establish and implement a national safety net program. As such, technical assistance will be provided to the Social Protection department of the MGCSW on the following possible activities: (i) review the National Social Protection Policy Framework (NSPPF) to align it with changing country dynamics and needs; (ii) develop an implementation framework to operationalize the NSPPF; (iii) establish a national high-level strategic governance arrangement for SP; (iv) develop and implement a Capacity Building Plan; (v) provide technical assistance and capacity building (e.g., trainings), as appropriate; and (vi) develop design options of a Government-led national safety net program, among others.

The existing oversight and technical committees at the national level for safety net will continue to be leveraged for strategic guidance and oversight and operational support to this project, with potential expansion in membership. At the national level, the current National Advisory Committee (NAC), composed of undersecretaries from the relevant ministries for safety net and chaired by MAFS and co-chaired by the Ministry of Finance and Planning, will continue to be utilized to provide policy and strategic guidance and coordination. In addition, the National Technical Committee (NTC), composed of director generals and directors of the same ministries as the Advisory Committee, will also continue to provide technical and operational support for implementation of the proposed project. These committees will be leveraged to facilitate local level engagements, including with the State authorities. At the local level, the local institutional and community governance and coordination structures established under the SNSDP and strengthened under the SSSNP will continue to manage daily implementation and coordination.

#### **1.4 Project Location and Target Beneficiaries**

The proposed SNSOP will be implemented in all the 10 SSSNP counties ie Juba, Torit, Bor, Pibor, Kapoeta East, Tonj South, Gogrial West, Yei, Melut and Raja plus expanding to 2 new highly vulnerable counties namely Pariang and Maban as shown in Figure 1 below. Should there be a further expansion, selection of new locations will be based on the established Project Targeting Index (PTI) which was agreed between the World Bank and the Government in July 2021 following intensive consultation and consists of the following seven vulnerability indicators (i) poverty rate; (ii) food insecurity ratings; (iii) share of children in severe and moderate acute malnutrition; (iv) share of IDPs; (v) number of conflicts; (vi) number of functional clinics per 1,000 people; and (vii) number of primary schools per 1,000 people.

**Figure 1: Proposed Project Areas for the SNSOP**



The project will support poor and vulnerable households overall and these will be selected through the community-based targeting and validation process established under the SNSDP, strengthened and proven successful in promoting community-based safety net under the SSSNP. For the LIPW (sub-component 1.1), focus will be on selecting poor and vulnerable households with able-bodied members, with priority given to women as the direct recipients of cash given that women are also less likely than men to be employed as wage and salaried workers (38 percent vs. 46 percent). For the DIS (sub-component 1.2), focus will be on selecting labor-constrained poor and vulnerable households lacking alternate sources of income. This sub-component will also support those identified as extremely vulnerable in select refugees and host communities, as identified under the Window for Host Communities and Refugees (WHR) eligibility note. For the provision of in-depth social opportunities measures (sub-component 1.3), the recommendation is to support mothers and female caregivers in poor and vulnerable households with children under five years of age. For the provision of economic opportunities measures (Component 2), the recommendation is to support both male and female youth, with priority given to male youth, as “idle youth” otherwise pose risks to the peacebuilding and stability agenda in the country.

## **2. BRIEF SUMMARY OF STAKEHOLDER ENGAGEMENT ACTIVITIES DURING PROJECT DESIGN**

SNSOP is a follow-on project to the existing South Sudan Safety Net Project (SSSNP). The SSSNP is a World Bank-funded two-and-a-half-year US\$ 40 million project that was approved by the WB Board of Executive Directors on 28 April 2020 and became effective on 6 May 2020. It is being implemented by UNOPS on behalf of the Government and builds on the lessons of its predecessor project Safety Net and Skills Development Project (SNSDP), ‘to provide access to temporary income opportunities to

selected 65,000 poor and vulnerable households and strengthen safety net delivery tools' in a COVID-sensitive, gender-sensitive, and conflict-sensitive manner in close coordination and collaboration with the Government and development partners. The salient features of the SSSNP consist of:

- Labor-Intensive Public Works “Plus”
- Direct Income Support
- Strengthening Safety Net Delivery Tools and Project Management

In order to mitigate the spread of COVID-19, the project was rolled out in a phased approach, commencing with Juba in May 2020, then scaling up to the first three mover counties of Bor, Gogrial west and Torit in January 2021, second mover counties of Kapoeta East, Pibor and Tonj South in March 2021 and finally to Yei, Melut and Raja in September 2021. Implementation of project activities is expected to be completed in November 2022.

A number of engagements and consultation on the SNSOP design and planned activities as well as on implementation arrangements have been conducted by the WB and Government of the Republic of South Sudan with key safety net partners, namely the UNOPS, United Nations Children’s Fund (UNICEF), World Food Programme (WFP), United States Agency for International Development (USAID), United Kingdom, Foreign, Commonwealth and Development Office (FCDO), United Nations High Commissioner for Refugees (UNHCR), and relevant Government agencies. In addition, information drawn from stakeholder consultations on other planned projects, such as the ELRP, and lessons learned from ongoing Bank-funded projects have been incorporated in the design of the SNSOP in order to ensure that the Project responds to all previous and current concerns. While the SNSOP is generally viewed as a positive development that builds on previous Bank interventions and aims to contribute to the establishment of the longer-term sustainable SP sector for South Sudan, a few concerns by some stakeholders remain to be addressed. Among the notable ones are:

1. Youth unemployment: Given the high rates of youth unemployment in the country, expectations for job opportunities and skills development under the Project are high. During the implementation of the SSSNP, there have been several incidents of youth protests (in Torit, Pibor and Raja counties) over perceived unfair recruitment practices by humanitarian agencies and NGOs.
2. Incentives for oversight committees: Despite the provision of non - monetary incentives for project committee members, there still continues to be low participation and a high-turnover of committee members because they want monetary incentives.
3. Disclosure of beneficiary selection criteria: Due to the high levels of vulnerability among communities, demands for inclusion in the project remain high. While the vulnerability assessment and targeting processes are participatory processes involving key stakeholders, communities not targeted may complain against perceived exclusion by the Project.

A summary of previous stakeholder engagements is presented table 2 below.

Additional engagements will be conducted with the beneficiary communities with a focus on vulnerable groups within the communities (youths, child-headed households, female-headed households, people living with HIV/AIDS and PLWD). Upon project effectiveness, priority for engagement will be given to communities in the new locations where there has been no previous



engagements, such as the formerly opposition held areas and refugee settlements. Consultation with vulnerable groups will be maximised through targeted consultations for those groups, or ensuring their views are well represented on their behalf through key spokespersons of their choice.

These will be done before cash transfers and labour-intensive public works commence, anchored on the existing operational tools, systems, procedures and arrangements established under the ongoing SSSNP. The SEP will then be revised accordingly. While ensuring compliance with COVID-19 protocols and related requirements, project stakeholder consultation and engagement activities will be designed to be fit for purpose to ensure effective and meaningful consultations to meet project and stakeholder needs. The Project will take a precautionary approach for consultations and other stakeholder engagement to prevent infection.

In order to address the key interests and concerns raised during project design, the SNSOP will have to make a deliberate involvement of youth through meaningful consultation and giving them a stake in the project activities. Component 2 of the project is specifically designed to provide economic opportunities to vulnerable youths by targeting a subset of eligible cash transfer beneficiaries, with priority given to 'idle' male youth, and support them to strengthen their livelihoods and income generating opportunities for enhanced economic welfare. A beneficiary stakeholder selection methodology will be updated but key emphasis will be placed on the disclosure of the document and MAFS commitment to application. Furthermore, the project will invest in exploring other non-monetary incentives in order also to address the complaints of incentives by the oversight communities.

**Table 2: Stakeholder Engagement Activities undertaken during project preparation**

Stakeholder Group	Institutions	Date of consultations	Topic of consultations	Summary of Deliberations
<b>Government agencies</b>	Ministry of Finance and Planning (MoFP), Ministry of Gender and Social Welfare (MGSW) Ministry of Agriculture and Food Security (MAFS), Project Coordination Unit in MAFS	Ongoing	Project designs, objective, scope, preparation timelines and implementation arrangement	<ul style="list-style-type: none"> <li>- Establishment and functionality of project oversight structures at local government level including options for incentives;</li> <li>- Utilisation/ Transfer of assets from previous interventions;</li> <li>- GRM</li> </ul>
<b>Donor</b>	World Bank	Ongoing	Project designs, objective, scope, preparation timelines and implementation arrangement	<ul style="list-style-type: none"> <li>- Discussions of the selection of target locations;</li> <li>- Change of implementation modality from third party agency to government-driven;</li> <li>-</li> </ul>

<p><b>Development Partners</b></p>	<p>Foreign, Commonwealth and Development Office (FCDO)  World Food Programme (WFP) European Union (EU)  United Nations Children’s Fund (UNICEF)  United States Agency for International Development (USAID)  United Kingdom, United Nations High Commissioner for Refugees (UNHCR)  United Nations Office for the Project Services (UNOPS)</p>	<p>Jan/ Feb 2022</p>	<p>Project designs, objective, scope and implementation modalities</p>	<p>Collaboration with other agencies on the following:</p> <ul style="list-style-type: none"> <li>- avoiding duplication of beneficiaries;</li> <li>- security matters and emergency response;</li> <li>- Gender and GBV/SEA /Child protection issues;</li> <li>- Issues affecting refugees/ IDPs</li> </ul>
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Community Stakeholders	Target beneficiaries Vulnerable Groups (Women Groups, Youths, PLWD, etc) Traditional Leaders Faith-based organisations	Ongoing	Project designs, objective, scope and implementation modalities	<ul style="list-style-type: none"> <li>- Selection criteria</li> <li>- Establishment of community based oversight structures</li> <li>- Incentives for oversight structures</li> <li>- Youth employment</li> <li>- Subproject selection criteria;</li> <li>- Distribution, use, storage and record Keeping of tools and equipment;</li> <li>- GRM</li> </ul>
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## 2.1 Objectives of the Stakeholder Engagement Plan (SEP)

The overall objective of this SEP is to define a program for stakeholder engagement, including public information disclosure and consultation under the SNSOP. The SEP outlines the ways in which the project team will communicate with stakeholders and includes a mechanism by which people can raise concerns and provide feedback about activities related to the project. Sufficient involvement of the local population is essential to the success of the project to ensure a smooth collaboration between project staff, communities and all other actors. The specific objectives of the SEP are to:

- Establish a systematic approach to stakeholder engagement to identify stakeholders, especially project affected parties, and to build and maintain a constructive relationship with them;
- Assess the level of stakeholder interest and support for the project and to take into account their views in project design and environmental and social performance;
- Promote and provide means for effective and inclusive engagement with project-affected parties throughout the project life cycle on issues that could potentially affect them;
- Ensure that appropriate project information on environmental and social risks and impacts is disclosed to stakeholders in a timely, understandable, accessible, and appropriate manner and format;
- Provide project-affected parties with accessible, inclusive, and culturally sensitive means to raise issues and grievances, and allow the Government and UNOPS to respond to and manage such grievances effectively.

## 2.2 Policy and Legislative Framework

Since attaining Independence in July 2011, the GRSS has adopted a new constitution, as well as policies and legislation related to E&S standards. Some legislation from the previous 'Southern Sudan' remains in place. At the same time, other laws and regulations are still being drafted, with the ultimate aim of enhancing sustainable socio-economic development. The policies and laws provide procedures to be followed in the planning and implementation of activities in order to utilise resources and execute programs to maximum benefit.

### 2.2.1 Access to Information Act No. 65 of 2013

With regards stakeholder engagement, the South Sudan Access to Information Act No. 65 of 2013 spells out that every citizen shall have the right of access to information. It focuses on the right to access information held by public bodies in South Sudan. The purpose of the Act is to give effect to the constitutional right of access to information, promote maximum disclosure of information in the public interest and establish effective mechanisms to secure that right. The project shall adhere to the Act.

### 2.2.2 ESS10: Stakeholder Engagement and Information Disclosure

The World Bank's ESS10: Stakeholder Engagement and Information Disclosure recognizes the importance of open and transparent engagement between the Borrower and project stakeholders as an essential element of good international practice. Effective stakeholder engagement can improve the environmental and social sustainability of projects, enhance project acceptance, and make a

significant contribution to successful project design and implementation. It is a requirement under this standard that the Borrower will engage with stakeholders throughout the project life cycle, commencing such engagement as early as possible in the project development process and in a timeframe that enables meaningful consultations with stakeholders on project design. The nature, scope, and frequency of stakeholder engagement will be proportionate to the nature and scale of the project and its potential risks and impacts. Where properly designed and implemented, it supports the development of strong, constructive and responsive relationships that are important for successful management of a project's environmental and social risks. Additionally, in consultation with the Bank, the borrower will develop and implement a SEP proportionate to the nature and scale of the project and its potential risks and impacts. The SEP also outlines the establishment of a functioning project-level grievance redress mechanism (GRM) in addition to specific GRMs under ESS2 and the GBV/PSEA and Child Protection Action Plan.

### **2.2.3 Legislative Gap Analysis**

The national framework underlines community involvement in decision making in the Constitution Article 166 and Disclosure of environmental information in the Environmental and Protection Bill 2013. The judicial power and its principles are detailed in the Constitution Article 123 and Witnesses protection under the Code of Criminal Procedure Act 2008. The main limits of the application of these articles include: the decision-making process restricted to the promotion of a safe and healthy environment; the disclosure of information for Environmental studies, and; the limited functionality of the judiciary system. The Project through the IP (UNOPS) will enable the application of these statements through its stakeholder engagement process during implementation of all project activities and information disclosure and GRM implementation. To comply with ESS10, the SNSOP will ensure inclusive consultation, as well as disclosure according to WB standards on MAFS and WB systems and at local level through the oversight structures. The Project will also reinforce this by engaging a Third-Party Monitor to assess the performance of the project SE systems.

## **3. STAKEHOLDER IDENTIFICATION AND ANALYSIS**

Stakeholder engagement is the interaction with, and influence of project stakeholders to the overall benefit of the project and its advocates. ESS10 recognizes two broad categories of stakeholders: 1) those likely to be affected by the project because of actual impacts or potential risks to their physical environment, health, security, cultural practices, well-being, or livelihoods (project affected parties), and 2) other interested parties such as donors, state/county government and traditional authorities, CSOs, etc. Therefore, project stakeholders are people who have a role in the project, or could be affected by the project, or who are interested in the project'.

### **3.1 Stakeholder Analysis**

This section identifies key stakeholders, including individuals, groups, organisations or communities who will be affected or who may have an interest, and who will be informed and consulted about the project. It also identifies and assesses the needs of some disadvantaged or vulnerable individuals or groups, who may have limitations in participating and/ or in understanding the project information or in participating in the consultation process. Based on this assessment and considering other aspects including stakeholder requirements/ needs and interests, the stakeholder is categorised as (i) affected

parties; (ii) other interested parties; and (iii) disadvantaged/ vulnerable individuals or groups. Project stakeholders can be categorized into:

**Primary stakeholders:** Individuals, groups or local communities that may be affected by the project, positively or negatively and directly or indirectly especially those who are directly affected, including those who are disadvantaged or vulnerable. The primary stakeholders identified are mostly disadvantaged and vulnerable stakeholders that are considered to face challenges in participation or accessing project information, activities or benefits, by virtue of their circumstances. Table 3 below identifies these groups and describes the additional support they require.

**Secondary stakeholders:** Broader stakeholders who may be able to influence the outcome of the project because of their mandate, relationship and knowledge about the affected communities or political influence.

Secondary stakeholders for the project include:

- Ministry of Gender and Social Welfare (MGSW)
- Ministry of Agriculture and Food Security (MAFS)
- Ministry of Finance and Planning (MoFP)
- Ministry of Health (MoH)
- Ministry of Labor (MoL)
- Ministry of Land, Housing and Urban Development (MoLHUD)
- Ministry of Roads and Bridges (MoRB)
- Ministry of Environment and Forestry (MoEF)
- UN Agencies (UNOPS, UNOCHA, UNMISS, UNDSS)
- South Sudan Relief and Rehabilitation Commission (RRC)
- Civil Society and Community Groups - include but not limited to Women and Youth groups.
- Non-Governmental Organisations (NGOs) - include but not limited to CARE International, International Medical Corps (IMC), Médecins Sans Frontières (MSF) as well as GBV referral service providers and GBV Helpline operators such as Lulu Care South Sudan and Crown the Women.

### 3.2 Affected Parties

**Table 3: Directly or Indirectly Project-Affected Parties /Disadvantaged and Vulnerable Groups**

Stakeholder	Limitations to participation in/consultation with the Project	Expected SNSOP Engagement/Interest
Women and girls	They are typically left out of decision-making processes and political representation, leading to local and community-based decisions that do not account for their unique needs and capacities. This produces a ripple effect on labor or economic opportunities and educational opportunities. Customary land tenure systems block women from securing and owning property. The risk of sexual violence negatively affects women’s ability to access income and resources.	Although women play a critical role in the maintenance of household livelihoods and provision of labor in agriculture, they generally have less access to productive resources, services and employment opportunities. Women and girls in South Sudan suffer from significant discrimination, including in education, economic empowerment and public participation, and are subject to widespread GBV, including domestic violence, gang rape and other abuses.
Widows and female-headed households	Women suffer greater food insecurity due to their cultural and social roles as caregivers and they may forego or pass on food within families. This places up to 80 percent of displaced households at risk, as they are predominantly female-headed. They are also limited in land tenure and access to productive assets for agricultural production.	Given that more men die in the protracted conflict in South Sudan, a continuous increase in widows and female-headed households is taking place. This has resulted in changes of the intra-household roles. Widows in particular are often marginalized and vulnerable in host communities as well as among the Internally Displaced People (IDP) and returnee populations.
IDPs, in particular, those who are persons with disabilities, from ethnic/other minorities, and women	IDPs and refugees are likely to encounter challenges in accessing land for cultivation or adopting to new livelihoods, e.g., pastoralists in predominantly cropping host communities.	Due to the internal conflict in the country, many people fled their home areas to more stable areas within the country for security reasons and would likely return to their places of origin as soon as stability and security is restored. Demand for basic services would increase. Among IDPs are persons who have suffered disabilities as a result of the conflict.



Youth	Young people have largely been excluded from political life, including through the age-based systems of authority that prevails in some parts of South Sudan. Many of them also do not have access to education or economic activities, negatively affecting their capacity to contribute towards economic productivity and value chain services.	Being the largest demographic in South Sudan and facing significant vulnerability owing to the country's context, the effects of crisis and shocks disproportionately impact the youth. This calls for their targeted inclusion and involvement in the project activities through consultations and information disclosures.
Vulnerable groups - orphans/people living with HIV/AIDS, people living with physical/mental impairments	They are marginalised and struggle to access basic services, particularly health care. They are also discriminated against when it comes to economic opportunities and generally in social life.	These groups are marginalized and struggle to access basic services, while suffering discrimination that hinders their participation in social, political and economic life. There are also a significant number of persons with disabilities, including those injured during conflict. 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.
Ethnic minority groups (eg. Murle, Toposa, Moru, Otuho and Luo)	The Project 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.	Some of these groups have suffered historic discrimination and economic and political marginalization and also more recently, the brunt of the conflict. They will need special attention.
Potential community workers	Given the high rates of unemployment, there will be expectations for employment opportunities on the project. Some of the community members may lack or have limited skills required under the project.	Within the communities, some individuals with some level of education exist, but not enough to take up jobs in the cities. Therefore, they are important resources that could be used. The project will need to sensitively manage expectations among affected communities in relation to the actual numbers of persons who can be hired to work for the project.

Host communities	The Project will apply the selection criteria in the selection of beneficiaries. Some of the members of the communities in the target location who are not vulnerable and do not meet the selection criteria will not be selected and may feel excluded. Additionally, some of the sub-projects may be implemented on public land or shared resources such as public roads and drainages thereby affecting host communities either positively or negatively.	Often tension is reported between IDPs, refugees and their host communities. In the thirteen respective counties there are several locations where IDPs meet host communities. It is therefore important to also attend to the needs of host communities.
Local community leaders including religious leaders	Local leaders may have the desire to include their locations/ subjects in the project. However, where these do not meet the selection criteria, they may feel excluded.	With formal administration systems only developing and non-existent in some areas, community leaders including clan and religious leaders play a vital role in community entry and the attainment and social licence to operate. They need to be engaged in community consultation and the endorsement of community decisions.
Refugee community	Refugees fleeing violence and returnees going back to their places of origin are also more likely to encounter competition in accessing basic resources like shelter and water, hindering their ability to participate in development activities.	Since the outbreak of conflict in Sudan's South Kordofan and Blue Nile states in 2011, an estimated 200,000 Sudanese have become refugees in South Sudan, with most of them staying in Pariang and Maban Counties in Unity State and Upper Nile state and would likely return to their places of origin as soon as stability and security is restored. The demand for basic services continues to increase in these areas. Among refugees are persons who have suffered disabilities as a result of the conflict.

### 3.3 Other Interested Parties

**Table 4: Other interested parties**

Stakeholder Group	Key Characteristic	Expected SNSOP Engagement/Interest
Ministry of Agriculture and Food Security (MAFS) and UNOPS	Potentially Influencing Party	MAFS is the Borrower/Project Manager and UNOPS is the third party Implementing Agency to be contracted by MAFS . The Ministry will receive technical assistance and capacity building support in various areas related to the core Project activities. Staff at County level will also have responsibility for extension service delivery to beneficiary communities.
Line Government ministries, UN agencies, and other development partners	Potentially Influencing Party	All organizations working in project locations are stakeholders and close coordination would add value e.g. security, GBV referral service providers, (UNDSS, UNOCHA,etc) and others.
International NGOs, local and national CBOs and NGOs operating in the health, education, livelihood sectors	Interested Party	With most having invaluable experience in the successful delivery of a wide range of humanitarian services, their networks, delivery systems and knowledge of intricate community dynamics will need to be tapped for use by the project.
South Sudan Relief and Rehabilitation Commission (RRC)	Potentially Influencing Party	The RRC is an independent entity established through the RRC Act, 2016. It is responsible for coordinating, monitoring and evaluating humanitarian programmes undertaken by Non-Governmental Organisations in South Sudan. RRC also facilitates partnership and coordination between NGOs and the government.
World Bank	Influencing Party	Donor
Suppliers of goods and services in target locations	Interested parties	Local business operators(mainly those supplying basic necessities such as food) in the target locations would be interested in the business opportunities that will result from increased income among the beneficiary communities.

		New businesses are also likely to be set up by some of the beneficiaries through their income from the project.
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#### 4. STAKEHOLDER ENGAGEMENT PROGRAM

##### 4.1 Purpose and timing of stakeholder engagement program

This Stakeholder Engagement Plan (SEP) is designed to establish an effective platform for productive interaction with the potentially affected parties and others with interest in the implementation outcome of the SNSOP. Overall, this SEP serves for the following purposes:

- Stakeholder identification and analysis.
- Planning engagement modalities through effective communication, consultations and disclosure.
- Enabling platforms for influencing decisions.
- Defining roles and responsibilities for the implementation of the SEP.
- Defining reporting and monitoring measures to ensure the effectiveness of the SEP and periodical reviews of the SEP based on findings;
- Defining roles and responsibilities of different actors in implementing the Plan; and
- Elaborating the role of Grievance Redress Mechanism (GRM);
- Identifying potential risks related to stakeholders’ responses/reactions and identifying or agreeing on ways of reducing or mitigating them.

Adequate stakeholder consultations will require effective timing and advanced planning. To ensure information is readily accessible and appropriately packaged to affected stakeholders, and adequate representation and participation of the different groups in the process, the SNSOP will adopt different methods and techniques based on an assessment of stakeholder needs. The project will apply the following principles for stakeholder engagement:

- **Openness and life-cycle approach:** community meetings will be arranged to discuss the status of the Project throughout its implementation; discussions will be carried out openly, free of manipulation, interference, coercion or intimidation.
- **Informed participation and feedback:** information will be provided to all stakeholders in an appropriate format, in English or local languages, to ensure the accessibility and effectiveness of the medium and space for addressing comments and concerns; opportunities will be provided for constructive discussions of stakeholders’ feedback;
- **Inclusiveness and sensitivity:** stakeholder identification are undertaken to support better communication and build effective relationships. The participation process for the Project will be inclusive. Stakeholders will be encouraged to be involved in the consultation process, ensuring equal access to information for all. Sensitivity to stakeholders’ needs will guide the selection of engagement methods. The cultural sensitivities of diverse ethnic groups will be taken into account, and special attention will be given to marginalized or at-risk groups and others with particular vulnerabilities, such as women, children, the youth, persons with physical disabilities and the elderly.

Methods for engagement are listed in Table 5 below.

**Table 5: SNSOP Stakeholder Engagement Methods**

Engagement Technique	Description and use	Target audience
Websites	The Project Appraisal Document (PAD) and ESF documents will be published on the official websites of MAFS, MGSW, WB and UNOPS	All stakeholders
Media announcements	Advance announcements of commencement of major project activities, project Grievance Redress Mechanism, and other outreach needs of the project e.g. sensitization and enrolment activities	General public, All project implementing parties at national, regional and county levels Project-affected stakeholders and communities
Information Boards	Use of Notice Boards for announcement of commencement and progress for major project activities	Project-affected communities and county officials
Sensitization and enrolment meetings	These meetings will be held at the community level to orient communities and potential beneficiaries on the project's eligibility criteria and planned activities. These community sensitization meetings and consultations will include discussions around potential environmental risks and impacts of project activities and proposed mitigation measures, as well as compliance with COVID-19 protocols should the pandemic persist.	Project-affected communities

Social Accountability Fora	Community level Social Accountability fora will be organised with project beneficiaries and non- beneficiaries to solicit feedback on project activities and progress. The outcomes of these fora will be fed into the project management cycle for improvements.	Project affected persons, communities, and any other stakeholders and interested parties
Correspondence by phone/ email/ written letters	Distribute project information to government officials, organizations, agencies and companies and invite stakeholders for meetings	Donors, Government officials, line ministries, consultants, contractors and Development Partners
Printed media advertisement	This will be used to disseminate and disclose project documents intended for general readers and audiences.  Advertise project procurements, as applicable	General public
Distribution of printed public materials: Project information leaflets,	This will be used to convey general information on the Project and to provide regular updates on its progress to local, regional and national stakeholders. Materials may include FAQs and IEC (pamphlets, banners, leaflets, etc) materials on GRM	General public
Social media	This platform will be used to provide key highlights and milestones about the project to the general public.	General public
Meetings & Workshops	These platforms will be used to conduct consultation, discuss project progress and provide capacity	Donor, Government officials, Community-based oversight structures, consultants,

	building to parties involved in project implementation.	supplies and Development Partners
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#### 4.2 Proposed strategy for information disclosure

Stakeholder engagement under the SNSOP will follow the standard project management cycle, which are: (i) Preparation and Design phase; (ii) Implementation phase; (iii) Monitoring phase; and (iv) Completion and Evaluation phase. The strategy for information disclosure is presented in Table 6 below.

**Table 6: Proposed stakeholder engagement and information disclosure strategy for SNSOP**

<b>Project stage</b>	<b>Information to be disclosed</b>	<b>Method proposed</b>	<b>Timetable: Location</b>	<b>Target Stakeholders</b>	<b>Topic of consultation</b>	<b>Responsibility</b>
<b>Preparation/ Project design</b>	SEP, ESCP, ESMF	Newspaper publication, emails, official websites and stakeholder meeting/ workshops/consultations and distribution of printed documents in relevant institutions	Prior to project appraisal and effectiveness	National, state, county and community level stakeholders and the general public	Environmental & social Safeguards management, procurement, stakeholder engagement, project concept, mode of selection of subprojects, project benefits and impacts	MAFS & MGSW, WB, UNOPS
<b>Implementation Phase</b>	Project design and implementation  Communicating Project interventions  Sensitization on project	Project inception stakeholder meetings  Community meetings/ workshops, Radio and Newspaper publication, official websites, social media  Email, websites, radio, community	Prior and during the project effectiveness  Continuous  Prior and during the project effectiveness	Project staff, beneficiary communities  All stakeholders Beneficiary communities  Beneficiary communities and all the vulnerable	Project concept and implementation modalities  Project concept and implementation modalities  Project implementation modalities	MAFS & MGSW, WB, UNOPS



	<p>interventions</p> <p>ESMP, Labor Management Procedure, Occupational Health &amp; Safety plan, emergency preparedness &amp; response</p> <p>Project monitoring &amp; Safeguards compliance report</p> <p>Project progress reports</p>	<p>meetings, church/ mosque, markets etc</p> <p>Email, websites, radio, community meetings, church/ mosque, markets , social media etc</p> <p>Stakeholders progress update meetings, Intersectoral &amp; sector working groups, project reports</p>	<p>Continuous</p> <p>Quarterly, Annually</p>	<p>groups</p> <p>International, National, State and County stakeholders</p> <p>All stakeholders Beneficiary communities</p>	<p>Subprojects benefits, impacts (Community health and Safety, Occupational health and Safety, Labor Management Procedures, Security, GRM, GBV issues and mitigation</p> <p>Project progress</p>	<p>MAFS and UNOPS (Safeguards team)</p> <p>MAFS and UNOPS</p>
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<b>Operational Phase</b>	Annual Sector Performance Reports  Environmental and Social Audit reports  Updates on project activities	Notice boards, and official websites	Bi-annual	State and County stakeholders	Performance of subprojects, grants, GRM, GBV education	MAFS, MGSW, and UNOPS
<b>Completion Phase</b>	Project Completion Report	Institutional completion reports	Final year of the project	All Stakeholders	Project results	MAFS, MGSW and UNOPS

#### **4.3 Proposed strategy for consultation**

This plan lays out the overall consultative processes of the project with its different stakeholders. In principle, MAFS, MGSW and UNOPS that oversee sub-component activities will follow SSSNP existing participatory engagement and consultation methods, especially with affected communities and beneficiaries. These will make use of specific tools and methods of community consultations that UNOPS have developed in past experience. The Project will ensure that these tools and methods fulfil the requirements outlined throughout this document and are in line with the ESMF. In case any additional needs arise from identified deficiencies or from context changes, the project will update and adapt this SEP accordingly. The GRM will be another means of consultation, as complaints received will be filed, assessed and responded to.

Consultations prior to disclosure will be conducted with various high level key stakeholders. These include discussions on selection of target locations, project design and objectives, financing and budgeting and roles and responsibilities. Some of these have already been undertaken between MAFS and other key government Ministries and departments, the World Bank, UNOPS and other agencies. A list of key stakeholders consulted is included in Annex 2.

The current COVID-19 crisis requires short-term adaptation of the consultation approach. The project will therefore follow (i) WHO guidance on prevention of the spread of the COVID-19 virus; (ii) respective instructions by the Government of South Sudan; (iii) international good-practice on consultations under Covid-19 and innovative approaches established by World Bank, UN, and other development agencies. The stakeholder consultation mechanism will evolve as the situation of COVID-19 improves or deteriorates.

Stakeholder engagement is an ongoing process. The PCU will conduct consultation with community members and other concerned stakeholders throughout the implementation of project activities using communication channels outlined above or deemed appropriate in relation to the specific stakeholder needs and circumstances. The draft SEP will be disclosed prior to formal consultations.

The approaches taken will thereby ensure that information provided is meaningful, timely, as complete as possible, and accessible to all affected stakeholders, use of different languages including addressing cultural sensitivities, as well as challenges deriving from illiteracy or disabilities, tailored to the differences in geography, livelihoods and way of life. The project will also ensure the establishment of a Grievance Redress Mechanism. The project will also establish a worker grievance mechanism in line with ESS2, to enable all direct workers and contracted workers to raise workplace concerns, including in relation to workplace sexual harassment. The following table indicates the Project Stakeholder Consultation Plan.

#### **4.4 Proposed strategy to incorporate the view of vulnerable groups**

MAFS, MGSW and UNOPS will ensure that women, persons living with disabilities, ethnic minorities and other members of vulnerable groups are participating effectively and meaningfully in consultative processes and that their voices are not ignored. This will require specific measures and assistance to afford opportunities for meetings with vulnerable groups in addition to general community consultations. For example, women are usually more outspoken in women-only consultation meetings than in general community meetings. Similarly, separate meetings need to be held with young people,

persons with disabilities or with ethnic or other minority groups. The more dominant groups will be sensitized so that they can accept the voices of the vulnerable. Further, 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 women's empowerment, 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 in 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, in particular where staff interface with community members. GRMs will be designed in such a way that all groups identified as vulnerable (see below) have access to the information and can submit their grievances and receive feedback as prescribed.

Learning from the experience of the youth protests that occurred during the implementation of the SSSNP, a specific strategy to engage the youth will be employed. The youths in the target locations will be allowed to nominate their representatives who will be directly engaged and consulted on their expectations, concerns and needs under the Project. The Project will ensure that limitations are clearly explained, expectations are managed and that communication channels, including channeling of grievances, are clearly laid out. The youth will also be adequately sensitized on the recruitment processes and why there may be a need to bring in external skills/people to implement certain aspects of the Project.

The SNSOP will also incorporate the views of IDPs and refugees in selected counties (Maban and Pariang) as outlined in section 1.4 above. The RRC, UN agencies and NGOs providing assistance in these locations will be engaged and lessons learned from them on what strategies for community engagement and consultation have worked best in these locations.

#### 4.5 Timelines

The project is planned for a duration of three years. The stakeholder consultations shall be conducted throughout the project lifecycle. Information disclosure and consultations during project implementation will include monthly visits and meetings with community leaders and regular meetings with county authorities. 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 will continue throughout the project cycle

The SEP will be updated, and the details will be prepared prior to commencement of the subproject activities depending on the local context. The site-specific SEP, including mapping of stakeholders, engagement and integration of voices is linked to the Environmental and Social Commitment Plan (ESCP). This SEP will be updated to outline specific community consultation and time for the different areas to be funded by the Project.

#### **4.6 Review and Integration of Stakeholder Consultations**

The PCU 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 Environment and Social Safeguards team - to ensure that the project has general information on the perception of communities, and that it remains on target. This will then be shared with the PCU for oversight purposes. It will be the responsibility of the Implementing Partners 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 will be provided soon after the project becomes effective to ensure that all implementing staff are equipped with the necessary skills.

This SEP provides the overarching guidelines for the rolling out of stakeholder engagements. The Environmental and Social Safeguards team within the PCU and PIU will continue to monitor the capacity of the IPs, and recommend appropriate actions, e.g. refresher training.

### **5. RESOURCES AND RESPONSIBILITIES FOR IMPLEMENTING STAKEHOLDER ENGAGEMENT ACTIVITIES**

#### **5.1 Resources**

Stakeholder engagement is core to the project interventions and will be the daily responsibility of project staff working at community level when facilitating the organization of groups and other activities. Therefore, all human resources mobilized by the project (MAFS, UNOPS and other implementing partners) will be primarily engaged in the process on an on-going basis. The project will recruit Accountability to Affected Populations (AAP) Officers for each of the project locations, dedicated to guiding the process of stakeholder engagement with particular groups such as women, IDPs/ returnees, minority groups. The AAP Officers will be part of the UNOPS Safeguard team and will work closely with the Appeals Committees(ACs) and other GRM and project oversight structures. The costs for the AAP Officers will also be covered by the Project budget.

Budgetary resources will be dedicated to the implementation of the SEP. While there will be an overall budget administered by the MAFS PCU to monitor the SEP and other ESMF activities, UNOPS and IPs will have dedicated budget resources to implement the SEP 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 MAFS, overseen on a day-to-day basis by the Safeguards Officers and supported by the AAP Officers. This will be done in close collaboration with the Safeguards team from UNOPS who will also play a key role in facilitating engagement with local authorities and other players. The Officers will maintain a stakeholder database for the overall project and will lead a commitment register. However, while MAFS will oversee all coordination and disclosure-related consultations, UNOPS will implement the location specific SEPs elaborated in accordance with the SEP at the community level in their respective project sites. UNOPS will report on their activities to MAFS subsequently preparing consolidated quarterly reports and submitting them to the MAFS PCU. The PCU officers will undertake field verification activities jointly with UNOPS – at least every other month, or during planned events.

UNOPS and other IPs will identify dedicated staff responsible for the implementation of the SEP within the organization. Staff names will be submitted to the PCU. Selected staff must have ample qualifications to implement the SEP. The reporting lines between community liaison staff and senior management will be defined by the MAFS PCU organizational structure. UNOPS and other IPs will also commit to communicate the stakeholder engagement strategies for their respective sub-components, in accordance with the principles laid out in this SEP.

Contracted local companies for construction work, or local NGOs or CSOs for the implementation of their activities will submit SEPs to the PCU Social, Environmental Risk Management and Gender Officers, who will verify the implementation of those plans as well as their alignment to this SEP during field visits.

## 6. GRIEVANCE REDRESS MECHANISM

### 6.1 Objectives

The SNSOP ESMF provides for the establishment of a functional Grievance Redress Mechanism (GRM). The main objective of a GRM is to assist resolve complaints in a timely, effective and efficient manner. Project-level GRMs can provide the most effective way for people to raise issues and concerns about projects that affect them. The project-level GRM will be culturally appropriate, effective, accessible and should be known to all affected population. MAFS in collaboration with UNOPS will conduct awareness raising for the affected communities about the presence of the GRM and inform their right to file any concerns, complaints and issues they have related to the SNSOP. The GRM provides a transparent and credible process for fair, effective and lasting outcome. It also builds trust and cooperation as an integral component of broader community consultation that facilitates corrective actions.

MAFS will develop and implement GRM guidelines that details the procedure, timing, referral system, etc. Resources will be allocated for the GRM in the project. The overall SNSOP environment and social safeguards progress report will have a distinct section on GRM that include the complaints recorded, resolved and referred to other higher authorities or legal systems.

Generic elements of a GRM should contain the following steps:



Given the country context, the project design, and lessons learnt, some general principles for the re-design of GRM emerge. For example, the provision of multiple grievance channels allows an aggrieved party to select the most efficient institution, accessibility and timely response of ACs is crucial, circumvent partial stakeholders, and the ability to bypass channels that are not responsive. Furthermore, the GRM is rapid, confidential, independent, transparent, and protects witnesses and complainants.

The initial GRM that was developed during the implementation of the the SNSDP was adapted under the SSSNP and the following measures were applied to enhance its functionality:

- In order for the ACs to function, provide non-monetary incentives and facilitate their lunch and transport during engagements with beneficiaries;
- Enable the ACs to sit periodically, set up help desks during payments and if necessary move to the communities instead of communities always looking for them;
- Provide ACs with training on handling of cases, including GBV incidents;
- Having engagements of only women groups in order to ensure that they freely express themselves;
- Establishment of focal points within the ACs and beneficiary communities to identify and respond to issues of gender-based violence (GBV) and other issues; trained by UNOPS so as to ensure that they are fully equipped to execute their duties.
- Provide a GBV toll free line for beneficiaries to report any grievances;
- Establish a GRM submodule in the MIS to perform monthly analysis of GRM (% of grievances received, resolved, referred and pending);
- Develop beneficiary Norms and Responsibilities and committee Codes of Conduct in order to mitigate misconduct and encourage adherence to project values among beneficiaries and committee members;
- Develop procedures for dealing with serious complaints against beneficiaries and committee members.

The GRM for the SNSOP will therefore be further strengthened by building on the enhancements that have already been established under the SSSNP. Throughout the project lifecycle, a continuing enhancement based on lessons learned by the GRM will be implemented. The Project will ensure proper documentation, tracking and timely resolution of grievances. The recommended timelines for handling and addressing grievances are shown in table 7 below:

MAFS will establish a central unit (contacts) reporting to the PCU, and units in the states/Counties, to handle project activity-related complaints. The GRM units will report to the PCU director, and every unit will have three dedicated focal points – Complaints team manager, Investigation Officer, and Registration Officer. The following table presents key roles and responsibilities for running and sustaining a GRM within the SNSOP.

**Table 7: Grievance handling steps and timelines**

Grievance Process	Actions	Timeline/ Frequency	Responsibility
Step 1: Assess and Clarify	<ul style="list-style-type: none"> <li>● The Appeal Committee checks whether the submission from the complainant can be clarified and addressed at the point of</li> </ul>	Daily	Appeals Committee

	<p>submission or requires verification, investigation and/or further action;</p> <ul style="list-style-type: none"> <li>● Sensitive grievances such as those related to GBV/SEA/SH/ Child abuse will be referred to the GBV focal point of the Appeals Committee or the AAP Officer</li> </ul>		
Step 2: Report	<ul style="list-style-type: none"> <li>● Beneficiaries or other affected persons in the project area may lodge their complaints and/or queries either directly to the Appeals Committee, other project structures, or directly to the AAP Officers if they prefer to do so;</li> <li>● The AC Secretary will record the grievance in the Grievance Registration Form (see Annex 3) and update the Grievance Register at the Boma/QC;</li> <li>● The GBV focal point at the AC will document GBV/ Child abuse grievances without disclosure of confidential, private information of the survivor or details on the case which could lead to the identification of the survivor;</li> <li>● A toll-free helpline will be provided as an alternative for lodging GBV related grievances.</li> </ul>	Daily	Beneficiaries/ affected or interested parties
Step 3: Acknowledge and follow-up	<ul style="list-style-type: none"> <li>● The Grievance Register shall be checked on a weekly basis by the AAP Officer who will collect all Grievance registration forms, compile Grievance Records and update the information in the MIS GRM Module;</li> <li>● GBV-related and other sensitive grievances will be escalated to the IA Senior Project Manager and PCU Director immediately they are reported. The PCU Director shall notify the World Bank within 24 hours of receiving a GBV-related grievance.</li> </ul>	Weekly	Appeals Committee/ AAP Officers
Step 4: Verify, Investigate and Act	<ul style="list-style-type: none"> <li>● This step involves the verification, analysis and investigative processes that shall be undertaken to enable the resolving party to make an informed decision in resolving the grievance. The grievances shall be analyzed, investigated, and resolved by the Appeals Committee and resolutions documented;</li> <li>● The Appeals Committee shall meet on a weekly basis to review and resolve the grievances registered in the week.</li> <li>● Where after review by the Appeals</li> </ul>	1 week	Appeals Committee/ AAP Officers



	<p>Committee it is established that they are not able to resolve the complaint, it shall be forwarded or escalated to the appropriate structure above the Appeals Committee or to the IP or PCU Safeguards team.</p>		
Step 5: Monitor and Evaluate	<ul style="list-style-type: none"> <li>• This step involves tracking and monitoring progress on the resolution of the complaint. It also involves the assessment of how efficient and transparent the GRM process is;</li> <li>• The IA Safeguards Team (UNOPS) through the AAP Officers shall keep track of the resolution of all grievances and make the necessary follow-ups with the Appeal Committee and other relevant structures to ensure grievances are fully addressed. The AAP officer is also responsible for updating the MIS with developments regarding complaints including investigation, appeals and closure.</li> </ul>	Daily	IP Safeguards team (UNOPS)
Step 6: Feed-back	<ul style="list-style-type: none"> <li>• All ordinary complaints must be fully and satisfactorily resolved and closed within a maximum period of fourteen days;</li> <li>• Where a complainant is not satisfied with the outcome, they have the right to appeal to the Appeals Committee or to a higher authority (i.e. structures above the Appeals Committee) for reconsideration of their grievance.</li> </ul>	2 weeks	Appeals Committee/ AAP Officers

**Table 8: Proposed GRM roles and responsibilities**

Party	Key Roles & Responsibilities
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PCU program manager	<ul style="list-style-type: none"> <li>- General supervision of the conduct of investigation and processing procedures</li> <li>- Referral of complaints to investigation</li> <li>- Approval of results of the investigation and the measures taken</li> <li>- Look into and advise on submitted appeals</li> </ul>
Head of Complaints Team	<ul style="list-style-type: none"> <li>- Submitting of Complaints to the PCU</li> <li>- Direct supervision of the investigation and registration teams</li> <li>- Review and approval of the results and procedures</li> <li>- Reporting to the higher management/ inter-ministerial and technical committees</li> </ul>
Investigation Officer	<ul style="list-style-type: none"> <li>- Managing the investigation of the complaint</li> <li>- Coordination with all parties to obtain all necessary information for a complete result</li> <li>- The conduction of an integrated investigation including recommendations for actions</li> <li>- Reporting to the head</li> </ul>
Registration Officers/AAP Officers	<ul style="list-style-type: none"> <li>- Complaint registration by paper and electronic formats</li> <li>- Assess the complexity of the complaint</li> <li>- Prompt actions to complaints if possible, without referral</li> <li>- Communicating with the Complainant throughout the complaining process</li> <li>- Providing final decisions/ answers and collecting feedback after the Complaint has been addressed</li> </ul>

## 6.2 Communication Channels

Multiple access points (telephone/ helpline, complaint box, website, email, text message, etc.) will be established so that beneficiaries/people affected are provided with several channels to voice their complaints/concerns. The contact information of the GRM focal point(s) will be posted in English, Arabic, and local language, on all communication material at the local level. All complaints received will be registered, tracked, investigated and promptly resolved. Copies of complaints will be recorded in the activity files and the progress reports, including the number, type and actions taken. The table below provides detail on available communication channels for the GRM of SNSOP.

**Table 9: Communication channels for the SNSOP GRM**

Communication Channel	Description
Paper-based	<p>Through the AAP officer in charge (registration) at the field level who will compile all complaints from the Appeals Committee and send them in turn by email and/ enter them in the MIS.</p> <p>Drop boxes shall also be provided for letter communication at state and local County levels.</p>
Telephone/ Helpline	<p>On the toll-free complaint telephone number:</p> <p>All calls will be recorded to ensure transparency</p> <p>A GBV helpline may be provided for lodging GBV-related grievances</p>
SNSOP website	Website section under MAFS, MGSW, UNOPS and WB
Social media accounts	Official website, Instagram account
Email of project-related complaints	<p>e.g: SNSOP_projectmanagement@gmail.com</p> <p>Officer in charge (name)</p>
Submission of appeals	Beneficiaries may submit appeals to the structures above the Appeals Committee, the AAP Officers or Directly addressed to the PCU Manager

### 6.3 Guiding Principles

As per World Bank standards, the GRM will be operated in addition to a separate GBV/SEA Prevention/Child Protection Action Plan, which includes reporting and referral guidelines as indicated on Annex 10 page 108 Of the ESMF. Additionally, in line with the provisions of ESS2, a grievance mechanism will be provided to all LIPW beneficiaries to raise workplace concerns. Beneficiaries will be informed of this grievance mechanism at the time of registration and the measures put in place to protect them against any reprisal for its use. This LIPW beneficiary grievance mechanism will be included in the project's Labour Management Procedures (LMP). Given the small-scale nature of works, the intake mechanisms of the overall GRM will also allow intake of grievances under ESS2. Note that for Sexual Harassment at the workplace, provisions under the GBV/SEA Prevention/Child Protection Action Plan shall apply. This plan has been developed to accompany the implementation of the SNSOP and ensure that the project does not have any negative impacts or further promotes GBV, SEA or the abuse of children. It presents operational activities as well as recommendations for GBV, SEA and child protection risk mitigation measures that build on existing mechanisms in South Sudan. The Action Plan provides general procedures for grievances related to such abuse in project areas. It is based on existing protection, prevention and mitigation strategies and measures developed by MAFS and other IPs as well as measures by other key actors in South Sudan, as coordinated through the GBV sub-cluster group.

### 6.4 World Bank GRM Services

Communities and individuals who believe that they are adversely affected by a World Bank (WB) 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 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](http://www.inspectionpanel.org).

### 6.4 Promotion of the GRM

Information about the grievance redress system will be distributed at an early stage of the Project through regular information channels, starting with (i) raising internal awareness at all relevant ministries, agencies, administrators at the state and local level with detailed information on the project; (ii) organising public meetings at the local level; (iii) designing and distributing brochures/pamphlets in English and Arabic; (iv) posting on notice boards and social media as needed. The process of raising a complaint will be explained by reaching out to the community in all targeted Counties, or by conducting a meeting with community representatives at the local level. It is important that community representatives include women at all times. The communication and GRM officer at the MAFS will be in charge of this communication strategy

## **7. MONITORING AND REPORTING**

### **7.1 Participatory Monitoring**

Adequate institutional arrangements, systems and resources will be put in place to monitor the application of stakeholder engagement in line with this SEP across the whole project. The goals of monitoring will be to measure the success rate of the activities, determine whether interventions have handled negative impacts, identify ideas for improvement of interventions, and whether further interventions are required or monitoring is to be extended in some areas. The goal of inspection activities is to ensure that sub-component activities comply with the plans and procedures laid out in the ESCP and 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 PCU, as the administrator of the GRM, and overall project-related environmental and social monitoring and main implementer of the SEP. The PCU Project Manager will be overall responsible for the implementation of the environmental and social mitigation measures, including the SEP and location- or activity- specific SEP, as well as for monitoring and inspections for compliance with the SEP.

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 beneficiaries to lodge GBV-related grievances and workplace concerns, as provided under ESS4 and ESS2, respectively.

In addition, UNOPS and/or other IPs will have their own dedicated means of monitoring impacts, administering mitigating measures and stakeholder involvement in consultation with MAFS to ensure consistency in quality. These will be launched and implemented within the partners' specific sub-component activities. UNOPS/ IPs will share these means with the PCU and integrate stakeholder inputs into their regular monitoring and reporting activities. UNOPS/IPs will report the number, locations and results of their SEP or SEP-related activities to the PCU on a monthly basis. The MAFS PCU will then consolidate these reports for submission to the Bank quarterly.

A third-party monitor (TPM) will be engaged by MAFS on a competitive basis to provide independent operational review of overall project implementation and project results, including the implementation of the SEP and GRM. The PCU will synthesise all reporting by TPM and UNOPS, as well as its own findings, and produce an overall environment and social progress report with a distinct section on stakeholder engagement in line with a template to be provided in the ESMF. The project will follow a bi-annual reporting cycle to the WB for both regular and TPM reporting in line with World Bank requirements for Fragile, Conflict and Violent (FCV) environment projects. These reports will further be shared with all stakeholders, as defined in the SEP.

MAFS will also liaise with UNOPS to provide an annual review of project implementation, with the aim to: (i) assess the project performance in complying with ESMF procedures, learn lessons, and improve future performance; and (ii) 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, MAFS, UNOPS and national authorities, as needed.

## **7.2 Reporting back to stakeholder groups**

Results of stakeholder engagements will be reported back to the affected communities, as well as the relevant local authorities and other stakeholders through quarterly project reports produced by MAFS. It will be the responsibility of the MAFS to ensure that all relevant reporting is shared through the above defined public means. At a sub-component and activity level, UNOPS and/or other IPs will be responsible for disclosing their stakeholder engagement results and relevant reporting on a quarterly basis. The reporting will include feedback on how stakeholders' concerns are being addressed, and they and all stakeholders will be reminded of the availability of the GRM in case of any issues arising from the reporting.

## ANNEXES

### Annex 1: Key considerations for stakeholder engagement

<b>ESS 10: Stakeholder Engagement and Information Disclosure</b>	
Is there a risk that the activity fails to incorporate measures to allow meaningful, effective and informed consultation of stakeholders, such as community engagement activities?	Stakeholder Engagement Plan (SEP)
Is there a historical exclusion of disabled persons in the area?	Stakeholder Engagement Plan (SEP)
Is there a lack of social baseline data?	ESMF
Are women likely to participate in decision-making processes in regards to the activity?	Stakeholder Engagement Plan (SEP)
Is there a risk that exclusion of beneficiaries leads to grievances?	Stakeholder Engagement Plan (SEP) Grievance Redress Mechanisms (GRM)
Is there a risk that youth exclusion will lead to grievances and tension?	Stakeholder Engagement Plan (SEP) Security Management Plan
Is there a risk that the activity will have poor access to beneficiaries?	Stakeholder Engagement Plan (SEP) Grievance Redress Mechanisms (GRM)
Will the Covid-19 outbreak hamper proper stakeholder engagement?	WHO/ MoH/ WB guidance and regulations on Covid-19

## Annex 2: List of Stakeholders Consulted

S/No.	Name	Designation	Email/ Phone
<b>The World Bank</b>			
1.	Endeshaw Tadesse	TTL	etadesse@worldbank.org
2.	Erina Iwami	TTL - Operations Officer	eiwami@worldbank.org
3.	Mukulish Arafat Simeon	Social Protection Specialist	mmule@worldbank.org
4.	Ananda Paez Rodas	Social Protection Specialist	apaezrodas@worldbank.org
5.	Haregewien Admassu H	Sr. Gender & Cash Plus Specialist	hhabtymer@worldbank.org
6.	Yalemzewud Simachew Tiruneh	Social Development Specialist	ytiruneh@worldbank.org
	James Chacha Maroa	Safeguards Specialist	jmaroa@worldbank.org
<b>Ministry of Agriculture and Food Security (MAFS)</b>			
1	John O. Kanisio	Undersecretary	wimapa89@yahoo.co.uk
2	Loro George Leju Lugor	Director General	Lejulorge6@gmail.com
3	Peter Mazed	Interim PCU Director	mazedipeter@gmail.com
4	Joseph Iyu Modi	Finance Officer	iyuorimodi@gmail.com
5	Taban Elonai Andarago	Director for crop protection	bagouniwa@yahoo.com



6	Batali James Stanley	Procurement Officer	batalijs01@gmail.com
7	Mary Ezia Bali	Inspector	marybali2021@gmail.com
8	Jackline Minda	S/Inspector	Jacklinefrancis22@gmail.com
<b>Ministry of Gender and Social Welfare (MGSW)</b>			
1.	Hon. Aya Benjamin	Minister	
2.	Emmanuel Loikong	Interim Social Protection Director	loikong21@gmail.com
3.	Luka Angelo	S/Inspector	angeloyapa@gmail.com
<b>United Nations Office for Project Services (UNOPS)</b>			
1.	Peter Mutoredzanwa	Country Director and Representative	petermu@unops.org
2.	Juliana Amal-Obonyo	Head of Programmes	julianaao@unops.org
3.	Ekanem Ekpo Bassey	Partnerships Specialist	ekanemb@unops.org
4.	Nancy Chansa Bwalya	Programme Management Office Specialist	nancyb@unops.org
5.	Leslie Mhara	Senior Project Manager	lesliemh@unops.org
6	Madonna Ikulang Kanisio	Deputy Project Manager	madonnak@unops.org
7.	Munyaradzi Marambire	Health, Safety, Social and Environmental Specialist	munyaradzim@unops.org
8.	Lwanda Kafumukache Kahongo	Health, Safety, Social and Environmental Specialist	lwandak@unops.org

**Annex 3: Sample GRM Form**

**Grievance Registration Form**

Quarter Council/Boma: \_\_\_\_\_ Date of reporting complaint: \_\_\_\_/\_\_\_\_/\_\_\_\_

<b>Complainant details</b>	
Name:- Age:- Sex:- ID No./ Tell. No.:- Group No:- Physical address:-	
<b>Nature/Details of complaint reported</b>	
Date of incident/Event	
Description of the complaint reported	
<b>Details of the accused:</b>	
Name:- ID No.:- Tell. No.:- Physical address:-	
<b>How was the complaint addressed or if referred</b>	
<b>Feedback to/from complainant</b>	

Complaint recorded by: \_\_\_\_\_ Title: \_\_\_\_\_

Signature: \_\_\_\_\_ Date of Feedback/resolution: \_\_\_\_\_

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