



THE REPUBLIC OF SOUTH SUDAN  
**MINISTRY OF ENERGY AND DAMS**

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**South Sudan Energy Access  
Project – P178891**

**Stakeholder Engagement Plan (SEP)**

**February 2023**

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## ABBREVIATIONS AND ACRONYMS

BDC	Boma Development Council
CPA	Comprehensive Peace Agreement
CSO	Civil Society Organization
E&S	Environmental & Social
ECRP	Enhancing Community Resilience and Local Governance Project
ESCP	Environmental and Social Commitment Plan
ESF	Environmental and Social Framework
ESMF	Environmental and Social Management Framework
ESS	Environmental and Social Standards
FAO	Food and Agricultural Organization
FGD	Focus Group Discussions
FCV	Fragility Conflict, and Violence
GBV	Gender Based Violence
GM	Grievance Mechanism
JEDCO	Juba Electricity Distribution Company
IDP	Internally Displaced Person
IP	Implementing Partner
IVA	Independent Verification Agent
LGB	Local Governance Board
LGSDP	Local Governance and Service Delivery Project
MoED	Ministry of Energy and Dams
MoFP	Ministry of Finance and Planning
MoGCSW	Ministry of Gender, Child, and Social Welfare
NGO	Non-Governmental Organization
PAP	Project-Affected Person
PDC	Payam Development Council
PIU	Project Implementation Unit
PDO	Project Development Objective
POM	Project Operations Manual
SSEC	South Sudan Electricity Corporation
SEA	Sexual Exploitation and Abuse
SEP	Stakeholder Engagement Plan
SH	Sexual Harassment
UNDP	United Nations Development Programme
UNEP	United Nations Environmental Programme
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNMISS	United Nations Mission in South Sudan

## 1.0 Introduction

South Sudan, a landlocked country in East Africa with a population of approximately 12 million, has experienced significant levels of Fragility Conflict, and Violence (FCV). There was not only conflict with the North (now Sudan), which lasted close to half a century, but also significant inter- and intra-communal tension. The secession from Sudan came after decades of fighting, followed by a brief period of peace under the Comprehensive Peace Agreement (CPA, 2005–2011) and a final decision to declare independence in January 2011 following a referendum. South Sudan thereby became the youngest country in the world. Even after independence, the country has been devastated due to decades of instability and conflict with Sudan. War-induced poverty, displacement, and trauma weakened kinship and community ties, endangering participation, inclusion, transparency, and accountability. The Human Development Index (HDI) in 2019 still placed the country among the poorest in the world (185 out of 189 countries).<sup>1</sup>

It is estimated that only about 7 percent of the population has access to electricity, most of which is concentrated in the capital city, Juba, which has the country's only large-scale functional distribution network. While some cities used to be partially served by isolated grids, most of this was destroyed during the civil conflict and subsequent conflict and is largely nonoperational. Many households and commercial and public institutions rely on diesel-powered generators, which are expensive to operate and require imported fuel and spare parts.

The World Bank and the Government of South Sudan are currently in the process of planning for the Energy Access Project. It will provide US\$40 million to support three components with a range of potential subcomponent activities: (1) Isolated grid development and densification; (2) Off-grid electrification through stand-alone solar systems; and (3) Technical assistance, institutional capacity building, and implementation support.

The World Bank's ESS 10 recognizes the importance of open and transparent engagement with all project stakeholders, based on the recognition that effective stakeholder engagement can improve Environment and Social (E&S) sustainability of project activities, enhance project acceptance, and implementation, and allow stakeholders to contribute to project design. The key objectives of stakeholder engagement include an assessment of the level of interest and support of the project by stakeholders to promote effective and inclusive engagement with all project-affected parties and to ensure that project information on E&S risks and impacts is disclosed in a timely and understandable way.

This SEP is therefore designed to anchor all South Sudan Energy Access project, stakeholder engagement in a systematic way. It lays out legal and policy requirements in regard to stakeholder engagements, lists engagements already undertaken, provides a stakeholder analysis of all relevant project-affected parties to the Energy Access Project and lays out means of dissemination of information to different parties as well as means and ways to continue to consult different stakeholder groups throughout the project cycle. Furthermore, it contains a monitoring plan that ensures the implementation of the SEP. This Plan will therefore help guide the development of activity-specific or area-specific SEPs, which will be developed once activities and locations are known.

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<sup>1</sup> United National Development Programme. 2021. *Human Development Report 2020*. New York: UNDP. <https://hdr.undp.org/en/content/human-development-report-2020>.

## 1.1 COUNTRY CONTEXT

**South Sudan, a landlocked country in East Africa with a population of approximately 11.4 million, has experienced significant levels of fragility, conflict, and violence (FCV).** There was not only conflict with the North (now Sudan), which lasted close to half a century, but also significant inter- and intra-communal tension. The secession from Sudan came after decades of fighting, followed by a brief period of peace under the Comprehensive Peace Agreement (CPA, 2005–2011) and a final decision to declare independence in January 2011 following a referendum. South Sudan thereby became the youngest country in the world. Even after independence, the country has been devastated due to decades of instability and conflict with Sudan. War-induced poverty, displacement, and trauma weakened kinship and community ties, endangering participation, inclusion, transparency, and accountability. The Human Development Index (HDI) in 2019 still placed the country among the poorest in the world (185 out of 189 countries).<sup>2</sup>

**While South Sudan has achieved fragile peace at the national level, violence remains elevated in several parts of the country, and long-term prospects for consolidated peace and stability remain fragile.** The signing of Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan (R-ARCSS) in September 2018 included provisions to reinforce a permanent ceasefire, create an enabling environment for humanitarian assistance delivery, institute critical reforms, and establish a new transitional government. Subsequently, the Transitional Government of National Unity was established in February 2020, which invited the opposition leader, Riek Machar, as the first Vice President, forming a new cabinet of ministers in March 2020. More recently, a unified command of the country's armed forces was announced in April 2022 and the two-year extension of the R-ARCSS to February 2025 will allow the government to meet key milestones in the peace agreement. Despite this progress made toward sustained peace, conflict and violence remain widespread in the country. Some two-thirds of the total population is estimated to be in need of humanitarian assistance in 2022, with women and children most affected. In 2021 alone, close to 2,000 people were reported to have died due to conflict. The Transitional Government is scheduled to hold a national election in December 2024, which, given the volatile situation, could either consolidate peace or trigger large-scale violence.

**The history of continued conflicts – both within South Sudan and in neighboring countries – has resulted in a significant number of refugees, asylum seekers, and internally displaced persons (IDPs) and created refugee camps and IDP settlements across the country.** According to UNHCR data as of November 30, 2022<sup>1</sup>, South Sudan had 319,060 registered refugees and 67,385 refugee households, with the vast majority – over 90 percent – located in two locations: Jamjang in Pariang County in the Ruweng Administrative Area and Bunj Town in Maban County in Upper Nile State (see Annex 3). The Sudanese refugee population is by far the largest at 296,409 individuals, or 93 percent of the refugee population, followed by 15,198 refugees from the Democratic Republic of Congo (4.8 percent), 4,134 individuals from Ethiopia (1.3 percent), 2,283 individuals from the Central African Republic (0.7 percent), and 1,036 individuals of other nationalities. Just over half – 52 percent – of refugees are female, and women and children represent 81 percent of refugees. Most – 60 percent – of refugees are between 0 – 17, with 38 percent between 18 and 59 and the remainder over 60. The prospect of these refugees returning to their origin in the near term is limited, and the trauma endured, assets lost, and livelihoods destroyed in fleeing conflict in their host country has created unique development challenges for refugees in reestablishing their lives in South Sudan. Despite these challenges, refugees often have better access to basic services and support like health, education, and food rations in refugee camps administered by UNHCR than members of host communities<sup>3</sup>, which tend to live in isolated areas where government services and market-based opportunities are either highly lacking or non-existent. Indeed, due to these deprivations, UNHCR makes specific efforts to support host community members themselves, to the extent resources allow. In addition to refugees from abroad, over 2.2 million South Sudanese people are

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<sup>2</sup> UNHCR. 2022. *Operations Data Portal – Refugee Situations: South Sudan*. <https://data.unhcr.org/en/country/ssd>.

<sup>3</sup> UNHCR defines that “a host community refers to the country of asylum and the local, regional, and national governmental, social and economic structures within which refugees live. In the context of refugee camps, the host community may encompass the camp, or may simply neighbor the camp but have interaction with, or otherwise be impacted by, the refugees residing in the camp”. <https://www.unhcr.org/en-us/protection/resettlement/4cd7d1509/unhcr-ngo-toolkit-practical-cooperation-resettlement-community-outreach.html>

internally displaced due to conflict, insecurity, and the impact of climate change.<sup>4</sup> These internally displaced account for 15–20 percent of the South Sudanese population and they are spread out across the country.

**South Sudan’s legal framework for refugees is considered one of the most progressive in East Africa.** The 2012 Refugee Act guarantees refugee the right to movement, work, and access public services on a par with South Sudanese nationals. The Government is a signatory of the 1951 Refugee Convention and its 1967 Protocol and has adopted the draft East African Community (EAC) Refugee Management Policy aimed at strengthening and harmonizing the management of refugees in the EAC region. At the local level, county governments, traditional authorities, and host community members have allocated land for refugees for and other livelihood purposes in Jamjang, Maban, and Juba. Despite positive developments, challenges remain weak governance and limited management capacity make it difficult for refugees to access basic services, while there are occasional reports of violence against, and unlawful detentions of, refugees.

**To address these challenges, the World Bank is supporting the Government to implement the strategy for refugee-hosting areas that it prepared as part of South Sudan’s eligibility for the Window for Host Communities and Refugees (WHR),** including leveraging capacity building resources in existing WHR-supported projects<sup>5</sup> to strengthen systems and processes in the Commission for Refugee Affairs (CRA) to help it better coordinate refugee support across line ministries. Other steps the Government has taken to support longer-term solutions for refugees and host communities include its finalization in late 2021 of a Durable Solutions Strategy and Plan of Action for Refugees, Internally Displaced Persons, Returnees and Host Communities as part of the Intergovernmental Authority on Development Solutions Initiative, which pledges a whole-of-government approach to strengthening socioeconomic opportunities for, and integration of, displaced communities and their hosts; the CRA’s recent establishment of a five-year strategic plan to strengthen its capacity and functionality as a coordinator of refugee policies across Government; and the nine pledges<sup>6</sup> the Government made at the Global Refugee Forum in 2019, which the Bank is working with it to build on in the upcoming Global Refugee Forum in December 2023. The Bank is also working with UNHCR and the Government to prepare a baseline assessment for South Sudan under the Refugee Policy Review Framework, which will be used to promote and monitor the design and implementation of pro-refugee policy over time. Overall, the Bank, following consultation with the UNHCR, confirms that the protection framework for refugees continues to be adequate in South Sudan.

**A series of economic and climate shocks keep South Sudan trapped in the vicious circle of continued poverty, food insecurity, and economic contraction.** While the economy of South Sudan showed signs of recovery after the peace accord in 2018, shocks such as COVID-19, locust infestations, and flooding led to a contraction in real gross domestic product (GDP) by 5 percent in 2021 that is expected to continue in 2022. The poverty rate is estimated to have increased to 79 percent in 2021, up from 77 percent in 2020. The food security situation has also worsened. In April 2022, 63 percent of the population faced either acute, emergency, or catastrophic food insecurity. Increasing international prices of food and agricultural inputs, coupled with a major flood in March 2022, are likely to amplify food insecurity.

**South Sudan is highly prone and vulnerable to climate-related shocks, primarily floods and droughts, which have a devastating impact on people’s welfare.** The May-November 2021 floods, reportedly the worst since the 1960s,

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<sup>4</sup> Ibid

<sup>5</sup> These include the: Enhancing Community Resilience and Local Governance Project Phase II (P177093); Productive Safety Net for Socioeconomic Opportunities Project (P177663); COVID-19 Emergency Response and Health Systems Preparedness Project (P178102).

<sup>6</sup> These pledges center on: accession to the 1954 and 1961 conventions on statelessness; provision of birth registration to refugees; improved access to documentation to persons at risk of statelessness; granting nationality to stateless persons; adopting a national plan to eliminate statelessness; enhancing access to sustainable energy for refugees and hosts; enabling return of South Sudanese refugees; expanding equitable economic opportunities in refugee-hosting areas; and increasing access to education for refugees and hosts.



affected 9 out of 10 states, impacting around one million people and displacing more than 300,000<sup>7</sup>. Both long-term climate change, such as the increase in temperatures, and short-term extreme climate events, like flooding, have significant implications for peace and sustainable development in South Sudan. Average temperatures are projected to increase between 1°C and 1.5°C by 2060, leading to a warmer and drier climate<sup>8</sup>. The anticipated increase in the frequency and intensity of extreme climate events would not only threaten people's lives directly but also exacerbate food insecurity, stimulate tension over scarce resources, and hamper South Sudan's peacebuilding.

**Recent macro-fiscal reforms of the Government of South Sudan (GoSS) are bearing fruit, but public financial management (PFM) needs to be further strengthened to ensure sufficient budgetary resources to deliver basic services.** After the Government stopped monetizing its fiscal deficit in September 2020,<sup>9</sup> domestic inflation is estimated to have cooled down from 54 percent in 2019 to 43 percent in 2021. The Government unified its official and parallel exchange rates in 2021, resulting in improved forex availability and stabilization of the local currency, the South Sudanese Pound (SSP). However, opaque PFM and widespread corruption<sup>10</sup> have led to the misappropriation of oil revenue and a lack of predictable fiscal transfers to subnational governments.<sup>11</sup> Despite the significant size of oil revenue to the Government, with oil contributing to 90% of the total revenue and almost all exports<sup>12</sup>, the salaries of civil servants in South Sudan are extremely low and seldom get paid on time.<sup>13</sup> This has led to a deterioration in the morale among civil servants as well as a brain drain to the private sector, notably the oil industry.

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<sup>7</sup> World Bank. 2022. The World Bank in South Sudan – country overview.

<sup>8</sup> Norsk Utenrikspolitisk Institutt (NUPI). 2022. Climate, Peace and Security Fact Sheet: South Sudan

<sup>9</sup> World Bank. 2022. *Macro Poverty Outlook*.

<sup>10</sup> Transparency International. 2022. "[Corruption Perceptions Index: 2021](#)."

<sup>11</sup> IMF. 2019. *Republic of South Sudan: Staff Report for the 2019 Article IV Consultation*. p. 9; European Union, Ecorys, VNG International. n.d. "[Tracking the Flow of Government Transfers: Financing Local Government Service Delivery in South Sudan](#)."

<sup>12</sup> World Bank. 2022. World Bank Report: With Peace and Accountability, Oil and Agriculture Can Support Early Recovery in South Sudan

<sup>13</sup> World Bank. 2022. [South Sudan Economic monitor: Towards a Job Agenda](#). p. 22.

## 1.2 SECTORAL AND INSTITUTIONAL CONTEXT

**South Sudan has one of the lowest energy access rates in Sub-Saharan Africa, and in the world in general.** While 46 percent of Sub-Saharan Africa's population now has access to electricity, the energy access rate in South Sudan is estimated to be only 5.3 percent, based on recent World Bank-funded primary research, meaning that 94.7 percent of South Sudanese households have no access to electricity. Of the 5.3 percent with access to electricity, only 1.8 percent are connected to the grid, while 3.5 percent use off-grid technologies as their primary energy source. The lack of access to reliable and affordable electricity is a serious constraint to socio-economic development and conflict-driven displacement of people and increasingly frequent climate disasters further complicate the expansion of energy access.

**Lack of electricity access for the delivery of basic public services is a critical barrier to address the drivers of fragility.** Most health and educational facilities outside Juba do not have electricity. Even the higher-tier service facilities, such as state hospitals with diesel generators, provide very limited electricity services due to the high cost of transporting fuels to rural areas. South Sudan's transport infrastructure is far from being reliable and a large number of checkpoints along major roads makes fuel transport prohibitively expensive and time-consuming. Lack of electricity limits the capacity of public facilities to operate basic medical equipment, store vaccines at adequate temperatures, and provide an advanced educational curriculum, and makes it difficult to retain health care workers and teachers.

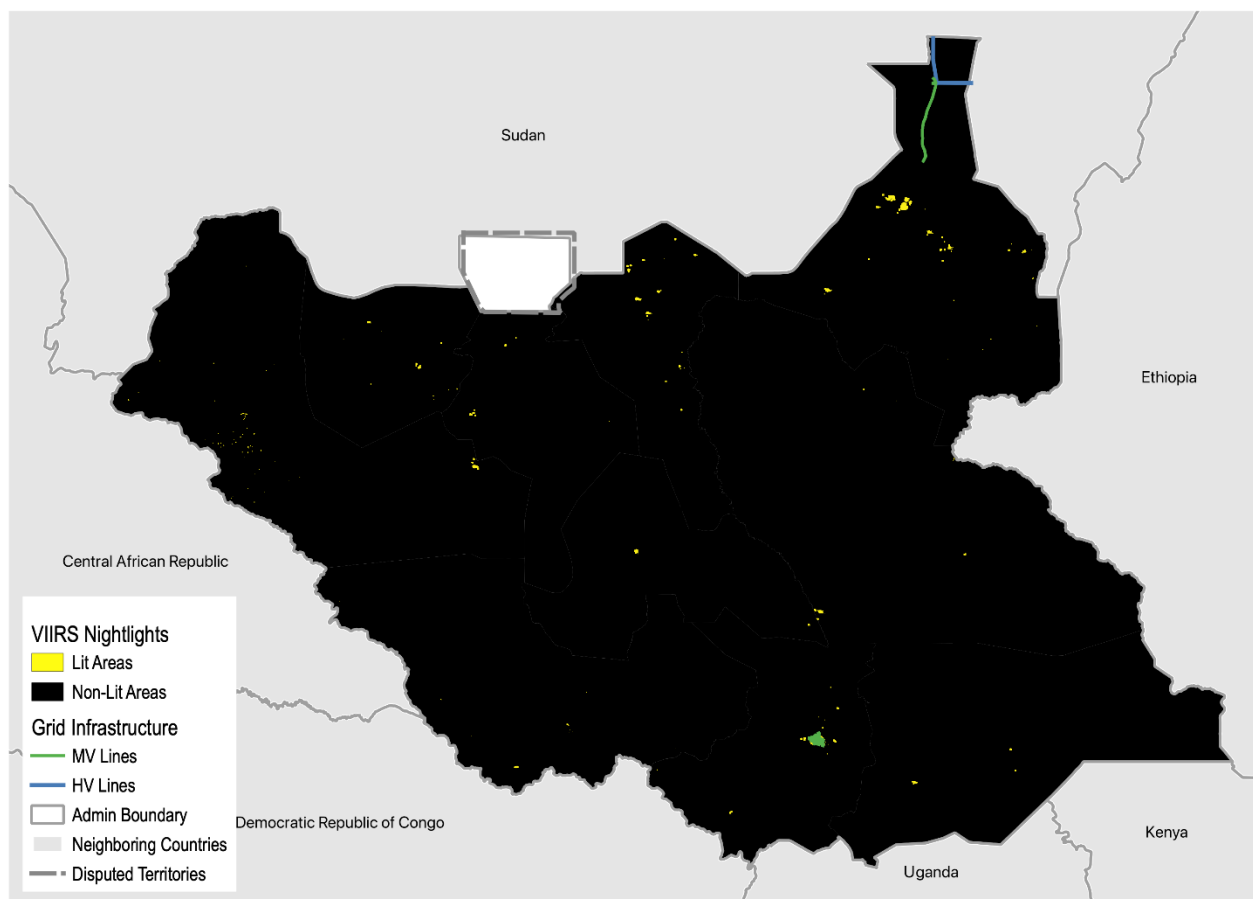
**Displaced population face unique energy access challenges that have received modest attention and the more vulnerable group, women and children, face compounding risks.** Displaced populations arriving cross-border will often be setup in camps that are off-grid with limited to no access to electricity. In the case of South Sudan, even the refugees reaching more urban areas, the situation is just as grim. The transient nature of refugees often leads to loss of personal belongings, including energy assets such as solar home systems (SHS) and rechargeable batteries. Adding to the concern is potential conflicts that can arise due to the proximity of host nationals and refugees competing for scarce natural resources such as fuelwood, which then leads to food insecurity. The fragile environment of limited energy access in displaced communities disproportionately affects women and girls in the form of malnutrition, low economic activity, and in extreme cases, increased violence, calling for a careful consideration of gender dynamics into the design and implementation of access expansion.

**With growing energy demand far outstripping grid capacity, many households, institutions, and businesses in South Sudan have turned to off-grid solutions, predominantly diesel generators in urban areas and solar products in rural areas.** According to the government estimate, the electricity demand (including suppressed demand) in South Sudan is estimated to have increased to 800 MW in 2020, compared to an installed grid capacity of around 103 MW. Off-grid installed generation capacity in Juba has been estimated at a total of 28.93 MW, which is almost as high as the installed capacity available on the Juba grid. About 99% of this off-grid capacity is generated from diesel, causing toxic emissions and noise, and only 1% is generated from solar energy<sup>14</sup>. Even for diesel generators, the high upfront capital costs, costly and limited spare parts, and high domestic fuel prices mean that only the richest households and commercial entities can afford them. Although the off-grid solar market is still nascent in South Sudan, with sales of only around 55,000 solar lighting products estimated in 2021, the continued growth of the market demonstrates the potential to increase energy access through cleaner off-grid solutions.

Figure 1 Map of Existing Grid Infrastructure with Nightlight Indicating the Presence of Electricity Usage (2022)

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<sup>14</sup> Lemi L, La Belle M. (2020). Co-supplying the National-Grid: An Assessment of Private Off-grid Electricity Generation in Juba-South Sudan. *American Journal of Electrical Power and Energy Systems* 9 (3) 47-59.



Source: World Bank

**Most of South Sudan’s functioning electricity supply and distribution infrastructure is located in Juba, with very little working equipment in other cities and rural areas.** The country’s total installed power capacity is approximately 103 MW, all from thermal sources, of which around 76.5 MW is operational but only around 34.5 MW is available to the general public; the remaining 42 MW serves the Paloch oil field as captive power. Other generation plants attached to isolated distribution networks in smaller cities and towns including South Sudan’s state capitals such as Wau, Malakal, Rumbek, and Yambio are nonoperational due to lack of adequate maintenance and destruction during the civil war. South Sudan does not have a transmission network, and even before the conflict, the power system consisted entirely of isolated distribution grids. There are currently two 20 MW utility-scale solar projects under construction around Juba, one an IPP (Ezra hybridization) and the other government-owned (Nesitu; includes 10 MW/35MWh BESS), expected to become operational in 2023. Another 20 MW Juba solar IPP (GWG) is currently in planning, though with a more uncertain timeline. South Sudan imports a small amount of electricity from Sudan through a 32 MW/220 kV interconnector in Upper Nile State that distributes power to local customers through the Renk substation, but the supply from this line has been unreliable due to the power shortage in Sudan. The lack of a transmission system in South Sudan and the limited number of connections around Renk itself means that only a small portion of this line’s capacity is ever used. South Sudan’s geographic location presents a significant opportunity to harness regional power trade through the East Africa Power Pool (EAPP) in the future. South Sudan is currently carrying out a feasibility study for an interconnector with Uganda and has recently signed a memorandum of understanding with Ethiopia for power trade.

**In Juba, the private sector has played an important role in restoring and improving electricity services amid conflict and declining public capacity.** The Juba Electricity Distribution Company (JEDCO) was established in May 2018 as a joint venture between the South Sudan Electricity Corporation (SSEC) – South Sudan’s public utility – which holds 48% of shares, and Ezra Group – a private South Sudanese construction company founded by Eritrean immigrants – which holds 52%. Ezra also owns and operates Juba’s only functioning power plant – a 33 MW generation facility supplying power to JEDCO following the signature of an Implementation Agreement (IA) and a build-own-operate-transfer (BOOT) 17-year power purchase agreement (PPA) with the Government in 2017. The agreement calls for a total of 100 MW of diesel plants to be built and operated in four phases, though most of this capacity, originally expected by 2023, is experiencing indefinite delays. SSEC’s poor track record in Juba grid operation and revenue collection at the time of the signature of the IPP led to the formation of JEDCO as a risk mitigation measure for Ezra, which also holds a majority of seats on JEDCO’s Board. Nevertheless, it was the Ministry of Energy and Dams (MoED) that nominated the Board chairman as well as the majority of the JEDCO’s senior management. The restructuring of management resulted in a significant improvement in the quality of commercial services as well as operating efficiency of Juba grid. The system loss is reported to be below 10% and supply reliability over 95%, making Juba grid one of the top performing systems in the country despite its limited geographical coverage. JEDCO currently serves around 33,000 customers, of which 66% are households, 32% commercial entities, and the rest 2% being government institutions. These 33,000 customers served by JEDCO translates to a 32% overall access rate among Juba residents.

**The cost of electricity from the Juba grid, however, is exceptionally high and largely unaffordable to the majority of Juba residents and JEDCO’s customers, implying a potential oversupply in the near future.** Customers in Juba pay an average tariff of US\$40 per kWh, among the highest in Sub-Saharan Africa. Even the lifeline segment of the tariff for residential customers consuming under 100 kWh per month is priced at US\$31.6 per kWh. This is exceptionally expensive compared to regional peers (lifeline tariffs were US\$4.5 per kWh in Ethiopia and US\$6-20 per kWh in Uganda in 2020). Juba’s dollar-denominated tariffs have become even less affordable to end-consumers in recent years due to sustained depreciation of the South Sudanese Pound. The tariff has more than doubled in SSP terms over the last two years, leading to a drop in peak demand in the Juba grid from 30 MW to a low of around 20 MW in May 2022, having slightly recovered to around 25 MW since then. The high electricity tariff is also incentivizing grid defection by JEDCO customers in favor of diesel generators and in some cases solar rooftop systems. At present tariff levels, there is also a risk of near-term oversupply as the existing 30 MW Ezra thermal plant will be supplemented by an additional 40 MW of solar from 2023 onwards. An ongoing JEDCO study is investigating potential reductions in the cost of service as a result of the Ezra hybridization and Nesitu solar plants currently under construction.

**South Sudan’s weak power sector policy framework has led to conflicting institutional mandates and inadequate, ad-hoc sector development.** MoED is the apex policy-making institution of the government and also functions as a regulator in absence of an independent regulatory body, but few regulations are currently in place. SSEC, a de jure autonomous public institution, is the main national power utility mandated with expanding and operating generation and distribution assets and used to operate the majority of South Sudan’s electricity generation and distribution assets prior to the conflict. However, SSEC’s role in the sector has become increasingly uncertain following the decommissioning and destruction of many of its assets as well as the de facto privatization of the Juba power system after the formation of JEDCO. SSEC now has limited financial autonomy as it is required to transfer most of its revenues to the Ministry of Finance and Planning (MoFP), an arrangement that predates the formation of JEDCO. The lack of financial autonomy, as well as a severe lack of capacity, has made it difficult for SSEC to maintain its remaining assets and adequately remunerate its staff. As a consequence, SSEC has lost many of its staff to the private sector, including to JEDCO and the oil industries. While sector policy and strategy documents developed soon after independence – including the South Sudan Electricity Corporation Act 2011 and the National Electricity Policy 2013 – had attempted to set out the roles and responsibilities of sector institutions, the loss of grid infrastructure as a result of conflict and increased role played by the private sector have diminished their relevance. A National Electricity Bill was drafted in 2015 and passed by the cabinet but has yet to be ratified and contains several gaps that threaten to limit its effectiveness as a governing document. At this point, South Sudan does not have any formalized sector master plans and lacks the institutional capacity to conduct even high-level planning analyses. The World Bank’s last engagement with the South Sudanese power sector, the 2014 “Energy Sector Technical Assistance Project

(ESTAP; P145581)”, had attempted to address many of these institutional gaps but the outbreak of the civil war led to a cancellation of the project.

**Lack of planning, governance, and project implementation capacity keep South Sudan’s electricity sector trapped in the vicious circle of underinvestment and sluggish growth.** Sector planning is largely done on an ad-hoc basis and in response to private developer solicitation, which has made the sector vulnerable to short-termism and stakeholder capture. Both MoED and SSEC lack the technical capacity to effectively implement projects and ensure these are well integrated into existing systems. For instance, the government-owned Nesitu solar plant, currently under construction around Juba, will reportedly only be able to evacuate around 5 MW of its nameplate 20 MW capacity along its 33kV/25km single circuit line because of inadequate reactive compensation. This reactive compensation would either need to be added as part of the Nesitu project or provided by the Ezra thermal plant at the point of interconnection, but there is no provision for this either in the contract with the Nesitu EPC or in the PPA with Ezra. It is also unclear, in the absence of appropriate regulation, how Ezra’s ownership of the largest generation plant and a controlling share in the Juba distribution grid will affect dispatch of power from new MoED and IPP solar plants. The lack of clear planning and regulation and the resulting slow growth of the sector has inhibited further investment, both from the private sector and development partners. Other than Ezra, the only major external investment in the power sector to date is the USD 38 million Juba Power Distribution System Rehabilitation and Expansion Project by the African Development Bank (AfDB) in 2017, which rehabilitated and upgraded the Juba grid infrastructure, laying the foundation for JEDCO joint venture.

**In the absence of clear mandate on rural electrification, investment in rural areas remains critically low, keeping the light off for the most vulnerable population.** There has been limited focus on investment in downstream electrification planning, particularly in rural electrification, even though the 2013 South Sudan Electricity Policy emphasized the importance of rural electrification. There is ongoing support by the Government of Egypt to rehabilitate thermal generation units in the cities of Rumbek and Yambio, but the distribution networks there remain dysfunctional. While some private sector players are conducting preliminary analyses to rehabilitate and/or construction the isolated grids in the state capitals, these are at very early stages and are likely to be financially unviable without public support or concessional capital. The low access to reliable electricity outside the capital has constrained basic services from health and educational institutions as well as state governments. While some large-scale facilities such as state-level hospitals rely on diesel generators, the cost is often prohibitively expensive due to the transport costs and associated fees levied at various checkpoints in the country.

**Rehabilitation of the existing isolated grid systems presents a low-hanging opportunity of enhancing the electrification in South Sudan.** Some public and private entities currently work on the initial stage of rehabilitating the existing generation and distribution assets in several state capitals including Aweil, Wau, Rumbek, Yambio, Bor, and Malakal. However, electricity tariff without public funding is expected to be expensive and most customers won’t be able to afford to pay for electricity. In addition to these state capitals, there are existing generation and distribution assets in three towns including Yei, Maridi, and Kapoeta which were financed by USAID. Since 2013, these isolated grid operations are currently halted due to the lack of technical capacity and funding to rehabilitate the distribution network. The role of public-private partnership will be important to address the weak technical capacity of public entities and the affordability of electricity tariff.

**Establishing effective models and regulatory frameworks for public-private partnership (PPP) will be key to restoring and enhancing access to electricity services.** Given the extremely weak PFM in the country and the continued need for humanitarian support, the electricity sector’s access to finance is likely to be limited in the near term. This will severely constrain the sector’s capacity to maintain existing assets and remunerate its personnel, let alone make major capital investments. Faced with weak institutional and financial capacity, it will be critical for the government to leverage the private sector for both financing and technical expertise. Without a national grid or transmission network and highly limited public funding and capacity, rapidly scaling up electricity access will be dependent on IPPs and private-sector operated isolated grids. A World Bank-funded high-level geospatial analysis estimated that even with high demand growth and significant reductions in the cost of grid power, around half of new connections required to reach 50% access by 2030 would need to come from off-grid or mini-grid solutions.

### 1.3 RELEVANCE TO HIGHER LEVEL OBJECTIVES

**The proposed project's activities are consistent with key objectives of the World Bank Group (WBG) Country Engagement Note (CEN) for South Sudan FY21–23.** While the CEN is not explicit about enhancing access to electricity, the proposed project will contribute to *Focus Area 2 - support basic service delivery* and *Focus Area 3 - promote resilience and livelihood opportunities*. Electrification of public institutions, including health and education facilities, will improve South Sudanese people's access to basic human development services and enhance their quality. Expanding energy access with clean energy – solar – to serve vulnerable communities outside Juba can strengthen the resilience of local livelihoods and allow for more productive and sustained economic activities.

**As recommended by the CEN, the GoSS will carry out the implementation of the project.** This is aligned with the CEN's strategic direction to shift the implementation modality away from third-party entities. The government's taking lead in implementation can not only strengthen the sense of ownership and responsibility but also enhance institutional capacity. However, the success of such government-led implementation hinges on a couple of critical factors including: (a) strong support from the MoFP to make resources available to build implementation capacity in the energy sector and (b) continued peace at the national level. If these enabling factors are not in place, third-party implementation may need to be considered through project restructuring. These risks are elaborated on further in the risk section.

**The project is aligned with key WBG corporate strategies.** It will contribute to the WBG Climate Change Action Plan and New Generation Africa Climate Business Plan by adding extra renewable energy capacity, most likely solar, while ensuring the resilience of the investment to climate change impacts such as floods. It will also contribute to 'Maximizing Finance for Development' by leveraging private sector finance for isolated grid and off-grid electrification and by seeking collaboration with International Finance Corporation (IFC) and Multilateral Investment Guarantee Agency (MIGA) where appropriate.

**The project follows and contributes to the WBG Gender Strategy.** Gender dynamics is carefully considered in all four project components. In particular, component 3 – off-grid electrification of health facilities pays a special attention to improving CEEmONC - Comprehensive Emergency Obstetric and Newborn Care services, which would help lower the maternal and newborn mortality rates in South Sudan. Gender-based Violence (GBV), which tends to escalate in a fragile environment, will be carefully monitored and strengthened under the social safeguard. The gender gap assessment and the gender action plan are currently being finalized.

**The project follows the WBG's Global Crisis Response Framework (GCRF) and is well aligned with its pillars, particularly Pillar 3 – Strengthening Resilience and Pillar 4 – Strengthening Policies, Institutions, and Investment for Rebuilding Better.** The project was carefully designed to best support South Sudan with each component contributing to addressing the country's fragility, conflict, and violence. The project's four components, elaborated in the following Project Description section, can all be tagged to one or several of GCRF's Pillars.<sup>15</sup>

**The project is aligned with the WBG's Climate Change Action Plan (2021-25), which commits to aligning financing with the Paris Agreement.** On the mitigation side, component 1 (grid densification and extension in Juba), component 2 (mini-grid pilots) and component 3 (off-grid electrification of health facilities through solar systems) directly contribute to lowering carbon emissions from increased energy consumption. On the adaptation side, the entire process of grid densification and extension will proactively factor in climate resilience elements – particularly, flooding aspect - from its planning to procurement.

**The project is aligned with the GoSS's Revised National Development Strategy (R-NDS) 2021–2024,** which articulated the key role of the infrastructure cluster in delivering on development goals in the NDS, including those regarding education, health, security, job creation, and the environment. Specifically for the electricity sector, the NDS highlighted the need for improving energy supply across all 10 states through PPPs and the development of

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<sup>15</sup> GCRF's Four Pillars include Pillar 1 – Responding to Food Insecurity, Pillar 2 – Protecting people and preserving jobs, Pillar 3 – Strengthening Resilience, Pillar 4 – Strengthening Policies, Institutions, and Investment for Rebuilding Better.

renewable energy resources. The project is also aligned with GoSS's Nationally Determined Contributions under the United Nations Framework Convention for Climate Change which notes the electricity sector's role to increase the use of clean and renewable energy, as well as improve the electrification in rural areas using the decentralized grids.

## 1.4 PROJECT DESCRIPTION

The design of the project is based on ongoing advisory services and analytics (ASA) work – “Pathways to Electricity Access Expansion in South Sudan” (P175227), which was initiated in October 2020 with support from Energy Sector Management Assistance Program (ESMAP). The analytical assessment includes a comprehensive diagnostic of the electricity sector in South Sudan and identification of key opportunities and barriers to electricity access expansion as well as a geospatial and market analysis of mini-grid and off-grid solutions. This project relies on data gathered and the analysis conducted through the ongoing ASA to outline potential areas for financing support as well as capacity building and technical assistance.

The project is structured with four components; the first three components are investment component to enhance access to electricity services through isolated grids and off-grid interventions. The fourth component is intended to strengthen the sector’s institutional capacity as well as the overall project implementation capacity. Given the very nascent nature of the sector and lack of experience in implementing Bank-financed project, the role of the capacity building component is foundational to the achievement of the PDO. The investment components are designed to build on previous/existing investment in the country in the energy sector in order to maximize and minimize the risk of the capacity gap.

### Component 1. Grid densification and extension in Juba

**This component will finance additional grid connections to residential, commercial, and industrial customers in Juba and its vicinity** through (i) service drop connections for new connection requests in the middle of the network and making use of the existing distribution infrastructure including 24 non-connected transformers already erected across the city (up to 20,000 connections) and (ii) expanding the MV and LV networks to the North, West and Southeastern parts of the city for additional 20,000 connections. These additional connections are expected to more than double the number of connections. The exact target areas for densification and expansion are identified by the government through JEDCO and could also include communities in the periphery of Juba, such as Nesitu, Lokiliri, and Rajab based on the availability of funds. The component intervention will cover new connections within various site locations of Juba. The investment may also include installation of capacitor banks to strengthen the backbone system and the integration of solar-based electricity expected to be available in the near future.

Existing electrified area (border color blue)- estimated number of new connections- 10 000

Existing 24 transformer area (border color magenta)- estimated number of new connections- 10 000

Newly electrified area (border color cyan)- estimated number of new connections- 20 000

Large bulk supply customers (dispersed locations)

**The intervention will also include streetlights along the distribution poles to improve the security in Juba.**

Assuming one streetlight per six customers, 11000 lights are expected to be installed. Lack of lighting at night in Juba is considered as one of the contribution factors to insecurity in the city, resulting in the incidents such as murder, robbery, raping and other criminal incidents. It also affects the hours that the businesses can practically operate in the city. Such intervention was a part of earlier intervention by AfDB, but many of the lights are currently not functional due to technical failures of the lamps as well as vandalism. Under the project, the intervention will use high-efficiency light-emission diode (LED) lamps to ensure the longevity of the lights and minimize the replacement needs, as well as measures to mitigate the risk of vandalism, and potentially restore existing non-functioning lights. MoED will sign a new agreement of amend existing agreement with JEDCO for the maintenance of the streetlights.

**To implement the component, MoED will competitively procure an EPC contractor to carry out the investment.**

The MoED will also engage an engineering firm as the Owner’s Engineer to review the existing technical materials, and support the procurement and contract management of the EPC contractor, including the support for the preparation of bidding documents, evaluation of bids, contract negotiation and supervision of the contractor. The same Owner’s Engineer will provide similar support to the implementation.

**The project builds on a feasibility study supported by preceding intervention by the African Development Bank.**

The project activities will build up on the distribution network constructed to cover about 35% of the city with support by the AfDB (Phase I). The grant financing for this project is expected to lower the current high service



connection cost to consumers. The client supported by JEDCO, the distribution company formed as PPP, worked with the Bank's team to define the scope of work and areas from perspectives of demand growth & utility's waiting lists and based on route selection and cost estimates of the feasibility study.

**Investments under this component is expected to enable the integration of additional solar PV generation and reduce the cost of electricity service in Juba.** Increasing connections will ensure efficient utilization of current and planned generation facilities around Juba. By expanding the MV and LV networks, the grid's capacity will be enhanced to cater for power to be supplied from forthcoming generation assets, including the two 20 MW solar PV plants (Nesitu and Ezra) currently under construction. Twenty-five percent (25%) of the budget is allocated towards optimizing the backbone network for this purpose.

**The intervention will fully subsidize the connection fee.** Currently, new customers are expected to pay minimum connection fees of 300 US\$ (single phase meters) and reach up to 600US\$ (three phase meters) which is high and unaffordable. Moreover, the sector doesn't have a procedure for a uniform connection fee by end-users. During the AfDB-funded project, users received connections for free. Afterwards, new customers have been paying the total connection cost estimated by JEDCO. The project will also eliminate the currently high service connection cost to JEDCO consumers.

**The additional grid infrastructure will be operated and maintained by JEDCO.** Given JEDCO is currently operating the Juba grid under a public-private partnership with MoED and SSEC, JEDCO will also operate the new infrastructure added to the grid. JEDCO will use pre-paid meters to monitor the consumption by new users and accordingly collect the bills. JEDCO will also make a secondee available to the PIU in order to ensure the effective operation of the newly constructed grid and will be engaged in the supervision of the contractors.

### Component 2. Mini-grid pilot.

Strategic priorities of the GoSS are to electricity state capital cities and potential cities. Previously, in South Sudan, the isolated grid operations in various areas including Yei, Maridi, and Kapoeta didn't work successfully, and it is important to identify the effective operation modality. Thus, MoED will pilot the mini-grid operation which could be duplicated to other state capitals and large cities. In addition to piloting the operation modality, MoED will carry out feasibility study for potential mini-grid sites and prepare the effective PPP model. In this effort, the team will closely collaborate with the IFC Scale-up Minigrad (SMG) team to guide the government to achieve their strategic priority.

**To pilot an effective operation of a minigrad, this component will support the hybridization and rehabilitation of existing isolated grid with a solar hybrid with battery storage in the town of Yei.** Based on high level geospatial analysis and survey activities in Yei town, it is tentatively considered that a solar PV system with a capacity of 5 MW, 12,000 kWh of batteries, and the existing 1.2 MW capacity of a diesel backup will be implemented initially. This pilot intervention is expected to electrify about 10,000 households, 850 commercial and institutional customers in host communities and refugees.

**Yei is selected as a pilot based on multiple criteria** considering i) evidence of high electricity demand, including the demand for productive use; (ii) the existence of the generation and distribution assets that can be partially restored for usage; (iii) the MoED/SSEC's prior experience in the grid, iv) absence for other public/private players already investing for rehabilitation.

High electricity demand. According to a survey and consultation with various potential anchor customers, sizable load demands including UN agencies, more than 30 NGOs, factories, and commercial customers are identified and will be further investigated through a more thorough ground-level survey.

Existence of the generation and distribution assets. In 2008, Yei Electricity Cooperative Organization (YECO), which is a community-based organization, commissioned the grid operation with the support from USAID. While the grid

operation has been halted since 2016, 1.2 MW capacity of diesel generators are still functional, but the grid network needs to be replaced and rehabilitated<sup>16</sup>.

The government's prior experience and familiarity with the potential site. SSEC has conducted the assessment of the existing generation and distribution assets in Yei in May 2022. In addition to the experience and familiarity with the potential site, it is also important to consider the accessibility and distance to potential site for preparation and implementation purposes.

Absence of public or private entities. In South Sudan, the limited number of private developers have been involved in the provision of electricity through mini-grid solutions. The team has identified the ongoing dialogues between the government and private developers in Aweil, Wau, Yambio, and Bor, Malakal. Under this project component, the feasibility and viability of additional potential sites – particularly, state capitals – will be carried out in a consultation with the government.

**Under the project, the MoED will procure a contractor to rehabilitate, hybridize and operate the grid for certain period of time.** An EPC contractor will be selected competitively and responsible for building the generation and distribution capacity. Given the utility's lack of technical capacity and experiences in the operation, the private operator will be selected, potentially as an integral part of the bidding for the construction contractor and operators of the grid for pre-defined period. Throughout the process, given the weak government capacity, Owner's Engineer will be recruited to guide the government for Components 1 and 2. The cost of grid operation, including the overhead cost and service fees, beyond the project's closing will be solely financed through the tariff revenue collected by the private operator. After the end of the operation contract, the MoED/SSEC can renew the operation contract or take over the operation if sufficient capacity has been built in the utility.

In addition to the pilot in Yei, MoED will implement the feasibility studies of selected state capital cities or potential sites such as Malakal, Aweil, Kwajok, Torit, and Bentiu. For many potential mini-grid sites across the country, MoED and SSEC lack even basic information on the condition of existing infrastructure and the energy and infrastructure needs of those communities (e.g., city markets, as an anchor customer). This activity will therefore fund stocktaking of existing infrastructure and demand and energy consumption profiles, as well as preliminary mini-grids design to serve these communities in anticipation of future financing from the Bank, other development partners, or private investors.

*Component 3. Off-grid electrification of health facilities through standalone solar systems (\$10 million equivalent - US\$7million, US\$3 million PHRD)*

**This component will finance the delivery of solar and battery-based off-grid solutions for selected health institutions in rural areas, with priority on Payam-level hospitals (population of 25K and over) Health Care Centers (PHCCs).** This component will cover approximately 50 health facilities in the Greater Upper Nile Region (Upper Nile, Jonglei and Unity states, Ruweng Administrative Area, Pibor Administrative Area) with current Bank operation, as well as other states identified as a result of further assessment in coordination with the Ministry of Health, which will be selected based on structural integrity of the buildings, level of service provided (availability of CEmONC - Comprehensive Emergency Obstetric and Newborn Care services, etc.), population coverage, pre-existing use of electricity and whether internal wiring is in place, etc. This contributes towards reducing the ratio of maternal and newborn mortality rate in South Sudan. (e.g. WHO, UNICEF, UNFPA, World Bank Group, and the United Nations Population Division data shows that until 2017 maternal mortality ratio was **1,150 out of 100, 000 live births**).

**The component intervention will prioritize health facilities with large catchment population to maximize the impact.** They will include facilities in relatively large regional towns and settlements, including host communities and refugees in Jamjang (Ruweng Administrative Area) and Maban (Upper Nile State). The facilities in these areas are used both by host communities and refugees.

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<sup>16</sup> SSEC, YECO Asset Value & Assessment Report for Yei River County, Central Equatoria State, 2022, Republic of South Sudan

**The project will ensure proper level of coordination with the Ministry of Energy and Dams and Ministry of Health.**

It is foreseen that the MoED will contract the UNICEF for implementation of this component. UNICEF, supported by the ESMAP/World Bank, is currently implementing solarization of 12 secondary health facilities which deliver CEmONC (comprehensive emergency obstetric and neonatal care) services in the states of Upper Nile and Jonglei, providing a 24-hour power to facilitate consistent access to essential services. Using the preliminary assessments done by UNICEF for an additional 187 health facilities, the team will conduct in-depth analysis to determine the beneficiary health institutions for the project.

**One of the most important and critical aspects of the proposed activity is to ensure the sustainability of daily operation and maintenance of installed equipment.** Considering the remoteness of the health facilities from main cities and the difficulty with transportation, especially during the flood season, it will be vital to arrange trainings for either the staff of the health facilities or members of the local community. This will not only ensure reliable electricity supply but will also allow engaging the local community in the process, resulting in an ownership and care feeling for the installed equipment which will result in decreased security threats and avoidance of theft and vandalism. In order to take care of minor renovations and ensuring smooth operation of the equipment, each facility will be provided with quick-fix spare parts, which the locally trained staff will be able to use. In case of a major breakdown, there will be a need for professionally trained specialists to visit the site, bringing the necessary major renovation parts.

**In addition to the core electrification of health facilities, the intervention may provide a share of electric energy for productive use to local community.** Since a majority of the health facilities usually have water supply wells, those will be considered as part of the projects, with a potential to share the water with the local community as well. This can also include battery/phone charging, agri-processing (e.g., mills), and cooling (e.g. refrigerators, milk chillers).

*Component 4. Technical assistance and capacity building (US\$ 10 million)*

**This component will provide technical assistance to MoED, SSEC, and other relevant institutions as necessary** to develop the legal, regulatory, and institutional basis for sustainable sector growth and planning and mobilization of private sector investment both for on-grid and off-grid. The component will also provide funding to support project implementation and strengthen day-to-day institutional capacity and operations.

***Subcomponent 4.1. Development of electricity sector legal and regulatory framework.*** This subcomponent will support enhancement and finalization of the 2015 Electricity Bill, revisions to which have been delayed as result of inadequate resources and relevant expertise at MoED. The existing Bill suffers from several gaps from and weaknesses, including its overly narrow focus on establishment of a regulatory body and various ambiguities and inconsistencies that could undermine future sector development. The subcomponent will also support development of sector regulations, including a grid code, a tariff setting and design mechanism, and licensing and quality standards. This will include development of an PPP framework in the electricity sector to effectively attract and regulate private sector players, including for connection and dispatch of new generators to the Juba network and operation of isolated grids. Though MoED has made it a priority to establish an independent regulatory authority, development of regulations under this subcomponent will not be contingent on the establishment of such an authority and will also be implantable by MoED itself until a regulator has been established. The subcomponent will also review and revise if necessary the 2011 South Sudan Electricity Corporation Act – which established SSEC – and support preparation of business, HR, and incentive plans to better define the role and strategic direction of SSEC.

**Finally, this subcomponent will also support review and updating of 2013 National Electricity Policy and Strategy,** which has increasingly obsolete during the political and sector developments that have occurred in the decade since its publication.

***Subcomponent 4.2. Electricity Sector Planning.*** This subcomponent will support generation, transmission, distribution and electrification planning and development of planning capacity at MoED. Rather than expend

significant resources to develop ambitious, high-level, long-term plans in a volatile environment, plans prepared under this subcomponent will focus on the near- to medium-term and identify a small number of the most likely key scenarios, providing practical recommendations that MoED will be able to implement immediately. These scenarios may include, for instance, a base case in which a growing number of isolated grids is eventually reinforced through a core transmission backbone and connected to other East African power systems, and an accelerated scenario in which private sector interests in oil or other key industries accelerate development of interconnectors and other infrastructure. Preparation of the plan will be sequenced to ensure that key strategic outputs are made available to the MoED at an early stage. Particular emphasis will also be given to building in-house planning capacity at MoED through modern digital planning tools and extensive training on their use.

**Subcomponent 4.3. Off-grid sector development.** This subcomponent will target market development of the nascent South Sudanese off-grid solar sector, aiming to both existing South Sudanese businesses already active in off-grid distribution as well as incentivize increased market entry from more established international actors. Specific activities will include initial design work for a demand-side subsidy program, as affordability was identified by Bank-financed off-grid market assessment as the main constraint for households in adopting off-grid products; initial design work on a supply-side financing program, potentially including results-based financing (RBF) grants or concessional working capital loans; and development of the basic elements of off-grid regulation and public strategy, including definition of quality standards for systems and components and potential tax implications and exemptions for quality compliance.

**Subcomponent 4.4. Support for the Project Implementation Unit (PIU) and capacity building.** This subcomponent will support the PIU to cover incremental costs of project management. This includes engagement of individual consultants/consulting firms to support specific component activities as well as strengthening of MoED capability in fiduciary, management, gender equality and environmental and social safeguards for project implementation. The sub-component will also include technical assistance to enhance sector fiduciary arrangements as well as setting up an E&S risk management system, enhancing the E&S capacity through staffing and training on the Environmental and Social Framework (ESF) requirements based on a robust capacity building plan and gender equality intervention areas that intended to address the existing gender gap in MoED.

### 1.5 Objectives and Scope of the SEP

The SEP seeks to define a structured, purposeful and culturally appropriate approach to consultation and disclosure of information, in accordance with ESS 10. It recognizes the diverse and varied interests and expectations of project stakeholders and seeks to develop an approach for reaching each of the stakeholders in the different capacities at which they interface with the project. The aim is to create an atmosphere of understanding that actively involves project-affected people and other stakeholders leading to improved decision making. Overall, this SEP will serve the following purposes: stakeholder identification and analysis; planning engagement modalities through effective communication, consultations and disclosure; enabling platforms for influencing decisions; define roles and responsibilities for the implementation of the SEP; define reporting and monitoring measures to ensure the effectiveness of the SEP; and elaborating on the role of Grievance Mechanism (GM).

### 1.6 Previous stakeholder engagement activities

The World Bank Group conducted two missions for purposes of consulting Stakeholders. The first Mission was October 17-24, 2022 where different stakeholders were engaged on their views about the project and their potential contribution/support. The second Mission was held on December 12-22, for additional consultations at lower level with different groups of men, women, youth, NGOs and City Council. This also included a workshop held on December 20-21, 2022. The lists of stakeholders and photos are in Appendix 5.

All consultations decry the lack of power in South Sudan, the high cost and unreliability of the present power supply from the Juba Electricity (JEDICO). They also request for full participation of all stakeholders, the Ministries, the

business community dealing in Solar products and the Juba City Council should be involved to avoid placing poles in the wrong areas and the juba Master plan should guide all processes.

The consultations emphasized the need for power, which is reliable to the people of South Sudan. Talked about the poor remuneration of civil servants in South Sudan, which may affect the project. The Engineers may abscond after getting the capacity building from the project.

Stakeholders are also worried about the fragile environment in South Sudan which may affected the project in case another war breaks up. They mention the Public Private Partnership (PPP), which is currently not working properly.

They worry about the quality of equipment to be used in the project and recommend due diligence in procurement of solar and other electricity equipment. Regulatory Framework: Stakeholders stress the need for the right regulatory framework, that the project can get advice from other countries.

All stakeholders mention the need to South Sudanese to benefit through employment. The Ministry of Labour recommend that 80% of the labour should be locals.

The stakeholders do not envisage the need for compensation because the planned plots have a reserve for service lines including electricity. They say there will be no power extended to unplanned areas.

## 2.0 Legislative and Policy Requirements

The following are some of the laws that are applicable to stakeholder engagement and information sharing.

### 2.1 The Transitional South Sudan's Constitution of 2011

It has the following provisions under articles 24 and 32.

- a) 24. Freedom of Expression and Media
  - i. Every citizen shall have the right to the freedom of expression, reception and dissemination of information, publication, and access to the press without prejudice to public order, safety or morals as prescribed by law.
  - ii. All levels of government shall guarantee the freedom of the press and other media as shall be regulated by law in a democratic society.
  - iii. All media shall abide by professional ethics.
  
- b) 32. Right of Access to Information
  - i. Every citizen has the right of access to official information and records, including electronic records in the possession of any level of government or any organ or agency thereof, except where the release of such information is likely to prejudice public security or the right to privacy of any other person.

**Relevance:** *Guided by this, the project has the mandate to disclose all project information.*

### The South Sudan Access to Information Act No. 65 of 2013

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.

**Relevance**

*This further emphasizes the need to disseminate project information to all the stakeholders.*

### The Environment Policy of South Sudan, from 2016

The Environment Policy of South Sudan, of 2016, provides guidelines for a wide range of responses to environmental management. These include the promotion of effective, widespread, and public participation in the conservation and management of the environment.

### 2.2 National Electricity Bill, 2015

**Under section 42, the bill talks about Appeals from a Decision of the National Electricity Authority, as follows:**

Unless otherwise expressly provided in this Bill:

- (a) where this Bill empowers the Authority or any of its organs to make a decision, the decision may be subject to appeal within the structure of the Authority in accordance with such administrative procedures ; and
- (1) Any person aggrieved by a decision of the Authority may, subject to subsection **Error! Reference source not found.** above, appeal to an Appeals Tribunal on one or more of the following grounds:
  - (a) that an error of law has been made;
  - (b) that a material error as to the facts has been made;
  - (c) that the decision was bias or that the Authority failed to act in accordance with its duties under this Bill
  - (d) that the Authority did not make reasonable attempts to obtain all relevant information within the relevant time period; or
  - (e) that the decision was not made in accordance with the procedure laid down in this Bill.
- (2) The Appeals Tribunal shall convene within fourteen days of receiving an appeal and shall conclude its deliberations within a further period of twenty-eight days, or such longer period as the Minister may approve, having regard to the nature of the appeal and reasons for the delay.

**Relevance:** *This will be a starting point for the Ministry of Energy and Dams to develop a project-specific Grievance Management System.*

### 2.3 World Bank Environmental and Social Framework (ESF)

The World Bank’s ESS 10 sets out that a borrower has to engage with stakeholders as an integral part of a project’s environmental and social assessment and project design and implementation. The nature, scope and frequency of the engagement should be proportional to the nature and scale of the project. Consultations with stakeholders have to be meaningful and be based on stakeholder identification and analysis, plans on how to engage stakeholders, disclosure of information, actual consultations, as well as responses to stakeholder grievances and reporting back to stakeholders.<sup>17</sup>

Key objectives of ESS 10 are the establishment of a systematic approach to stakeholder engagement that will help Borrowers identify stakeholders and build and maintain a constructive relationship; assessment of the level of stakeholder interest and support for the project and for the integration of stakeholders’ views in design and understanding of E&S risks and impacts; provision of effective and inclusive engagement with project-affected persons throughout the project lifespan; disclosure of project information on E&S social risks and impacts; and provision of accessible and inclusive means to file grievances for project-affected persons.

ESS 10 prescribes the identification and analysis of stakeholders as the first step in the engagement of stakeholder during project preparation. The Borrower is called to identify different stakeholders, including project-affected parties, as well as interested parties. In particular, the Borrower has to identify stakeholder groups that are vulnerable or disadvantaged. In the stakeholder engagement plan, the Borrower will lay out timings and methods of the engagement with the different stakeholder groups that have been identified.

### 2.4 Gap Analysis between National Legislation and World Bank

The table below provides a brief analysis of the gaps and differences between the national legislation and World Bank requirements and details how these gaps will be addressed under the Project.

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<sup>17</sup> World Bank, Environmental and Social Framework. Setting Environmental and Social Standards for Investment Project Financing, August 2016.

National legislation	World Bank	Project
Although the Transitional Constitution of the Republic of South Sudan, provides for free information disclosure and access to information, there is no legislation for the development of a specific stakeholder engagement plan for public consultations.	Consultations with stakeholders and public involvement are the integral parts in the development and implementation of the SEP.	The Project will adopt the WB requirements. The project will carry out a comprehensive consultative process with project - affected persons, local and state authorities, other stakeholders as being required through public disclosure meetings, individual consultations and public consultations.
The Electricity Bill 2015 provides or appeal to the Minister and later Minister of Justice; this does not refer to specific Grievance Management System.	The World Bank ESS10 allows the option of anonymous provision of grievances.	The project will apply the WB standard and allow anonymous submission of grievances and complaints.
The national legislation does not have provisions to establish a Project specific GM.	According to the ESS 10 and ESS 2, the Project specific GM should be established and be easily acceptable for all stakeholders at each stage of Project, including specific GM for project workers	The Project specific GM will be established for all stakeholders at each stage of the Project (defined in this SEP), including GM for all project workers <sup>18</sup> (within the LMP).
Although the Transition Constitution acknowledges the existence of vulnerable groups and the need to respect their rights, it does not address their concerns during the project specific consultation process.	The ESS10 specifically provides for the identification and engagement with the vulnerable groups that might be affected by the project to ensure that these groups also benefit from the project activities.	The SEP will identify affected vulnerable persons and engagement mechanisms to ensure that their voice is heard, and the concerns are addressed to the extent possible by the project.

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<sup>18</sup> Directly engaged people (PIU staff and consultants) and contracted workers (people employed or engaged through contractors/ subcontractors that will perform work for specific project activities).



### 3.0 Stakeholder Identification and Analysis

The Energy Access Project in South Sudan, will benefit many stakeholders, including the most vulnerable people such as, women, children and the elderly. While not every affected party will also be a beneficiary, it is crucial to disseminate information and engage with all stakeholders on project modalities as well as on the selection criteria of beneficiaries. Stakeholders are categorized generally as 'project-affected' parties or those that may have an interest in the project, which will be identified as 'other interested' parties .

Furthermore, it is important that all processes of information disclosure and consultation are as inclusive as possible to ensure that all sections of the affected communities will benefit from the project, and women, youth, refugees and other vulnerable groups are not excluded.

### 3.1 Stakeholder Analysis Matrix

Table 1: Stakeholder Analysis Matrix

Affected Group	Stakeholder	Component	Remarks / Analysis contributing to better understanding of the different groups of stakeholders
<b>Project-affected parties</b>			
<b>Community members</b>	Women and girls	C1/C2	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.
	Vulnerable households	C1 / C2	There are a variety of vulnerable households, including female-headed households, households headed by persons with disabilities, and households headed by children. Such households are both less able to participate in engagement but are also at greater risk of being excluded from Project benefits.
	Widows	C1 / C2	The conflict in South Sudan had resulted in the deaths of thousands of people and has had a devastating effect on many families. Widows in particular are often marginalized and vulnerable in host communities as well as among the IDP and returnee populations.
	Youth	C1 / C2	Youth is a big demographic in the country but given opportunities, they could contribute significantly to stability and economic prosperity. The Sudanese military as well as other armed groups have regularly recruited large numbers of boys as child soldiers and girls to perform sexual and domestic services for armed combatants.
	Returnees / IDPs Jamjang village and Maban county	C1 / C2	Due to the internal conflict in the country many people fled the country for security reason and will likely return as soon as stability and security is restored. Demand for basic services is paramount. Among returnees are persons who have suffered disabilities as a result of the conflict. The refugees are relevant to component 2 for mini-grids and IDPs for Component 1
	Ethnic minority groups	C1 / C2	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. These include: Lopit, Lulubo, Koliko tribes in Central Equatoria State; Logir, Didinga tribes in Eastern Equatoria State and Mundu and Makaraka tribes in Western Equatoria State.
	People with disabilities	C1 / C2	There are a significant number of persons with disabilities, including those injured during conflict.
	General community members	C1 / C2	Demand for public awareness and services to members of community will be high when the government of national unity is formed.
	Potential community workers	C1 / C2	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.
	Local religious leaders	C1 / C2	They often have substantial moral and other authority in their communities

Affected Group	Stakeholder	Component	Remarks / Analysis contributing to better understanding of the different groups of stakeholders
National and State Governments	MoED and SSEC	C1/C2/C3	Borrower/Implementer
	Ministry of Health	C1 / C2	Some projects are to be implemented in Health Institutions already supported by UNICEF.
	Ministry of General Education and Instruction	C1 / C2	Some education institutions will benefit from the project.
	Ministry of Higher Education , Ministry of General Education and Instruction, Ministry of Energy and Dams, Ministry of Environment and Forestry, Ministry of Finance and Economic Planning, Ministry of Health, Ministry of Higher Education, Science and Technology, Ministry of Lands, Housing and Urban Development, Ministry of Humanitarian Affairs and Disaster Management, Ministries of Foreign Affairs and International Cooperation, Ministry of Internal Affairs, Ministry of National Security, Ministry of Gender, Social Welfare and Religious Affairs, Ministry of Public		

Affected Group	Stakeholder	Component	Remarks / Analysis contributing to better understanding of the different groups of stakeholders
	Service and Human Resource Development, Ministry of Labour		
<b>Local Government</b>	Traditional leadership	C1 / C2	They are important and need to be engaged in community meetings and consultations.
	Local leadership	C1 / C2	Need to be engaged in community consultation and the endorsement of community decisions.
	County government (county governor and other county staff)	C1 / C2	Under the Local Governance Act (LGA), responsibility for service delivery is devolved to the county/city level.
	Members of the <i>Boma</i> Development Committees (BDCs) and <i>Payam</i> Development Committees (PDCs)	C1 / C2	The LGA and its implementation guidelines prescribe the role and composition of BDCs and PDCs as semi-formal community institutions responsible for supporting the planning and implementation of local development initiatives.
	Members of the city/town, block and quarter councils	C1 / C2	Local government entities in urban areas.
<b>CSOs and NGOs</b>	Local Civil Society Organisations (CSOs) and Non - Government Organisations (NGOs) as per State / county. National NGO's such as Young Positives and Men to Women	C1 / C2	X NGOs and CSOs have formed around the aid funding that has been made available in many areas of South Sudan. Often NGOs provide key services, and also provide key opportunities for employment in some areas. However, the capacity of most NGOs to deliver high quality services is often small.
<b>Development Partners</b>	World Bank	C1 / C2 / C3/C4	Donor
<b>Interested Parties</b>			

Affected Group	Stakeholder	Component	Remarks / Analysis contributing to better understanding of the different groups of stakeholders
<b>Other Development Partners (International Organizations, INGOs, Donors)</b>	Other UN Agencies (UNICEF, UNDP, FAO) EU Mission) AfDB ,	C1 / C2 / C3	All organisations working in project locations are stakeholders and close coordination would add value.
	UNHCR	C2	This is the UN Refugee Agency, is a global organization dedicated to saving lives and protecting the rights of refugees, forcibly displaced communities and forcibly displaced people. It will be key in the implementation of the project in refugee camps areas.
	International NGOs operating in the relevant sectors (Health, Education)	C1 / C2 / C3	Supports services in the constructed infrastructure.
	UNICEF Commission for Refugee Affairs, MoF, MoEF, JEDCO, Ezra power	C1 / C2 / C3	All organisations working in project locations are stakeholders and close coordination would add value.
	Hospitals, health care centres, secondary and primary schools as well as key economic hubs such as agricultural markets	C1 / C2 / C3	These are potential hosts for the min-grid installations.
	The University of Juba and the Catholic University of Juba.	C1 / C2 / C3	They are stakeholders in capacity building an knowledge transfer.
	South Sudan Electricity Corporation (SSEC); Juba Electric Distribution Company (JEDCO).	C1 / C2 / C3	They are partners in the implementation of the project.
	Minister of Energy and Mineral Development	C4	These are partners in capacity building and power importation into South Sudan.
<b>Government of Ethiopia</b>	Government entities responsible for the energy sector	C1 / C2 / C3	These are partners in capacity building and power importation into South Sudan

Affected Group	Stakeholder	Component	Remarks / Analysis contributing to better understanding of the different groups of stakeholders
Renewable Energy Companies'	Solar Energy Companies	C1 / C2 / C3	Partners in the implementation and maintenance of mini solar grids.
Media	Both the Newspaper, Radio, TV	C1 / C2 / C3/C4	They will be instrumental in the disclosure of the different E&S documents and the project in general.
Business Community	Local Business and Construction Companies	C1 / C2 / C3	Local companies that may be resources for construction work.

### 3.2 Disadvantaged / Vulnerable Individuals and Groups

Table 2: Vulnerable Individuals and groups

Disadvantaged/ Vulnerable Group	Remarks
<b>Women</b>	<p>Women and girls 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, risks of GBV and educational opportunities.</p> <p>While the 2009 Land Act provides equal access and rights to land tenure for both men and women, customary justice outcomes indicate that women are consistently blocked from securing and owning property.<sup>19</sup></p> <p>Women are targeted for sexual assault, either in military raids or by intimate partners. About 65% of women in South Sudan have been victims of physical and sexual violence. The risk of sexual violence negatively affects women's ability to access income and resources.</p> <p>Conflict has severely affected women and girls' access to services. In particular, access to education, WASH and health services, including sexual and reproductive health, has decreased to even lower levels.</p>
<b>Girls</b>	<p>Girls are often excluded from educational opportunities based on gender norms dictating girls' domestic and caretaking responsibilities along with prospects for early marriage.</p> <p>Girls under 18 are also targeted as victims of sexual violence and UNICEF reports that the majority of women experience GBV for the first time when they are children.<sup>20</sup></p>

<sup>19</sup> Shelter NFI Cluster South Sudan (2017) "Key Housing, Land and Property (HLP) Issues in Urban Areas of South Sudan".

<sup>20</sup> UNICEF, 2018.

Disadvantaged/ Vulnerable Group	Remarks
	<p>The conflict has exacerbated the practice of bride price. Selling young girls for marriage is a coping strategy for families in times of economic hardship. Sexual abuse and early marriage also make them vulnerable to early pregnancy.</p> <p>Girls are also vulnerable to be traded for prostitution.</p>
<b>Youth</b>	<p>Years of conflict have provided distinct motivations for youth and their livelihood choices, including engagement in conflict and violence.<sup>21</sup> 30 per cent of young people between the ages of 15 and 35 identify themselves as currently 'inactive' – neither engaged in education nor economic activities.</p> <p>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. 'Age sets' are an important socio-cultural feature which denote formalized community groups in which members are of the same age.</p>
<b>Women-headed households</b>	<p>Up to 80 percent of displaced households are female-headed.</p> <p>For displaced widows returning to their homes of origin, the lack of documentation and rights for women to use and own property pose substantial threats to their safety and security.</p> <p>Women suffer greater food insecurity due to their cultural and social roles as caregivers and they may forego or pass on food within families, especially in female-headed households.</p>
<b>Child-headed households</b>	<p>UNHCR reports high levels of refugee families headed by children reaching refugee camps in Uganda. These children have become responsible for themselves and their siblings after their family members were killed or torn apart due to economic hardship and conflict. Lack of specific attention to these households exposes children to illness, rape and forced recruitment into slavery or armed groups. Initiatives such as the creation of foster banks, reunification of families and cash programmes need to be explored to meet the needs of this specific vulnerable group.</p>
<b>Children</b>	<p>Displacement and conflict have resulted in high levels of family separation and up to 9,700 cases of unaccompanied, separated and missing children.<sup>22</sup> These children are extremely vulnerable to violence and abuse.</p> <p>Children also face psychological distress: about 1 million children are estimated to require psychosocial support as a result of witnessing killings, destruction of homes and loss of family members and friends.</p>
<b>Traditionally Marginalised Groups</b>	<p>The Energy Access Project may work in areas that are both government and opposition-controlled, conflict-affected or have significant traditionally marginalized groups. Such groups may occur at different levels, in the state or even inside the county. Here they may be dominated by authorities from other groups and may have little decision-making power.</p>
<b>Disabled Persons</b>	<p>South Sudan has a National Disability and Inclusion Policy (2013). According to the last census in 2008/2009 there was a prevalence rate of disability in South Sudan of 5.1%. The disability assessment (2019) indicates that physical impairments represent between 35% and 52%, vision impairment between 20% and 33%, hearing impairment between 12% and 15% and intellectual and mental illness between 10% and 17%. The main challenges faced by people with disabilities are access to basic services and discrimination that hinders their participation in social, political and economic life.</p>

<sup>21</sup> Roz Price and Anna Orner, Youth in South Sudan: livelihoods and conflict, K4D, 2017, p.2.

<sup>22</sup> Child Protection, Sub-Cluster Strategy, South Sudan

Disadvantaged/ Vulnerable Group	Remarks
	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.
<b>Refugees/IDPs</b>	The conflicts in South Sudan have led to significant displacement of populations. Since 2013, over 1.9 million people (53.4 percent children) have been internally displaced in South Sudan. An additional 2.1 million have left the country as refugees. <sup>23</sup> Almost 90 per cent of IDPs are women and children.

Important to note is that intersectionality can further promote vulnerability, for example where women are also IDPs or returnees; where members of minority ethnic groups are IDPs or returnees; or where youth are IDPs.

### 3.3 Summary of Project Stakeholder Needs

Table 3: Project Stakeholder Needs

Community	Stakeholder Group	Key Characteristics	Language requirements	Preferred notification means (email, radio, phone, letter)	Specific needs (accessibility, large print, child care, daytime meetings etc.)
<b>National Level<sup>24</sup></b>	Ministry of Energy and Dams involved in the implementation of the project.	Potentially Influencing Party	English	Memo/letter, email, telephone calls	Meetings on at least semi-annual basis, hand-outs.
	Project South Sudan Electricity Corporation (SSEC)	Potentially Influencing Party	English	Memo/letter, email, telephone calls	Meetings on at least semi-annual basis, hand-outs.
	Ministry of Environment	Potentially Influencing Party	English	Memo/letter, email, telephone calls	Meetings on at least semi-annual basis, hand-outs.
	Ministry of Finance and Economic Planning	Potentially Influencing Party	English	Memo/letter, email, telephone calls	Meetings on at least semi-annual basis, hand-outs.
	Other related Ministries hosting the project; Education and Health	Interested Party	English	Memo/letter, email, telephone calls	Meetings on at least semi-annual basis, hand-outs.

<sup>23</sup> UNICEF, Education, South Sudan Country Office, December 2019, p. 1.

<sup>24</sup> On the national level, virtual meetings are possible and in case the situation on Covid19 improves, in-person meetings will consider respective provisions on prevention of spreading the virus following guidance by WHO and instructions by the Government of South Sudan.



Community	Stakeholder Group	Key Characteristics	Language requirements	Preferred notification means (email, radio, phone, letter)	Specific needs (accessibility, large print, child care, daytime meetings etc.)
	Institution (Ministries of Education and Health)				
	Ministries that may have an interest in the Project; Ministry of Gender Labour and Social Development, Ministry of Public Service.	Interested Party	English	Memo/letter, email, telephone calls	Meetings on at least semi-annual basis, hand-outs.
	The World Bank	Potentially Influencing Party	English	Email, telephone calls, memo, video conference	Face to face meetings on a regular basis.
	World Bank, UN agencies including UNHCR, UNDP, UNICEF and EU Mission, AfDB	Interested Party	English	Email, telephone & radios	Face to face meeting on a regular basis.
	UNHCR	Interested Party	English	Email communication	The NGOs have taken most of the roles of the government in service delivery and it would be important to coordinate and work with them closely – on a quarterly basis
	Academic Institutions				
<b>State Level</b>	Business Community/Construction Companies	Potentially Influencing Party	English	Email, telephone calls Face-to-face meetings with like-minded businesses and construction companies (e.g. prior to bidding processes)	There are many business companies in the counties, though some lack capacity and would need some basic training. Contact should be established at least on a bi-annual basis
	Electricity Bodies/Utilities (Private) Juba Electric Distribution Company	Interested Party	English	Email, telephone calls Face-to-face meetings	To ensure that the consumers of power, pay a reasonable price.
	Businesses located in the project area ; for example: Solar Energy Companies	Interested Party	English and locally applicable languages	Email, telephone calls Face-to-face meetings	For possible business opportunities in renewable energy installations.
<b>County Level</b>	Members of the County Coordination Committee	Potentially Influencing Party	English and locally applicable languages	Email, telephone calls Face-to-face meetings, for example at regular County Coordination Committee meetings	This is an important committee to ensure that implementation of the project in the Bomas and Payams run smoothly. Contact should be maintained on a weekly basis during implementation

Community	Stakeholder Group	Key Characteristics	Language requirements	Preferred notification means (email, radio, phone, letter)	Specific needs (accessibility, large print, child care, daytime meetings etc.)
	County Government	Potentially Influencing Party	English and locally applicable languages	Email, telephone calls Face-to-face meetings	Need for close coordination and information sharing for smooth implementation. Contact should be initiated on a weekly basis during implementation
	Regional Capital Cities Wau, Malakal, Yambio, Aweil, Bor, Kuajok, Torit, Rumbek, Bentiu	Potentially Influencing Party	English and locally applicable languages	Email, telephone calls Face-to-face meetings	Need for close coordination and information sharing for smooth implementation. Contact should be initiated on a weekly basis during implementation
	ber Mass media and CSOs	Potentially Influencing Party	English and locally applicable languages	Email, telephone calls Face-to-face meetings	Need for close coordination and information sharing for smooth implementation. To avoid negative publicity.
<b>Boma and Payam Level<sup>25</sup></b>	Members of the BDCs and PDCs	Potentially Influencing Party	English and locally applicable languages	telephone calls/ word of mouth Face-to-face meetings with BDCs and PDCs	Very important body - link between the community, the county and development partners. Contact should be initiated on a weekly basis during implementation
	Traditional leadership and local religious leaders	Potentially Influencing Party	Locally applicable languages	Email, telephone calls Face-to-face meetings	Regular contact, at least on a monthly basis during implementation
	Women	Vulnerable Group	Locally applicable languages	Engagement with community officers Face-to-face meetings at community level	Must be involved since most service delivery issues impact them either directly or indirectly
	Girls	Vulnerable Group	Locally applicable languages	Engagement with community officers Face-to-face meetings at community level	Need more awareness and empowerment, and therefore need to be included as a target group
	Vulnerable Households (Households with low income, Elderly people, disabilities, and single parent families)	Vulnerable Group	Locally applicable languages	Notice board Engagement with community officers	Cannot afford services at high cost and need to receive particular attention in the selection process of beneficiaries

<sup>25</sup> COVID-19 will impact the feasibility of in-person meetings. The project will implement provisions on prevention of spreading the virus in line with WHO guidance and following also government instructions. The Project will also seek to learn from *consultations-good practice under COVID-19* from World Bank and other sources and implement them accordingly.

Community	Stakeholder Group	Key Characteristics	Language requirements	Preferred notification means (email, radio, phone, letter)	Specific needs (accessibility, large print, child care, daytime meetings etc.)
				Face-to-face meetings at community level	
	Youth	Vulnerable Group	Locally applicable languages	Notice board Engagement with youth representatives Face-to-face meetings at community level	Need to be empowered and should therefore be important beneficiary in project activities, as well as being integrated into consultations
	IDPs and Returnees	Vulnerable Group	Locally applicable languages	Notice board Engagement with community officers Face-to-face meetings at community level	May find that their place of origin or home is occupied by other people
	Traditionally marginalised groups	Vulnerable Group	English and locally applicable languages – in particular language of the minority group	Notice board Engagement with community representatives Face-to-face meetings at community level	Feel marginalized and mechanisms need to be in place to empower and involve them in productive endeavours
	People with disabilities	Vulnerable Group	Locally applicable languages	Notice board Notice board Engagement with community representatives Face-to-face meetings at community level	Need to have voice in the decision making to avoid further marginalization
	General community members	Potentially Influencing Party	Locally applicable languages	Notice board Face-to-face meetings at community level	Need to have clear information dissemination in order to be inclusive
	Potential community workers	Potentially Influencing Party	Locally applicable languages	Notice board Face-to-face meetings at community level	Contribute to the workforce of subprojects

## 4.0 Stakeholder Engagement Program

### 4.1 Purpose and Timing of Stakeholder Engagement Program

Project preparation has relied significantly on stakeholder engagement in order to gain a granular understanding of needs and priorities at the community level and assess any potential environmental and social risks the project may have. So far this has been concentrated at the National Level. There are plans to conduct detailed consultations within Juba, as there are travel restrictions outside Juba.

Given the nature of the project, specific project stages are not yet fully defined. Stakeholder engagement plan will be refined and adopted as the project design evolves and increased clarity over exact locations is known. However, it is anticipated that the four purposes of consultations and information dissemination under the Energy Access Project are: (a) understanding of the service delivery and governance needs of the selected communities; (b) reception of feedback and comments as well as grievances from all stakeholders on project design, implementation as well as potential environmental and social risks and impacts and mitigation measures; (c) provide regular information and feedback to stakeholders related to project implementation progress and any other emerging issues throughout the project cycle; and (d) provision of transparent and accountable mechanisms on all aspects of the project and subproject design and implementation.

### 4.2 Engagement Methods to be Used

The following are the suggested methods that would be used to communicate and consult with the stakeholders:

- **Online Platform.** A dedicated webpage/platform will be created for the project to enable users to find all the information about the project. The Ministry of Energy and Dams will manage the webpage. The goal of the platform is to provide core information about the project and to ensure accessible online feedback from customers and to support several citizen engagement activities. The platform will also be used to publish all ESF documents, including site specific ESIA and ESMPs, RAP documents for specific sub-projects, and other relevant information related to project implementation.
- **Public Consultations / virtual consultations.** Consultations have been and will continue to be organized during the project design stage and the project implementation phase. Public consultations will be organized for ESF framework documents, as well as site specific ESIA and other environmental, social, health and safety aspects in relation to the Project.
- **Workshops.** The workshops with experts will be held to consult on various topics. During project preparation, there will be workshops to allow for contribution of different stakeholders to contribute and validate the different safeguards instruments including the ESMF, Labor Management Procedures, RF, SA, and GBV Prevention and Response Action Plan.

During project implementation topics may include: raising stakeholder awareness on project benefits, establishing project implementation procedure, timing for project implementation, occupational/ community health and safety, and GM. Other topics relevant for these workshops will be identified during project implementation.

- **Beneficiary Surveys, complemented by local snapshots and Focus Groups.** This will be mainly during project implementation as part of Monitoring and Evaluation. The surveys will be advertised and conducted at agreed time frame. The aim is to get feedback from beneficiaries. Various methods can be employed including, Focus Group Discussions.

- **In-depth interviews with relevant experts.** Expert's views and recommendations on various project issues and challenges are valuable and will be conducted throughout the project to give guidance to project activities.
- **Leaflets/ informative notes.** Leaflets with information that might present more interest for affected parties, such as the benefits of proposed investments, will be developed and distributed in the meetings/ public consultations/ public institutions (schools, health centers etc.).
- **Newspapers and Radio.** These media were used during the recent AfDB funded project and they were effective; they will be used this time too. They will publish information related to the Project, relevant for every phase of Project implementation in both English and Arabic languages.
- **Letters.** The letters will be an instrument used in order to facilitate the Project implementation process through good collaboration between the implementing entities and other stakeholders.
- **Reports.** The reports will be used to monitor the Project implementation and to keep informed the main stakeholders of the about E&S, health and Safety performance.
- **E-mails.** To facilitate communication between implementing entities.
- **GM.** GM will be established in line with the World Bank's ESS10 requirements. A dedicated grievance mechanism will be set up for the Project (described in section 6 of this SEP). The stakeholders will be able to raise grievances anonymously by phone or online or using the project digital platform. In addition, suggestion boxes will be put at project offices and other convenient Project implementation sites.
- **Grievance Log** - where grievances, including those reported verbally and those delivered through the online platform, are registered (including grievance delivered by letter mail or in writing) and maintained, followed up and resolved through a database.

#### 4.3 Proposed Strategy for Information Disclosure

Information disclosure to the beneficiary communities and other interested parties will rely on the following key methods: radio broadcasting, community meetings in coordination with local authorities (county governments, BDCs and PDCs), phone communication (SMS), and notices at the Payam and boma level. Information will be disclosed in English or the respective key local languages, where appropriate. Local authorities, such as traditional authorities, religious leaders, and county governors will be requested to inform communities in community meetings and through disclosure at project locations.

Table 4: Strategy for Information Disclosure

Project Stage	Information to be disclosed	Methods proposed	Timetable: locations / dates	Targeted stakeholders	Percentage reached	Responsibilities
Project Design	SEP (including GM)	Radio, community meetings, community boards, church/ mosque, markets, social events etc	Prior to disbursement	Community members (incl all vulnerable groups), national and state governments, local governments, CSOs and NGOs, development partners, business community, steering committee, county coordination committee	20% of all beneficiaries and affected communities	MoFP / SSEC
	RPF	Radio, community meetings, community boards, church/ mosque, markets, social events etc	Prior to disbursement	Community members (incl all vulnerable groups), national and state governments, local governments, CSOs and NGOs, development partners, business community, steering committee, county coordination committee	70% of all beneficiaries and affected communities	MoFP / SSEC
	ESCP	Email, community meetings, community boards	Prior to disbursement	Community members (incl all vulnerable groups), national and state governments, local governments, CSOs and NGOs, development partners, business community, steering committee, county coordination committee	70% of stakeholders	MoFP / SSEC
	ESMF	Email, community meetings, community boards	Prior to disbursement	Community members (incl all vulnerable groups), national and state governments, local governments, CSOs and NGOs, development partners, business community, steering committee, county coordination committee	70% of stakeholders	MoFP / SSEC
	Workers' GM	Email, community meetings, community boards	Prior to engaging project workers	All project workers	70% of stakeholders	MoFP / SSEC
	GBV Action Plan	Email, community meetings, community boards	Prior to disbursement	Community members (incl all vulnerable groups)	70% of stakeholders	MoFP / SSEC
	Project Implementation	ESMP/RAPs, IP Plans, etc... for subprojects	Radio, community and county level bulletin boards	Prior to construction works commencing	Community members (incl all vulnerable groups), local governments, CSOs and NGOs, business community, county coordination committee	20% of stakeholders
Project Reports		Radio, community and county level boards	When available	Community members (incl all vulnerable groups), national and state governments, local governments, CSOs and NGOs,	20% of stakeholders	PIU / SSEC

Project Stage	Information to be disclosed	Methods proposed	Timetable: locations / dates	Targeted stakeholders	Percentage reached	Responsibilities
				development partners, business community, steering committee, county coordination committee		
	Screening Reports (during project implementation)	Radio, community and county level boards	Prior to construction works	Community members (incl all vulnerable groups), local governments, CSOs and NGOs, business community, county coordination committee	20% of stakeholders	PIU / SSEC

#### 4.4 Proposed Strategy for Consultation

This plan lays out the overall consultative processes of the project with its different stakeholders. In principle, the PIU will follow their existing participatory engagement and consultation methods. These have been tested and used in other projects like ECRP-1. The GM will be another means of consultation, as complaints received will be filed, assessed and responded to (see below).



Table 5: Strategy for Consultation

Project Stage	Topic of Consultation	Suggested Method	Timetable: location and dates	Target stakeholders	Expected Outcome	Responsibilities
<b>Project Design</b>	Overall project activities	Ministry of Energy and Dams and other affected Ministries including Ministry of Health, Education and Gender  Radio, community meetings	Juba	Community members (incl all vulnerable groups), national and state governments, local governments, CSOs and NGOs, development partners, business community, steering committee, county coordination committee	Understanding of the service delivery and governance needs of the selected communities	MoED and SSEC
	SEP (including GM)	Radio, community meetings, notice boards at county, payam and boma level	Juba / County / Payam	Community members (incl all vulnerable groups), national and state governments, local governments, CSOs and NGOs, development partners, business community, steering committee, county coordination committee	Reception of feedback and comments as well as grievances from all stakeholders on project design, as well as potential environmental and social risks and impacts and mitigation measures  Provision of transparent and accountable mechanisms on all aspects of the project and design	MoED and SSEC
	RPF	Radio, community meetings, notice boards at county, payam and boma level	Juba / County / Payam	Community members (incl all vulnerable groups), national and state governments, local governments, CSOs and NGOs, development partners, business community, steering committee, county coordination committee	Reception of feedback and comments as well as grievances from all stakeholders on project design, as well as potential environmental and social risks and impacts and mitigation measures  Provision of transparent and accountable mechanisms on all aspects of the project and design	MoED and SSEC
	ESCP	Ministry of Energy and Dams and other affected Ministries including Ministry of Health, Education and Gender	Juba	Community members (incl all vulnerable groups), national and state governments, local governments, CSOs and NGOs, development partners,	Provision of transparent and accountable mechanisms on all aspects of the project and design	MoED and SSEC

Project Stage	Topic of Consultation	Suggested Method	Timetable: location and dates	Target stakeholders	Expected Outcome	Responsibilities
				business community, steering committee, county coordination committee		
	ESMF and Labour Management Procedures	Ministry of Energy and Dams and other affected Ministries including Ministry of Health, Education Gender, and Labour  Email	Juba	Community members (incl all vulnerable groups), national and state governments, local governments, CSOs and NGOs, development partners, business community, steering committee, county coordination committee	Reception of feedback and comments as well as grievances from all stakeholders on project design, as well as potential environmental and social risks and impacts and mitigation measures	MoED and SSEC
<b>Project launch / Entry</b>	Introduction of the project and how the various stakeholders would be working	Stakeholder meeting / conference	Juba / State / County	Community members (incl all vulnerable groups), national and state governments, local governments, CSOs and NGOs, development partners, business community, steering committee, county coordination committee	Understanding of the service delivery and governance needs of the selected communities	PIU and SSEC
<b>Project Implementation</b>	Types of community infrastructure	Community meetings, notice boards at county, payam and boma level	Boma / Payam	Community members (incl all vulnerable groups), local governments, CSOs and NGOs, business community, steering committee, county coordination committee	Understanding of the service delivery and governance needs of the selected communities  Reception of feedback and comments as well as grievances from all stakeholders on project design, implementation as well as potential environmental and social risks and impacts and mitigation measures  Regular information and feedback to stakeholders related to project implementation progress and any other emerging issues	PIU and SSEC

Project Stage	Topic of Consultation	Suggested Method	Timetable: location and dates	Target stakeholders	Expected Outcome	Responsibilities
					Provision of transparent and accountable mechanisms on all aspects of the project and subproject design and implementation	
	Project Implementation as a whole	Radio, community meetings, notice boards at county, payam and boma level	Juba/State/County	Community members (incl all vulnerable groups), national and state governments, local governments, CSOs and NGOs, development partners, business community, steering committee, county coordination committee	Provide regular information and feedback to stakeholders related to project implementation progress and any other emerging issues	
	Sub-project ESMPs, RPF/RAPs, etc...	Community meetings, notice boards at county, payam and boma level	Boma / Payam	Community members (incl all vulnerable groups), local governments, CSOs and NGOs, business community, steering committee, county coordination committee	Provision of transparent and accountable mechanisms on all aspects of the project and subproject design and implementation Reception of feedback and comments as well as grievances from all stakeholders on project design, implementation as well as potential environmental and social risks and impacts and mitigation measures	PIU and SSEC
	Monitoring and Evaluation (M&E)	Stakeholder meetings, community meetings, notice boards at county, payam and boma level	Juba/State/County	Community members (incl all vulnerable groups), national and state governments, local governments, CSOs and NGOs, development partners, business community, steering committee, county coordination committee	Reception of feedback and comments as well as grievances from all stakeholders on project design, implementation as well as potential environmental and social risks and impacts and mitigation measures	PIU and SSEC

Project Stage	Topic of Consultation	Suggested Method	Timetable: location and dates	Target stakeholders	Expected Outcome	Responsibilities
					Regular information and feedback to stakeholders related to project implementation progress and any other emerging issues	

#### 4.5 Proposed Strategy to Incorporate the View of Vulnerable Groups

The PIU will ensure that women and other vulnerable groups are participating in consultative processes and that their voices are not ignored. This may require specific meetings with some of the above identified vulnerable groups at the community level, in addition to general community consultations. For example, women may be more outspoken in women-only consultation meetings than in general community meetings. Similarly, separate meetings will be held with young people or with ethnic minority groups for each subproject or activity. 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 gender equality, it is most important to engage women's groups on an ongoing basis throughout the lifetime of the project. Women voicing their concerns and contributing in the decision-making process on issues such as community infrastructure should be encouraged, especially in governmental or traditional committees predominantly consisting of men.

All implementing partners and contractors are similarly encouraged to deploy female staff, in particular staff to interface with community members.

GMs are designed in 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.

#### 4.6 Timelines

The project is planned for a duration of 36 months. Information disclosure and consultations are especially relevant throughout the early stages of the project, but also throughout the project cycle. Project design has therefore been based on field consultations (see Annex). 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.

#### 4.7 Review of Comments

The PIU and SSEC, in the implementation of different sub-components of the project will gather all comments and inputs originating from community meetings, SMS, GM outcomes, surveys and Focus Group Discussions (FGDs). The information gathered will be submitted to the PIU – specifically to the Social and Environmental Safeguards Specialists – to ensure that the project has general information on the perception of communities, and that it remains on target. It will be the responsibility of the IPs to respond to comments and inputs, and to keep open a feedback line to the communities, as well as the local authorities.

Training on environmental and social standards facilitated by WB 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..

## 4.8 Resources and Responsibilities for Implementing Stakeholder Engagement Activities

### 4.8.1 Resources

Budgetary resource will be dedicated to the implementation of the SEP, as laid out in the budget summary. While there will be an overall budget administered by the PIU to monitor SEP and other ESMF activities; the PIU will have dedicated budget resources to implement the SEP as part of the integral project costs for each activity.

Table 6: Indicative Budget for implementation of SEP

Stakeholder Engagement Activity	Total Cost (USD)
<b>Social experts</b>	
Dedicated social safeguards specialist at PIU	Included in staff costs
<b>Consultation and disclosure</b>	
Consultation sessions in all the districts/communities/relocation sites	225,000
Disclosure campaigns	225,000
<b>Grievance redress mechanism</b>	
GM Hotline costs per month 4,000	192,000
<b>Monitoring and documentation of ESMF implementation</b>	
Verification of SEP activities (field visits etc)	Included in PIU travel budget
<b>TOTAL</b>	<b>642,000</b>

### 4.8.2 Management Functions and Responsibilities

The stakeholder engagement activities will fulfill part of the commitments laid out in the Environmental and Social Commitment Plan (ESCP). The ESCP is part of the legal agreement between the Bank and the borrower, which will ensure project management is committed to the planned activities. It is part of the project approval documents and will guide the Bank in monitoring project progress. The Monitoring & Evaluation (M&E) Plan of the project, as part of the Operational Results Framework (ORF) will contain indicators to help track progress of the ESCP implementation. A progress report will be periodically produced and shared with stakeholders for review, deliberation and action.

The overall responsibility for the implementation of the SEP lies with the PIU Project Manager. The Plan will be overseen on a day-to-day basis by the PIU Social and Environmental Specialists. The Officers will maintain a stakeholder database for the overall project and will lead a commitment register. The PIU will be responsible for the implementation of the SEP.

## 5.0 Grievance Mechanism (GM)

Under the World Bank ESSs<sup>26</sup>, Bank-supported projects are required to facilitate mechanisms that address concerns and grievances that arise in connection with a project.<sup>27</sup> One of the key objectives of ESS 10 (Stakeholder Engagement and Information Disclosure) is ‘to provide project-affected parties with accessible and inclusive means to raise issues and grievances and allow borrowers to respond and manage such grievances’.<sup>28</sup> This Project GM should facilitate the project to respond to concerns and grievances of the project-affected parties related to the environmental and social performance of the project. The Energy Access Project will provide mechanisms to receive and facilitate resolutions to such concerns. This section lays out the grievance mechanisms (GM) for the Project. It is based on lessons from the GM of the initial Local Governance Development Project (LGSDP), the ECRP-I and ECRP-II.

As per World Bank standards, the GM will be operated in addition to a separate GBV/SEA Risk Action Plan, which includes reporting and referral guidelines (see GBV/SEA Action Plan). However, the Project GM will also address GBV/SEA cases. Additionally, in line with the provisions of ESS2, a grievance mechanism will be provided to all direct workers and contracted workers to raise workplace concerns. Workers will be informed of this grievance mechanism at the time of recruitment and the measures put in place to protect them against any reprisal for its use. This worker grievance mechanism is included in the project’s Labor Management Procedures (LMP) (see ESMF). Note that for SH at the workplace, provisions under the GBV/SEA Action Plan apply.

The GM is designed to capture conflicts that may arise during project implementation. The project itself may cause grievances, or existing community and inter-community tensions may play out through the project. The source of grievances, in regard to project implementation, can also sometimes be the local governance or power distribution itself, e.g. how local government and power holders will routinely place brokers in privileged positions or how district or subdistrict local governments are able to favor some communities and not others, for example.

It will therefore be key in the fragile environment of South Sudan to ensure that grievances and perceived injustices are handled by the project, and that the project helps mitigate general conflict stresses by channeling grievances that occur between people, groups, government actors and beneficiaries and project staff or contractors. Aggrieved parties need to be able to refer to institutions, instruments, methods and processes by which a resolution to a grievance is sought and provided. The GM provides an effective avenue for expressing concerns, providing redress and allowing for general feedback from community members.

The GM aims to address concerns effectively and in a timely and transparent manner. It is readily accessible for all project-affected parties and does not prevent access to judicial and administrative remedies. It is designed in a culturally appropriate way and is able to respond to all the needs and concerns of project-affected parties.

### 5.1 The proposed GM

A simple Grievance Mechanism is proposed with four levels of governance for the City of Juba — including Governor of Central Equatoria, Juba City Council, Juba County Council, and Payam Council (including the area Councils)

It is proposed that two members from each level will form the committee together with representatives from the Project.

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<sup>26</sup> World Bank, Environmental and Social Framework, 2018.

<sup>27</sup> Under ESS 2 (Labour and Working Conditions), a grievance mechanism for all direct or contracted workers is prescribed, which is laid out in the Labour Management Plan (LMP). The World Bank’s Good Practice Note on ‘Addressing Gender Based Violence in Investment Project Financing involving Major Civil Works’<sup>27</sup> spells out requirements for a GBV grievance redress mechanisms, which is laid out in a separate GBV/SEA and Child Protection Risks Action Plan.

<sup>28</sup> World Bank, 2018, p. 131.

Table 7: Proposed Composition of the GRC

Administrative unit	The leader and one other member to be elected by the committee in the presence of the project representative.	Number
Juba County Council	The administrative Officer, with one committee member preferably a woman	2
Payam	Administrative officer and one other member	2
Area Council	The chairperson and one other representative	2
Project representative		1
<b>Total</b>		<b>7</b>

It should be noted that people are free to use the judicial system directly without using the committee, or go to the Project offices directly. And also if they are not satisfied with the outcome of this committee, they are free to go to court. These committees will be the same committees to handle cases of GBV, which are not police cases. They already have the mandate of the people and therefore they will do their work without expecting extra pay. The committees will be trained on their roles by the project staff.

### 5.2 Channels to Make Complaints

The suggestions/complaints can be submitted by e-mail, website, online platform, telephone, mail, grievance box on the site etc. The template for grievances will be provided. To make grievance mechanisms accessible to all stakeholders, the procedures to submit grievances will be simple and easy to understand and provide an opportunity to submit a grievance anonymously. The channels for filing complaints will be listed communicated to the public during the consultations. The MoED/PIU intends to establish the following channels through which citizens/beneficiaries/ PAPs can make complaints/suggestions/compliments regarding project activities:

- a) In writing:
  - by email: MoED/ PIU: [tomremis58@gmail.com](mailto:tomremis58@gmail.com)/wwala56sokiri@gmail.com. Telephone +211926073561/+211924666338
  - letters: MoED/ PIU address : Physical Address: The Ministry is located opposite Radio Juba, Near Buluk
- b) Oral/verbal (which should be recorded in writing by the receiver):
  - by phone
  - verbal complaints addressed to, PIU/ MoED
- c) Both audio and written forms on online Platform.

### 5.3 Grievance Log

All complaints, including the anonymous ones, will be recorded in writing and stored in a database. Complaints received will be assigned a number that will help the assigned specialist to track progress via the database. The database will at least contain relevant information on the date of submission, sphere of issue, responsible party,



deadline for the problem solving and feedback (positive or negative). The Grievance log will be submitted to the Bank of quarterly basis for review.

#### 5.4 GM Procedures

Step 1: Grievance Uptake: Multiple channels must be available for aggrieved parties to file their complaint, grievance, or feedback. The aggrieved party must be able to select the most efficient institution, the most accessible means of filing a grievance, and must be able to circumvent partial stakeholders in the Project, which may be implicated in the complaint. He or she must further be able to bypass some grievance channels that are perceived as potentially not responsive or biased.

##### Means of Filing a Grievance

There are four distinct means, at least two of which must be made available at the project locality for people to file a grievance (for grievance form and register see Annex 1 and 2):

1. A phone number for a hotline operator: The phone number of a grievance hotline operator must be widely disseminated among project stakeholders. The Hotline Operator is available from 8.00 am to 5.00 pm every day through a toll-free number. The hotline operator is set up and managed by the PIU. Any concerned party can call the hotline number and file a grievance with the Project.
2. A help desk must be set up by the respective IP during the implementation of sub-project activities in an area. It should be manned by the implementing staff, especially its community liaison officers, in close coordination with local authorities. At the help desk, PAPs can inquire about information in regard to project activities, or they can file a grievance directly with the person manning the desk.
3. Relevant assigned personnel available in each project site will be required to accept formal grievances and ensure that avenues for lodging grievances are accessible to the public and all PAPs. The first point of contact for all potential grievances from community members may be the contractor, implementing partner or the local government official. Such personnel will be required to accept formal grievances; or they can point out the Hotline Operator's number, the Help Desk or Suggestion Box. If no reasonable other modality of filing a grievance is available for the respective complainant, the staff has to accept and register the grievance.
4. A suggestion box must be installed at the nearest Boma or Payam office of the sub-project site. Suggestion boxes provide a more anonymous way of filing a grievance or for providing feedback. Grievances or feedback submitted to the Suggestion Box must be expressed in writing.

Step 2: Sort and Process: All registered grievances will be transferred to the GM Focal Point at the respective PIU at state or national level – either by the Hotline Operator, local personnel, or the Help Desk Officer. The GM focal point will categorize the complaint. Worker-related grievances will be handed over to a workers' GM. Where grievances are of sexual nature and can be categorized as GBV/SEAH or child protection risk, the focal point has to handle the case appropriately, and refer the case to the GBV reporting protocols and referral system, defined in the GBV/SEAH and Child Protection Prevention and Response Plan. Dedicated training on how to respond to and manage complaints related to GBV/SEAH will be required for all GM operators and relevant project staff.

For grievances handled under the general Project GM, the GM Focal Point will determine the most competent and effective level for redress and the most effective grievance redress approach. The focal point will further assign timelines for follow-up steps based on the priority of the grievance, and make a judgment and reassign the grievance to the appropriate staff or institution. The person will exclude grievances that are handled elsewhere (e.g. at the court). The focal point should offer the complainant option/s for resolution of their grievance.

The GM Focal Point will also transfer the grievance information into a more comprehensive grievance register.

**Step 3: Acknowledgement and Follow-Up:** The respective implementer or the PIU will decide whether a grievance can be solved locally, with local authorities, contractors, or NGOs, and whether an investigation is required. The first ports of call will have in-depth knowledge of communal socio- political structures and will therefore be able to recommend to the GM Focal Point the appropriate individuals that could be addressed with the case, if the case can be solved at the local level.

At all times, the implementer or the PIU (the GM Focal Point) will provide feedback promptly to the aggrieved party (unless the case was filed anonymously), within 5 working days after the grievance is filed. Feedback can be provided through the phone, in writing or through the community facilitators. Feedback is also communicated through stakeholder meetings and beneficiary meetings during Project activities. For sensitive issues, feedback is given to the concerned persons bilaterally.

**Step 4: Verify, Investigate and Act:** The GM Focal Point, will then undertake activity-related steps in a timely manner. This should take 5 working days. The activities will include: verifying, investigating, redress action and plan.

Verification:

- Check for eligibility (objectively based on set standards and criteria) of complaint in terms of relevance to the project.
- Escalate outright grievances that require high level interventions within the implementer or PIU
- Refer outright grievances that are outside the project jurisdiction (e.g. refer to PIU or relevant external institution)

Once eligibility is determined, the IP will categorize the complaint into defined categories:

Investigation:

- GM Focal Point to appoint an independent investigator (safeguards experts, professional outside the Implementing institution) who is a neutral investigator with no stake in the outcome of the investigation
- Collect basic information (reports, interviews with other stakeholders while ensuring triangulation of information, photos, videos)
- Collect and preserve evidence
- Analyze to establish facts and compile a report

Grievance Action Plan

- Based on the findings determine the next steps and make recommendations: (i) direct comprehensive response and details of redress action; (ii) referral to the appropriate institution to handle the grievance, where the IP has no jurisdiction
- undertake mutually agreed follow-actions
- Update of complainant
- Provide users with a grievance redress status update and outcome at each stage of redress, (iii) update the IP team on grievance redress across the GM value chain.

**Step 5: Monitor, Evaluate and Provide Feedback:** this should happen within two weeks since the logging in of the grievance. The GM Focal Point will provide feedback to GM users and the public at large about:

- results of investigations;
- actions taken;
- why GM is important;

The purpose will be to enhance the visibility of the GM among beneficiaries; and increase in users' trust in the GM.

Any implementer will report on its GM to the PIU on a monthly basis. Monthly reporting to the PIU should provide information on the grievance and how it was handled as well as all information from the grievance register. However, it can omit the names of the aggrieved parties where necessary.

The PIU will undertake the following monitoring actions:

- develop indicators for monitoring the steps of GM value chain;
- track grievances and assess the extent to which progress is being made to resolve them;
- conduct a stakeholder satisfaction survey for the GM services
- conduct analysis on the raw data on the following: average time to resolve grievances, percentage of complainants satisfied with action taken, and number of grievances resolved at first point of contact
- provide a report on grievance redress actions pertaining to the steps of GM value chain

The PIU will evaluate the GM by

- analyzing grievance data to reveal trends and patterns,
- sharing GM analysis in management meetings; and
- taking corrective action on project implementation approaches to address the grievance

### 5.5 GBV/SEA/SH-related Grievance

Given the sensitive nature of GBV complaints, the GM provides different ways to submit grievances. All grievance uptake channels can be used to report on GBV/SEA/SH-related grievances. No grievance uptake mechanism can reject such grievances, and all personnel directly receiving grievances will be trained in the handling and processing of GBV/SEA/SH-related grievances. Information on relevant legislation will be delivered to survivors prior to any disclosure of case details, for example through initial awareness raising sessions on the GM. This will allow protect the survivor-centered approach from mandatory reporting.

The GBV survivor has the freedom and right to report an incident to anyone: community member, project staff, GBV case manager, local authorities. All recipients of the report should – with the survivor’s informed consent – report the case to one of the Project’s formal grievance recipients. Furthermore, a survivor can ask someone else to act as a survivor advocate and report on her/his behalf.

Cases of GBV/SEA/SH can be reported through the general Project GM – any project staff, staff manning help desks, through the suggestion box, or through the GM Hotline Operator

The grievance recipient will be responsible for the recording and registration of the complaint. A GM operator cannot reject a GBV/SEA/SH complaint. At the same time, however, the project can only respond to a GBV/SEA/SH complaint if it is directed into the designated GM channels.

**Confidentiality:** All grievance recipients and anyone handling the GBV/SEA/SH related grievances must maintain absolute confidentiality in regard to the case. Maintaining confidentiality means not disclosing any information at any time to any party without the informed consent of the person concerned. There are exceptions under distinct circumstances, for example a) if the survivor is an adult who threatens his or her own life or who is directly threatening the safety of others, in which case referrals to lifesaving services should be sought; b) if the survivor is a child and there are concerns for the child’s health and safety. The survivors need to be informed about these exceptions.

**Informed Consent:** The survivor can only give approval to the processing of a case when he or she has been fully informed about all relevant facts. The survivor must fully understand the consequences of actions when providing informed consent for a case to be taken up. Asking for consent means asking the permission of the survivor to share information about him/her with others (for instance, with referral services and/or IPs), and/or to undertake any action (for instance investigation of the case). Under no circumstances should the survivor be pressured to consent to any conversation, assessment, investigation or other intervention with which she does not feel comfortable. A

survivor can also at any time decide to stop consent. If a survivor does not consent to sharing information, then only non-identifying information can be released or reported on. In the case of children, informed consent is normally requested from a parent or legal guardian and the children.

#### 5.6. WB's Grievance Redress Service (GRS)

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

##### 5.5.1 Incident reporting

Severe incidents (defined as an incident *that caused significant adverse effect on the environment, the affected communities, the public or workers*, for example: Fatality, GBV, forced or child labor) will be reported within 48 hours to the PIU and the World Bank.

For all other grievances, the respective IP at the state level will decide whether the grievance can be solved locally, with local authorities, implementers, or contractors and whether an investigation is required. The first ports of call will have in-depth knowledge of communal socio-political structures and will therefore be able to address the appropriate individuals if the case can be solved at the local level.

At all times, the IP will provide feedback promptly to the aggrieved party, for example through the phone or through the community facilitator. Feedback is also communicated through stakeholder meetings and beneficiary meetings during project activities. For sensitive issues, feedback is given to the concerned persons bilaterally.

Records of all feedback and grievances reported will be established by the implementing partner or the PIU. All feedback is documented and categorized for reporting and/ or follow-up if necessary. For all mechanisms, data will be captured in an excel spreadsheet. The information collected, where possible, should include the name of the person providing feedback as well as the boma, payam and county, cooperating partner (where applicable), the project activity and the nature of feedback or complaint.

##### 5.5.2 Reporting

All reporting will limit information in accordance with the survivor's wishes regarding confidentiality and in case the survivor agrees on further reporting, information will be shared only on a need-to-know-base, avoiding all information which may lead to the identification of the survivor and any potential risk of retribution (for a GBV/SEA grievance form see Annex 3).

Data on GBV cases recorded will only include the nature of the complaint (what the complainant says in her/his own words), whether the complainant believes the perpetrator was related to the project and additional demographic data, such as age and gender, will be collected and reported, with informed consent from the survivor. If the survivor does not wish to file a formal complaint, referral to available services will still be offered even if the complaint is not related to the project, that referrals will be made, the preference of the survivor will be recorded and the case will be considered closed.

If the survivor provides informed consent, the grievance recipient should inform the GBV Focal Point. The GBV Specialist at the PIU will inform the World Bank. The report will be on the anonymized incident as soon as it becomes known to the PIU. Data shared will include the nature of the allegation; if the alleged perpetrator is associated with the Project; the survivor's age and sex' and whether the survivor was referred to other services.

### 5.5.3 Referrals

Referrals are a process through which the survivor gets in touch with professionals and institutions regarding her case. Services can include health, psycho-social, security and protection, legal/justice, and economic reintegration support. The grievance recipient will instantly provide the survivor with contacts of the available referral services in the respective area. If the survivor wishes for any assistance with transport or payment for services, the grievance recipient will provide allowances. Referral services are provided even in cases, where the survivor opts to not pursue the case through the GM or through legal channels.

The grievance recipient explains to the survivor his or her right to control whether and how information about the case is shared with other entities as well as any implications of sharing information. The survivor will be informed about his or her right to place limitations on the type of information they want shared. The survivor's consent must be documented.

### 5.5.4 Case Management

The PIU GBV and Gender Specialist will be the key focal point for management of such grievances and concerns and will work closely with respective GBV Specialist counterparts at the implementers in the implementation of the GBV/SEA/SH Action Plan, which contains all information on the GBV/SEA/SH referral system.

Once a case has been taken in by a GM recipient, and informed consent of the survivor is obtained to proceed with the case, the case file will be submitted to the SCRP GBV Specialist. The GBV Specialist will first ensure that the survivor has been provided with all necessary GBV referral services, and will ensure that the survivor is in safety.

Where the GBV/SEA/SH grievance was allegedly committed by a project worker, the grievance will be reported to the respective employing agency. The PIU GBV Specialist will follow up and determine jointly with the GM Focal Point of the respective partner the likelihood that the allegation is related to the project. The GBV Specialist will follow up and ensure that the violation of the Code of Conduct is handled appropriately, e.g. the worker is removed from his or her position and employment is ended. The responsibility to implement any disciplinary action lies with the employer of the perpetrator, in accordance with local labor legislation, the employment contract, and the code of conduct. The GBV Specialist will report back to the survivor on any step undertaken and the results.

Where the survivor has opted to take a formal legal route with the case, the PIU GBV Specialist will ensure that the survivor has all the support required to file a case at court. The GM process will still proceed with the survivors' consent. Ensuring due process is a matter of the formal justice system and not the grievance handlers. Unlike other types of issues, it is not part of the GM's remit to conduct investigations, to make any announcements, or to judge the veracity of an allegation. The GM should refer the case to the domestic regulatory framework to process the case if the consent of the survivor is received.

Since this project assumes a fully survivor-centered approach, no information can be passed on without the consent of the survivor. If the survivor does not wish for the case to be pursued, the survivor shall be offered access to referral services and the GM operator or grievance recipient should note that the survivor did not wish for the case to be pursued, and the case is considered solved.

Case closure requires a) the case has been referred to GBV service providers (if the survivor consented) for support and appropriate actions; and appropriate actions have been taken against the perpetrator according to SEA mechanisms; b) the service provider has initiated accountability proceedings with the survivor's consent.

If the survivor does not want to launch a complaint with the employer, the case is closed. If the complaint proceeds, the case is reviewed by the PIU GBV Specialist and a course of action is agreed on with the respective IP/employer. The alleged perpetrator's employer takes agreed-on disciplinary action. Once the action is deemed appropriate by the GBV Specialist, the case is recorded as closed.

#### 5.5.4 Feedback and confidentiality

All entities reporting on GBV/SEA/SH-related cases will ensure that reports do not contain any information with the potential of identifying survivors (including names of survivors, families and perpetrators).

Furthermore, the grievance recipient needs to provide ongoing feedback to the survivor throughout the process. After conclusion of any investigation, the survivor must be informed first to determine whether the perpetrator can be informed and proposed sanctions against the perpetrator can be taken.

#### 5.6 Information Disclosure and Consultations

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

#### 5.7

## 6.0 Monitoring and Reporting

### 6.1 Involvement of Stakeholders in Monitoring Activities

Adequate institutional arrangements, systems and resources will be put in place to monitor the SEP. The main monitoring responsibilities will be with the PIU, as the administrator of the GM. This will be led by the PIU Social Safeguards Officer. The PIU Project Manager will be overall responsible for the implementation of the environmental and social mitigation measures, including the SEP and site- or activity-specific SEP, as well as for monitoring and inspections for compliance with the SEP.

The GM will be a distinct mechanism that will allow stakeholders, at the community level in particular, to provide feedback on project impacts and mitigation programs.

An Independent Verification Agent (IVA) will be engaged by the PIU on a competitive basis to provide independent operational review of project implementation, as well as verification of all project results, including the implementation of the SEP. This will include assessing adherence at all implementation levels to the procedures set out in the Project Operations Manual (POM) and other relevant project documents, and in verifying outputs of all project activities.

The PIU will digest all reporting by IVAs, as well as its own findings, and produce an overall environment and social progress report, which will contain a distinct section of stakeholder engagement and which will be provided to the World Bank. The project will follow a quarterly reporting cycle. These quarterly reports will further be shared with all stakeholders, as defined in the SEP.

### 6.2 Reporting Back to Stakeholder Groups

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

Annex 1: GM Form

Reference No: \_\_\_\_\_

**Details of Complainant:**

**Note:** you can remain anonymous if you prefer or request not to disclose your identity to the third parties without your consent

Full name: \_\_\_\_\_

- I wish to raise my grievance anonymously
- I request not to disclose my identity without my consent

Contact  
\_\_\_\_\_

**By Mail:** Please provide mailing address: \_\_\_\_\_

Gender of Complainant:

Age of Complainant:

**Contact Information**

Please tick how you wish to be contacted: -  E-mail,  Telephone,  in Person

By Telephone:

\_\_\_\_\_  
 By E-mail \_\_\_\_\_

- One time incident/grievance Date \_\_\_\_/\_\_\_\_/
- Happened more than once (how many times) \_\_\_\_\_
- On-going (currently experiencing problem)



**Description of Incident or Grievance:**

Location of grievance:

What happened? Where did it happen? Who did it happen to? What is the result of the problem?

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**What would you like to see happen to resolve the problem?**

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## Annex 2: Grievance Register

The grievance register will contain the following information (ideally in an excel file, or if at local level in a book) :

*Table 7 Grievance Register*

Type of Information	Response
Complaint/ Log number	
Reference document (s)	
Date complaint made	
Date complaint received	
Category of Grievance	
Method of Logging: Direct Communication; Suggestion Box; Toll-free Line;	
Complaint name (state if anonymous)	
Location in which complained action took place (district, village)	
Caller contacts for follow up	
Gender	
Age	
Parties against whom complaint is made (unit/contractor/agency etc)	
Nature of Complaint ["SEA/GBV"; "Timing of Payment"; "Amount of Payment"; "Inclusion or Issue regarding Project benefits" or create standard categories based on complaint type]	
Description of Complaint	
Nature of feedback (describe)[In case issue type is GBV/SEA immediate referral to the GBV referral system]	
Verification and investigation (describe)	
Recommended action (describe)	
Timeline of Initial feedback (within 5 days) [investigate the claim within 5 working days, and share findings/feedback with relevant stakeholder]	
Status update (and justification if it is not expected to be resolved within the timeframe set out)	
Date resolved	

Type of Information	Response
Indicate if a spot check has been conducted (you can include then in the narrative reports spot checks for resolutions of x number of complaints have been conducted)	

Annex 3: GBV/SEA Case Registration Form

Table 8 GBV/SEA Case Registration Form

GBV/SEA/SH Case Registration Form	
<b>Administrative Information</b>	
	Grievance ID
	Code of Survivor (Employ a coding system to ensure that client names are not easily connected with case information)
	Date of grievance registration
	Date of Incident
	Reported by survivor or an escort of the survivor, in the presence of the survivor
	Reported by someone other than the survivor without survivor present
<b>Survivor Information</b>	
	Gender / age
	Location / Residence
	Current civil/marital status
	Occupation
	Is the survivor a person with mental or physical disabilities?
	Is the survivor an unaccompanied or separated child?
	Was the perpetrator related to the project?
	Has Informed Consent been provided? yes/no?
	Has the case been reported elsewhere (including police / lawyer/health services/psychosocial counseling, other)?
<b>Sub-Section for Child Survivor</b>	
	If the survivor is a child (less than 18 years), does he or she live alone?
	If the survivor lives with someone, what is the relation between her/him and the caretaker? (parent/guardian; elative; spouse; other)
	What is the caretaker's current marital status?
<b>Details of the Incident (in survivor's words)</b>	
	Details of the incident
	Incident location and time
	Were money, goods, benefits and/or services exchanged in relation to the incident?
<b>Alleged Perpetrator Information</b>	

	Number of alleged perpetrators	
	Sex of alleged perpetrators	
	Age group of alleged perpetrators(s)	
	Indicate relationship between perpetrator(s) and survivor	
	Main occupation of the alleged perpetrator(s)	
	Employer of the alleged perpetrator(s)	
Planned Actions / Actions Taken		
	Was the survivor referred by anyone?	
	Was the survivor referred to a safe house / shelter?	
	Which services does the survivor wish to be referred to? - Psychosocial services - Legal services - Police - Health services - Livelihood program	
	What actions were taken to ensure the survivor's safety?	
	Describe the emotional state of the client at the beginning of the report	
	Other relevant information	

#### Annex 4: Detailed discussions with stakeholders

Stakeholder	Issues raised	Responses
Ministry of Public Service and Human Resource Development  Prof. Dr. Julia Aker Duang - Under Secretary	<p><b>Motivation of civil servants</b></p> <ul style="list-style-type: none"> <li>Civil servants are poorly paid. Nationally we had 66 employees, we now have 14, 55 left. What are retention plans that can enable the project to succeed.</li> <li>I would like to assure the team that they are working on the increment. We are focussing on building reforms that will improve retention.</li> </ul> <p><b>Need for electricity</b></p>	<p><b>Motivation of civil servants</b></p> <p>Component 4, of the project which deals with technical support will look at possibilities of motivating staff to stay on the project. The modalities are not clear at the moment.</p> <p><b>Need for electricity</b></p>

Stakeholder	Issues raised	Responses
Rachael Emur - UNDP Consultant	<ul style="list-style-type: none"> <li>• Electricity is very difficult, Power in Juba is not enough, the population is growing and power is not catching up.</li> <li>• The Ministry is in need of power, we need to communicate to the government.</li> </ul> <p><b>Public Private Partnership</b></p> <ul style="list-style-type: none"> <li>• We should be careful with PPP, we do not want to lose. The current arrangement with JEDCO has left the consumers to bear the cost. Government was supposed to pay a certain portion, which they did not.</li> <li>• PPP need to be clear, who is paying what?</li> </ul> <p><b>Security and Governance</b></p> <ul style="list-style-type: none"> <li>• Let the people of South Sudan take active participation in the project; let us teach them. We need ownership.</li> <li>• We need to sit with Ministry of Energy and see what exactly we need. Group by group, MP with MPs.</li> </ul>	<p>The propose project is supposed to increase access to electricity in Juba and selected institutions and rural areas.</p> <p><b>Public Private Partnership</b></p> <p>Component 4 of the project will build capacity in the area of modalities of the Private public Partnerships and modalities.</p> <p><b>Security and Governance</b></p> <p>The safeguards instruments; including Stakeholder management Plan, Labour Management Procedures and Social Assessment will propose that the local people take active participation in project activities for ownership and sustainability.</p>
<b>Ministry of Higher Education</b>	<p><b>Equipment Standards</b></p> <ul style="list-style-type: none"> <li>• There is need to standardise all electric equipment including Solar panels. We should have equipment that commensurate to the local temperatures. Bureau of standards need representation at professional level.</li> <li>• For maintenance, we need to train indigenous South Sudanese.</li> </ul> <p><b>Need for power</b></p>	<p><b>Equipment Standards</b></p> <p>The project intends to build capacities of South Sudanese to participate in the implementation of the project.</p> <p>The project will ensure that standards are respected.</p> <p><b>Need for power</b></p>

Stakeholder	Issues raised	Responses
	<ul style="list-style-type: none"> <li>The source of power, which is reliable is solar. We need solar to supplement whatever we have, and in all Ministries as a backup.</li> <li>We cannot benefit from internet connection if we do not have power.</li> </ul>	The project will promote Solar Energy where possible
SSEC	<ul style="list-style-type: none"> <li>People of South Sudan should reap the benefits of peace. Development and crises don't go together. We hope, nothing will trouble us, we shall do what we can to make the project succeed.</li> <li>Many Engineers have left; some have joined the private sector, while others have gone to outside countries.</li> <li>Let us start defining overlapping roles; who is doing what?</li> <li>We should increase access to power, not only in Juba, but other cities too; including Marakal.</li> <li>Issues of land will be resolved.</li> <li>What we need is a right regulatory framework.</li> <li>We can get advice from other countries; our neighbours.</li> </ul>	The project will work with all stakeholders to ensure success.
Eng. Wilson SSEC	<p><b>Standards and quality</b></p> <ul style="list-style-type: none"> <li>The issue of quality, due diligence and following specifications is important. Provide gadgets that relate to the local conditions.</li> <li>The wooden poles were a danger; they would rot and fall anyhow even people are ignorant; they would gather garbage and burn it around the pole. The pole ends up burning. With AfDB we advocated for concrete poles. Safety has been improved, with AfDB, the wooden poles were all replaced with round concrete poles and on some cases rectangular ones. The companies making the concrete poles are local.</li> </ul>	The current project will learn from the past mistakes to make the project better.

Stakeholder	Issues raised	Responses
	<ul style="list-style-type: none"> <li>• Temperatures in South Sudan is an issue and it has to be taken care of. Meters have to be fraud proof, with the right specs that commensurate with the temperatures.</li> <li>• There is a proposed ring line around Juba, recommended in the studies by AfDB, and it was supposed to be phase II. <ul style="list-style-type: none"> <li>○ Land for substations is already acquired</li> <li>○ Land already demarcated</li> <li>○ SEC has legal ownership to work within two meters of the surveyed plots.</li> </ul> </li> <li>• To ensure standards, JEDICOs technicians are always in uniform. 80% of Engineers and technicians are from SEC. after wiring of the houses; Ministry of housing does the certification.</li> </ul>	
Stakeholder	<p><b><i>Need for electricity</i></b></p> <ul style="list-style-type: none"> <li>• Increased access to electricity will lead to: further boost to the communication sector; charging of mobile phones; increase in investment of the hospitality industry; and improved security</li> </ul>	The project will increase access to electricity and all these benefits could be realised.
Meeting with Donors	<p><b><i>Electricity and development</i></b></p> <ul style="list-style-type: none"> <li>• The project is a welcome idea. It time to shift away from humanitarian to development and sustainable livelihoods.</li> </ul> <p><b><i>Security and governance</i></b></p> <ul style="list-style-type: none"> <li>• How can we navigate the political economy? How will you ensure security for the project to succeed.</li> </ul> <p><b><i>Clean energy</i></b></p> <ul style="list-style-type: none"> <li>• There is need to develop renewable energy. What type of Energy will the project support; is it solar or hydro power?</li> </ul>	<p><b><i>Security and governance</i></b></p> <p>The project has no influence on the security of the country.</p> <p><b><i>Clean energy</i></b></p> <p>Would like to deliver energy in the short-term. The project will support the existing grid in Juba and stand-alone solar systems. We are building on what is already existing.</p>



Stakeholder	Issues raised	Responses
		<ul style="list-style-type: none"> <li>• 1<sup>st</sup> phase will be Juba and for second phase we move outside Juba.</li> <li>• Building on what AfDB has done</li> <li>• And what UNICEF is doing in health centres.</li> <li>• By increasing access, we shall reduce prices.</li> <li>• We want to see more people accessing power.</li> </ul>
Undersecretary Ministry of Labour	<p>The project should provide employment to South Sudanese; we recommend that 80% of the labour should be locals. Although our people are not keen on working. We are encouraging our people to be serious. The recruitment should be in the states where the project is being implemented.</p> <p>The employer should pay NSSF, the employer should open a separate account where the NSSF is deposited. The NSSF at National level is under development. The employer should also provide annual leave.</p> <p>As for the minimum wage, South Sudan does not have a minimum wage, but we advise people to pay a reasonable sum that will cover the cost of living.</p> <p>We need power at a reasonable cost.</p>	These recommendations are to be incorporated in the E and S documents especially the Labour Management Procedure.
Ministry of Lands, Housing and Urban Development	<p>We are revising the land Act, we are through with the consultations. We have a Land Act 2009, it talks about all the issues.</p> <p>We have about 60% informal settlement in Juba; more or less an organised informality. But we shall resolve this</p>	<p>The project will use what is available. We can update anytime the documents are out.</p> <p>The formalisation of the settlements should be expedited</p>

Stakeholder	Issues raised	Responses
	before the project. There should be no need for compensation because the lines pass through a demarcated area of the planned lots of land	because if not, then there should be compensation planned for.

## Annex 5: List of People/Institutions Consulted

### Ministries

Ministry	Office
Ministry of Public Service and Human Resource Development	Undersecretary
Ministry of Higher Education	Undersecretary
Ministry of Labour	Undersecretary
Ministry of Gender, Child, and Social Welfare	Undersecretary
Ministry of Environment	Undersecretary
Ministry of Lands, Housing and Urban Development	Undersecretary

### People Consulted

Name	Organization
1. Maria Kian	UNHCR
2. Tom Carter	British Embassy
3. Andre Kolln	British Embassy
4. Sergio R	EU Delegation
5. Tasha Jones	USAID/US Embassy
6. Ahmen Sobh	Embassy of Egypt
7. Danise Kir	UNDP
8. Eng. Phillip Warden, PhD	Trinity Energy
9. Eng. Wilson Walkin	SSEC
10. Eng. Daniel Ohle Ogeno	
11. Daniel Koo Alier	
12. A Tiny Mayai	The Sud Institute
13. Jok GAI ANAI	The Sud Institute
14. James Arkahomo Tombe	MED
15. Alfred Wani Ozious	MED
16. Gabriel Chol	SSEC
17. Mihael Deng	SSEC
18. Tom Carter	British Embassy
19. Bor Agiot	British Embassy
20. Isaiah Ajok Thuc	MED

Name	Organization
21. Facistino Tombe	MED
22. Lawlence Loku Mogu	MED
23. Beck Awan Deng	MED
24. Jaap du Preez	MED
25. Amadaha Keln Damel	Egypt Energy
26. Binjam -Meherefabe	JEDCO
27. Natael Eva	EZRA
28. Daniel Kir	
29. Kibra Cambell	
30. Falou Dieme	
31. David Loen	
32. Bangut C	
33. Shan M	
34. Anis Chowdhurg	IOM
35. Anyom	IOM
36. Gema Hellen Pitch	MOHEST
37. Mamour C. T	
38. Prof. Ajioi Magot Chol	University of Juba
39. Mayak M	SUDD
40. Augustino Tiny Mayai	SUDD
Jok Wai Anoi	SUDD
Dhor Ahr	Trinity Energy
Robert Indoizio	
Abraham Dig	SSEC
Michael Wani	MoED
Gabriel Chol Dlien	SSEC
Sobit Oyet N	
Amin Yousit Tamin	

**STAKEHOLDERS CONSULTED DURING THE FIRST MISSION TO SOUTH SUDAN**

<b>Monday, October 17, 2022</b>	
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10:10-10:40am	Mission second batch arrival -Florence, Edgar and Jaap
12:30-1:30pm	Internal Team Kick off Meeting
2:00-3:00pm	Meeting with Ministry of Public Service and Human Resource Development
3:30-4:30Pm	Ministry of Higher Education
<b>Tuesday, October 18, 2022</b>	
11:00-12:00pm	Meeting with SSEC
12:00-1:00pm	Meeting with the Minister of Energy and Dams
2:00 – 3:00pm	Meeting with Ministry of Labor
2:00 - 4:00pm	Meeting with JEDCO
<b>Wednesday, October 19, 2022</b>	
11:00-12:00pm	Meeting with Environment
9:30 – 11:30pm	Meeting with Donors
1:00-5:00pm	Consultative Workshop on the South Sudan Energy Sector Strategy
<b>Thursday, October 20, 2022</b>	
9:00-10:00am	Meeting with Lands, Housing and Urban Development
10:00- 11:00am	Meeting with Ministry of Gender, Child, and Social Welfare
10:00-12:00pm	Field visit
12:00-1:00pm	Meeting with Commission for Refugee Affairs

2:00-4:00pm	Meeting with MoED/SSEC
<b>Friday, October 21, 2022</b>	
8:30 – 11:30 am	Visit to Juba IDP camp (with IOM?)

**STAKEHOLDERS CONSULTED DURING THE SECOND MISSION TO SOUTH SUDAN**

<b>Time</b>	<b>Activity</b>
<b>Monday, December 12, 2022</b>	
2:00-3:00pm	Meeting with 1 <sup>st</sup> Youth Group
4:00-5:00pm	Meeting with Zetin Solar
<b>Tuesday, December 13, 2022</b>	
9:00-10:00am	Meeting with Mayor, Juba City
1:00-12:00pm	Meeting with the Minister of Energy and Dams
11:00 – 12:00pm	Meeting with State Ministry of Housing, Lands and Public Utilities
12:00 – 1:00pm	Meeting with businesspeople selling solar products
<b>Wednesday, December 14, 2022</b>	
9:00-10:00am	Meeting with a Group of men
9:00 – 10:00am	Meeting with Governor, Central Equatoria State, CEO Juba City Council
10:30 – 11:30am	Meeting with University of Juba (Departments of Natural Resources & NTLI)
3:30 – 4:30pm	Meeting with a Group of Businesspeople
<b>Thursday, December 15, 2022</b>	

<b>Time</b>	<b>Activity</b>
10:30-11:30am	Meeting with Chairman, South Sudan Land Commissions
12:00am - 1:00pm	Chamber of Women Entrepreneurs
2:00pm	Kenta's Departure to the Airport
2:00 - 3:00pm	Meeting with Director Munuki Block Council
3:00-4:00pm	Meeting with Sungate
3:30 - 4:30pm	Meeting with John Ponsaino Director Munuki Block Council
5.00pm	Meeting with Women Union
<b>Friday, December 16, 2022</b>	
9:00 – 10:00am	Meeting with Director Kator Block Council
10:30 – 11:30am	Meeting with National Bureau of Standards
12:00 – 1:00pm	Meeting with South Sudan Chamber of Commerce & Industry
1:00pm	Bryan's Departure to airport
2:00pm – 3:00pm	Meeting with 2 <sup>nd</sup> Youth Group
<b>Monday, December 19, 2022</b>	
Field Visit to Ezra Power Plant	
Meeting with 2 <sup>nd</sup> Youth Group	
<b>Tuesday, December 20, 2022</b>	

**SELECTED PHOTOS OF STAKEHOLDERS**



**Consultative meeting with the Mayor of Juba City, the Town Clerk and the Ward Clerks**





Consultative meeting with the Minister of Energy and Dams



Consultative meeting with the National Bureau of Standards



Consultative meeting with



Consulting the youths



Consulting women Entrepreneurs

Meeting with Development Partners

OCTOBER 19, 2022

9:30-11:30am

NO	Name	Title	Organization	Telephone Number	Email Address
1.	MARIA KIANI	SENIOR DEVELOPMENT OFFICER	UNHCR.		KIANI@UNHCR.ORG
2.	Tom Carter	Economic Advisor	British Embassy	+211 912 168 301	thomas.carter@fedogov.uk
3.	Andre Kollu	Head of Cooperation	British Embassy	+211 912 327334	andre.kollu@FEDOGOV.UK
4.	SERGIO REJADO ALBARRAN	GREEN ECONOMY PRESS. MGR.	EU DELEGATION	+211 918809649	SERGIO.REJADO-ALBARRAN@EEAS.EUROPEAN.UK
5.	Taisha Jones	Econ. Growth office Dir.	USAID/U.S. Embassy	+211-912-164-807	Tajones@usaid.gov
6.	Ahmad Sobhi	Deputy Head of Mission	Embassy of Egypt	+211 91 9000400	a.sobhi80@gmail.com
7.	Daniel Kir	Team Leader	UNDP	+211 916 828896	danielkir@undp.org
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14.				nominated	

Nov 11, 2022

Consultative Workshop on the South Sudan Energy Sector Strategy

OCTOBER 19, 2022

1:00-5:00pm

NO	Name	Title	Organization	Telephone Number	Email Address
1.	Eng. Philip Kladen (PhD)	Project Manager	Trinity Energy LTD	0920401010	pwaden@trinityenergy.com
2.	Eng. Wilson Walkins	D/G Area Manager	SSEC	0924666338	wwalkins56@gmail.com
3.	Eng Daniel Otiide Oyero	Director ESP	MED	0926091931	-
4.	Daniel Kuol Ali		MED	0920881188	- - -
5.	SERGIO REJADO ALBAINA	Prog. Manager	EUROPEAN UNION DELEGATION		S. REJADO-ALBAINA@EEAS.EUROPE.U
6.	A. Ting Mayai	M. Director	The Sudd Inst.	0913491544	ammayai@suddinstitute.org
7.	JOK GAI ANAI	ENERGY EXPERT	Sudd Inst.	0921226925	jok.gai@gmail.com
8.	Alfred Nwani Oziuous	Electrical Engineer	MED	0924768064	wawziuous@gmail.com
9.	James Arkulano Tombo	Mechanical Supervisor	MED	0925930517	Jamesarkulano@tombo.com
10.	Abraham Leng	S. Inspector	SSEC	0921511034	jongkuedeng@gmail.com
11.	GABRIEL CHOL	Sen. engineer	SSEC	0923333647	jalchol1985@gmail.com
12.	Michael Wami	Director - SSEC	SSEC	0924309619	aringo56@yahoo.co.uk
13.	Tom Carter	Economic Advisor	British Embassy	+211 91 216 8301	thomas.carter@fco.gov.uk
14.	Bol Agoot	Economist	11	+211912124015	bol.agoot@fco.gov.uk


NO	Name	Title	Organization	Telephone Number	Email Address
15.	Isaiah Ajak Thuc	D-G	Ministry of Energy & Lams	+211927637320	ajakthuc@gmail.com
16.	Faustino Tombe Tugusud	D.Co/Planning	MED	+211928073561	tombe1955@gmail.com
17.	Tom Remis	US	MED	+211926092192	tomremis4@gmail.com
18.	Lawrence Loku Moya	Technical Adv.	MED	+211913576884	
19.	Beck Awan Deng	Chairman	SSEC	+211922329952	beckawan2018@gmail.com
20.	Jaap de Preez	Consultant	W.B	+250786114553	jaap.deprees@gmail.com
21.	Ahmad Sobhi	Deputy Head of mission	Egypt Embassy	+211919000400	a.sobhi80@gmail.com
22.	Madalina Kakuy Daniel	Lecturer USTJ	U of J	+211928565204	kakuy978@gmail.com
23.	Binjam-meheretabe	Acting MD	JEDCO	+211926000969	Binjam@jedcopower.com
24.	Natnael Chebrigus Ezra	G. COO	EZRA	+211922228062	natnael@ezraenterprise.com
25.	Daniel Kir				
26.	Kieran Campbell				
27.	Fatou Dieme				
28.	David Loew				
29.	Bangit Kod				
30.	Shawn M.				
31.					



Meeting with IOM

OCTOBER 14, 2022

11:00- 12:30pm

NO	Name	Title	Organization	Telephone Number	Email Address
1.	Anis Chowdhury	Proj. Officer	IOM	0912379585	
2.	Naveed Anjum	M&E Officer	IOM	0912379819	
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## Meeting with MoHEST

OCTOBER 17, 2022

3:30-4:30pm

NO	Name	Title	Organization	Telephone Number	Email Address
1.	Gemma Hellen Pita	Director	MoHEST	0912015269	Pitaelisa008@gmail.com
2.	Mamaw Choud Tumak	D/G	MoHEST	0917622552	mamawchoud@gmail.com
3.	Prof. Ajioi Magot chol	Dean, CEA	Univ. of. Juba	0925706681	ajuiomagot@gmail.com
4.	Eng. Wilson Waloni	D/G <del>SEI</del>	South Sudan Electricity Corp.	092466338	wwala56schirio@gmail.com
5.	Dr Florence Mangudo	Social Safe guards Consultant	WB/MoED	<sup>286</sup> 0712937747	frapde@gmail.com
6.	Edgar Mugisto	Environmental Safe guards Consultant	WB/MoED	+256712998545	edgarmugisto@atacama.co.ug
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14.					

Meeting with Sudd Institute

OCTOBER 14, 2022

9:30-10:30am

NO	Name	Title	Organization	Telephone Number	Email Address
1.	MAJAK MALAK	Data manager	SUDD	0922333552	majakmalak@suudi.com mjak
2.	Augustino Ting Mayin	MD	SUDD	09134815888	Am
3.	JOK Bai Anai	Energy expert	SUDD	0921226925	Jok P
4.					
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Meeting with TRINITY

OCTOBER 12, 2022

2:00- 3:00Pm

NO	Name	Title	Organization	Telephone Number	Email Address
1.	Dhar Aher	HR Manager	Trinity Energy	0915630230	dhar@trinityenergy.ltd.co
2.	Robert Mdeza	CEO	"	0922 305 339	rmdeza@trinityenergy.ltd.co
3.	Abalo Irene Jerry	Consultant	World Bank	0917770621	afabiano@worldbank.org
4.					
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## Meeting with MoED/SSEC

OCTOBER 6 2022












3:30- 4:30Pm

NO	Name	Title	Organization	Telephone Number	Email Address
1.	Abalo Irene Jerry Fabiano	Energy Consultant	WBG	0917770621	afabiano@worldbank.org
2.	Wilson Walani Sokiri	SSEC Director	SSEC	0924-666338	wwalan56sokiri@gmail.com
3.	Abraham Deng	Procurement Officer	SSEC	0924511034	jongkucdeng@gmail.com
4.	Richard Bariso	Sr. Engineer	MoED	0926331333	barisor209@gmail.com
5.	Michael Wani	SSE Director	SSEC	092-430-9619	aringo56@yahoo.co.uk
6.	GABRIEL CHOL DHIEV	Sr. Engineer	SSEC	0923333647	Jalchol1985@gmail.com
7.					
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9.					
10.					
11.					
12.					
13.					
14.					



# Attendance List

## Meeting with World Bank & SSEC

S/NO	NAME	Contact	Email	Sig
1	SEBITOYET N	0921386631	sebitoyet81@yahoo.com	
2	Jaap du Praeg	+250786114533	jaap.dupreez@gmail.com	
3	GABRIEL CHOL DHIEU	0923333647	jalchol1983@gmail.com	
4	Abraham Deng	0921511034	jongkucdeng@gmail.com	
5	Edgar Mugisha	+256752998575	edgarmugisha@atcama.co.ug	
6	Abalo Irene Jemy	0917770621	afabiano@worldbank.org	
7	Dr. Florence Nanyendo	25677293777	fnanyendo@worldbank.org	
8	Eng. Wilson Wabwire Sekirika	+211924666333	wwab56@sekirika.com	
9	Wendayehu Demissie	+251943487070	wtekalig@worldbank.org	
10	Michael Werni	+211924309619	amings56@yahoo.co.uk	
11	Amin Youssef Tamim	+211924530166	aytf75@gmail.com	

Attendance Sheet

DECEMBER 13, 2022

NO	Name	Title	Organization	Telephone Number	En
1.	Eng Emmanuel Mlaty Kwai	1st JG	HOUSING LANDS	0922661313	E
2.	Dominic Petya Ladu	DAF	LES	0929277344	
3.	METKEL ABRAHAM		AP TECH Africa	0926392412	m
4.					
13 <sup>th</sup> - Dec - 2022.					
5.	Dr. Florence Nangido	Social Devt Specialist (consult)	World Bank	256-77293747	tr
6.	Khamis John Peter	ED	SSF	0921151272	SS
7.	Elia Jacob	Volunteer	Youth Voice	0925653023	ja
8.	LAIMAN KAWINE	Facilitator	Men4Women	0921111541	ga
9.	Patrick Ware	Project officer	Impact Foundation	0923571576	wo
10.	David Santa	Project officer	Men 4 Women	0923553839	da
11.	Ropani Tabu	Volunteer	Men 4 Women	0921013618	ro
12.	Aiman Aceuk	Program officer Youth voice - African	Youth voice - African	0926132917	cur
13.	Emmanuel Eku Eziaba	Country Program Coordinator	Youth Voice South Sudan	0928658898	You
14.	MOSES YUMA MORO	facilitator	Men 4 Women	0922080404	ju



NO	Name	Title	Organization	Telephone Number	
15.	Augustina Grotluak	facilitator	Men4women	0915500039	a
16.					
17.					
18.			MEETING WITH DR. KHIDIR		
19.	Khidir Abdalla Kural	Ass. Prof./ch. SSECS	UoJ/ SSECS	0911314832	K
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NO	Name	Title	Organization	Telephone Number	E
15.	MALISH MARTIN J	M.D	Five Investment Ltd	0925811998	f
16.	DYLAN DOMINIC	M.A	connect Africa	0925811998	a
17.	IZABU RICHARD	Operations Manager	Connect Africa Ltd	0922225940	be
18.	Joseph Abun	M.D.	Dynamic Consult	0920558350	Jo
19.	Awongo Peter	CEO	TRUeline AFRICA	0923021115	IN
20.			NEXGEN INTER	0923021115	ce
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NO	Name	Title	Organization	Telephone Number	Er
15.	Worship Michael Allah-Jabu	Mayor - JCC	Juba City Council	0921000949	M
16.	Worship Thills i Mayankat	DI Mayor Jcc	Juba city council	0923222122	
17.					
18.	Alhateh margani	C-E-O	JCC	0926969694	
19.	Simon Kenyi James	Director	MBC	092879777	
20.	Felix John Logwini	Director	KBC	0927466602	
21.	Suzan Tuban	A-g Director	J-B-c	0915000514	
22.	Josephine William	Press Secretary	JCC	0913372978	
23.	Jada Albert Modi	Technical Advisor	JCC	0915258395	
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NO	Name	Title	Organization	Telephone Number	E
15.	Anne Silvestro	S/G	LOWE	0929178503	tu
16.	Saad Ibrahim	member	LOWE	0923050941	
17.	Caesar Riko	Policy Coordinator	Cowe/SSCCRA	0928689689	ca
18.	Abuk Jervas	Champion	COWE/SSCCRA	0924027777	ab
19.	Awut Aled Ayeny	member	Cowe	0918240219	
20.	Achal peter makol	member	cow	0928857148	ah
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WORKSHOP ON ENVIRONMENTAL AND SOCIAL SAFEGAURDS

DECEMBER 21, 2022

8:00-5:30PM

NO	Name	Title	Organization	Telephone Number	En
1.	Onyango Benjamin	A/Inspector	MDR	0924748075	On
2.	Cecilia Magga Kenyi	Director	MOESTF/RSS	0925391370	ce
3.	Benjamin meheretabe	Deputy MD	JEDCO	0926000269	B.
4.	Meron Tekie	Ezra Group cm	Ezra Group	0926333600	me
5.	Richard Bariso	Engineer	MOEA	0926331333	b
6.	Suzan Alfred	Engineer	MOED	0920562488	ka
7.	Wilson Walani Sekini	Area Manager	SSEC	0924666338	wa
8.	Victor Bullen Laku	Engineer	Juba city council	0921655050	vb
9.	Ezbon Taban peter	Director PAB	J.c.c	0922642104	
10.	Tom Remis	US	MEA	0926092192	to
11.	Joseph Kulang	Director for EIA	MOEF	0921033326	Ku
12.	Jane Tumalu Erasto	A/Director of Gender	MGESD	0922325337	je
13.	Faustina Tombe	D G/Planning	MEB	0926073561	to
14.					

WORKSHOP ON ENVIRONMENTAL AND SOCIAL SAFEGAURDS

DECEMBER 20, 2022

8:00-5:30PM

NO	Name	Title	Organization	Telephone Number	En
1.	Cecilia Mogga Kenji	DIRECTOR	MOEF / RSS	0925391370	c
2.	Onyango Benjamin	Assistant	MEL	0924748075	On
3.	Tom Remis	MS	MEB	0926092192	to
4.	Suzan Alfred	elec/Eng	MED	0920562488	ka
5.	Andre Reec Lual	Director Gen-eral-Ministry of investment	Ministry of Investment	0926666927	an
6.	Joseph Kulang	Director	FOR EXA MOEF	0921033326	Ku
7.	RICHARD BARISO	Sr. Engineer	MED.		
8.	Victor Bullen Laku	Engineer	Juba City Council	0921655050	vb
9.	Gasim Erasto Ibrahim	S/C A	JCC	0925895584	ga
10.	Erbon Taban Peter	Director	JCC	0922642104	
11.	Jane Tumalu Erasto	Assist/Director	MGCSM	0922325332	ja
12.	Binjam meheretabe	Deputy /MD	Jedco	0926000969	Bi
13.	Wilson Walani	D/G - Area Manager	SSEC	0924663338	wi
14.					

NO	Name	Title	Organization	Telephone Number	Er
15.	<del>KUA KWONGO DAK</del>	<del>Office Manager</del>	<del>Atlas South</del>	<del>0928533904</del>	<del>k</del>
16.	<del>John Mathew Othow</del>	<del>Director</del>	<del>Atlas South</del>	<del>0924444232</del>	<del>k</del>
17.	ROBERT LADU LUSA	Chairperson	South Eastern Land Commission	0916035738	Co gn
18.	Faustino Tombe	AG/Planning	MED	0719204327 0926073561	t
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