

**REPUBLIC OF SOUTH SUDAN**  
**MINISTRY OF TRANSPORT & MINISTRY OF**  
**ROADS AND BRIDGES**

**South Sudan Connectivity for Growth Project (P179918)**

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**Stakeholder Engagement Plan (SEP)**

**January 2025**

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## **Acronyms and Abbreviations**

CERC	Contingence Emergency Response Component
CGC	Community based Grievances Committee
CSO	Civil Society Organizations
EAC	East African Community
EPA	Environmental Protection Authority
ESCP	Environmental and Social Commitment Plan
ESF	Environmental and Social Framework
ESIA	Environmental and Social Impact Assessment
ESMF	Environmental and Social Management Framework
ESS	Environmental and Social Standards
FAO	Food and Agriculture Organization
FGD	Focus Group Discussion
GBV	Gender Based Violence
GDP	Gross Domestic Product
GM	Grievance Mechanism
GM	Grievances Redress Mechanism
GRS	Grievance Redress Services
HUP	Historically Underserved People
IDA	International Development Association
INGO	International Non-Governmental Organizations
IWT	Inland Waterway Transport
JBU	Jonglei Boat Union
JICA	Japan International Cooperation Agency
JUWFSG	Jonglei United Women Fish Sellers' Group
LGM	Labor Grievance Mechanism
LMP	Labor Management Procedures
MoFP	Ministry of Finance and Planning
MoT	Ministry of Transport
MoWRI	Ministry of Water Resources and Irrigation

MP	Member of Parliament
MRB	Ministry of Roads and Bridges
NGO	Non-Governmental Organization
NNGO	National Non-Governmental Organization
OCHA	Office of the Coordination of Humanitarian Affairs
OHS	Occupational Health and Safety
PIU	Project Implementing Unit
PPE	Protective Personal Equipment
PWD	People with Disabilities
RAP	Resettlement Action Plan
RF	Resettlement Framework
SA	Social Assessment
SEA	Sexual Exploitation and Abuse
SEP	Stakeholder Engagement Plan
SH	Sexual Harassment
SMS	Short Message Services
SRA	Security Risk Assessment
SSRA	South Sudan Revenue Authority
SS-CGP	South Sudan Connectivity for Growth Project
UNICEF	United Nation International Children's Emergency Fund
WB	World Bank
WFP	World Food Programme

## **1. Introduction**

South Sudan, a landlocked country in East Africa with a population of approximately 12.4 million, has faced significant levels of fragility, conflict, and violence. The country experienced a prolonged conflict with the North (now Sudan) and significant inter- and intra-communal tensions. Following a referendum, South Sudan gained independence in July 2011, becoming the youngest country in the world. However, the country continues to grapple with the devastating effects of instability and conflict, leading to war-induced poverty, displacement, and trauma. As of 2024, South Sudan ranked among the poorest countries in the world according to the International Monetary Fund (IMF) with a purchasing power parity (PPP) of 492.72 GDP per Capita.

South Sudan has substantial transport infrastructure gaps and inefficient logistics systems. Most of the transport costs are attributed to road transport, but the existing road network is in extremely poor condition, particularly during the rainy season. The majority of the population, living in rural areas, lack access to all-weather roads.

The transport sector in South Sudan equally faces several challenges that hinder its efficiency and safety. One of the main issues is the lack of adequate infrastructure, and facilities along the river routes and underdeveloped roads connecting the regions, States and Counties. Insufficient development of river terminals and cargo handling capacity makes it difficult to integrate river transport with other modes of transportation. Furthermore, the navigability of certain sections of the River Nile is affected by natural factors such as fluctuating water levels and the presence of obstacles such as sunk boats, rocks and other debris, which can impede smooth navigation and pose risks to vessels and cargo. Additionally, the lack of robust regulatory framework and enforcement mechanisms contributes to safety and security concerns in river transport. This includes issues related to vessel standards, crew training, and emergency response capabilities. Addressing these challenges is crucial to enhancing the efficiency, reliability, safety, and security of river transport services in South Sudan. Improvement requires concerted efforts in infrastructure development, regulatory improvements, and capacity building to create a more seamless and integrated multi-modal transport system.

Inland Water Transport in the country is a vital transport component aimed at enhancing the efficiency, reliability, safety, and security of river transport services for passengers and goods. It is part of an integrated multi-modal transport system and is expected to facilitate the development of river terminals with appropriate cargo handling capacity and equipment. The South Sudan Connectivity for Growth Project (SS-CGP) will encompass clearance works on the Juba to Bor section of the River Nile and the construction of ports in Juba and Bor, and in subsequent phases, Bor to Renk/Joda, covering a distance of about 1,436 km, which is considered navigable. The inland water element seeks to improve the quality of the existing access roads to the Juba and Bor ports, as well as, integrating them with other modes of transport to ensure a seamless flow of goods and people between different regions of South Sudan.

The SS-CGP aim to is to improve transport efficiency and reliability on the River Nile between the ports of Juba and Bor, and to augment the institutional capacity of the sector ministries to manage the transport assets in a sustainable manner.

### 1.1. Project Components:

**The Project has been designed around five components:** Component 1—Inland Water Transport Infrastructure Development; Component 2—Operations and Marketing Improvement, and Logistics Enhancement; Component 3— Strategic Sector Studies and Initiatives; Component 4-Institutional Strengthening, and Project Management; and Component 5—Contingent Emergency Response Component (CERC).

1. **Component 1—Inland Water Transport Infrastructure Development (US\$74 million).** Component 1 of the Project is dedicated to improving the river transport infrastructure and services between Juba and Bor. This component aspires to make the waterway corridor safer, more efficient, reliable and climate resilient. Component 1 will finance works, goods, and services under the following subcomponents:

- **Subcomponent 1.1: Upgrading and maintenance of fairway along Juba to Bor (US\$35 million).** This sub-component will finance: (i) the construction of permanent protection works along the Juba to Bor section, to enhance climate resilience and mitigate erosion-related risks and (ii) the clearing of objects/debris/obstructions from the navigational channels and port vicinities to improve navigability and to strengthen climate resilience.
- **Subcomponent 1.2: Development of ports at Juba and Bor, and typical designs for future ports along the River Nile (US\$18 million).** This Subcomponent will include: (i) A technical study will be undertaken to assess the ports and port access between Juba and Bor, including climate risk assessment, and (ii) A detailed port development or upgrading plan will be developed for the ports at Juba and Bor, followed by the implementation of physical works, integrating climate-resilient and energy-efficient considerations e.g. use of solar at the ports.
- **Subcomponent 1.3: Last-mile connectivity to river terminals at Juba and Bor (US\$3 million).** This subcomponent will finance the upgrading/rehabilitation of critical access roads that connect to the river terminals at Juba and Bor, integrating climate-resilient considerations.
- **Subcomponent 1.4: Survey and installation of equipment on commercial vessels (US\$14 million).** This subcomponent will finance the acquisition of three multi-purpose survey vessels (asset management, climate conditions, and security monitoring), and the installation of monitoring equipment on commercial vessels operating on the river.
- **Subcomponent 1.5: Establishment of vessel traffic management, emergency response, and waste management systems (US\$4 million).** This subcomponent will finance: (i) the establishment of a basic vessel traffic

management system equipped with navigational aids to be installed on the river, navigation charts, and communication facilities; and (ii) the deployment of an emergency response mechanism and a waste management system at identified critical locations or hot spots.

2. **Component 2—Operations and Marketing Improvement, and Logistics Enhancement (US\$33million).** Component 2 includes a broad spectrum of interventions for reinforcing the operational framework, optimizing marketing efforts, and augmenting logistics capabilities. It aims to establish a more dynamic and efficient IWT network, which is well equipped to meet the contemporary and future needs of trade and logistics along the river stretch. Component 2 will finance works, goods, and consultancy services under the following subcomponents:

- **Subcomponent 2.1: Vessel design and upgrading/building of two shipyards at Juba and Bor (US\$9 million).** The subcomponent will finance: (i) the design of several standardized energy-efficient vessel types, including dry bulk/multipurpose, roll-on/roll-off, and passenger vessels, which will be provided to the relevant market actors and (ii) the upgrading/building of two shipyards at Juba and Bor following the vessel designs, and integrating climate resilience considerations.
- **Subcomponent 2.2: Creating an IWT fund for newly designed vessels (US\$15 million).** Drawing from best practices observed in other waterway basins, an IWT Fund will be created for newly designed vessels. The operational details of the fund, including whether it will function as a lease or guarantee mechanism, will be determined after a comprehensive market study and ongoing consultations with relevant stakeholders. The market study will include a gender analysis to identify the specific barriers that women face to participate as vessel owners and incorporate them within the business model in a proactive manner.
- **Subcomponent 2.3: Providing port logistics facilities and equipment for key cargo (US\$4 million).** This subcomponent will finance the construction of dedicated warehouse and logistics facilities, at the ports of Juba and Bor, for essential cargo such as fish, agricultural bulk, and general cargo, plus any loading, offloading, and cargo transportation equipment and vehicles needed to make the ports at Juba and Bor more efficient and more functional, integrating climate resilience and energy efficiency considerations e.g. use of solar.
- **Subcomponent 2.4: Strengthening Market Insights and Logistics Efficiency (US\$1 million).** This subcomponent will finance two key activities: (i) the establishment of a Market Observatory at the MoT to track market trends

and guide strategic decisions; and (ii) the implementation of a logistics and supply chain digital platform at the MoT aimed at improving operational efficiency and data management.

- **Subcomponent 2.5: Supporting projects for supply chain innovation and investment attraction (US\$4 million).** The activities to be financed will include: (i) the development of an IWT support program to stimulate the use of IWT by launching pilot projects for supply chain innovations that test new technologies and methodologies in the sector; and (ii) the establishment of an IWT incentive mechanism to foster sector growth and attract investment from the private sector, as well as to stimulate economic activities along the waterways and in port areas.
3. **Component 3 – Strategic Sector Studies and Initiatives (US\$9 million).** The objective of this component is to support select initiatives within the transport sector. The activities will mainly be in the form of technical assistance and studies to inform reforms. This component will support select institutional and capacity development interventions within the sector to achieve the following (a) carry out evidence based planning, implementation, and monitoring of projects; (b) strengthen the technical, project management, procurement, financial management, social and environment management skills of staff of PIU with wider outreach to respective agencies and even private industry consultants and contractors; and (c) carry out a needs assessment, formulating a framework for institutional and human resource capacities.
- **Subcomponent 3.1: Support for the establishment of a governance structure for waterways transport (US\$1.5 million).** Activities under this subcomponent will include, inter alia: (i) support the development of both the institutional and regulatory frameworks, as well as establishing implementation and inspection unit(s); and (ii) providing technical and organizational support.
  - **Sub-component 3.2 - Strategic Sector Studies (US\$5 million).** The Capacity building activities have been selected with a long-term but incremental and forward-looking vision of sector development. Recognizing that major infrastructure gaps exist, resulting from decades of conflicts and fragility, the institutional capacity must be strengthened in all parts of the sector. Within this project, capacity building activities are focused on the planning, implementing, and leveraging economic corridors, including activities in transport and trade as well as those associated with planning integrated corridors. Technical assistance will include:
    - Development of the National Transport Policy and master plan.
    - Diagnosis of climate change risks, and transport sector climate resilience

- Road sector studies, such as: road condition surveys of prioritized corridors and connecting roads, National Road Safety Strategy, gender, and social inclusion analysis in transport
  - Roadmap for river navigation sector development
  - Harmonization of trucking standards, driver certification, axle load control and sectoral data/systems with East Africa Community and Horn of Africa.
- **Sub-component 3.3 - Technical Designs and Preparation of priority roads (US\$2.5 million).** The aim of this sub-component is to support the preparation of priority road corridors through a ‘learning by doing approach’. Ultimately, the goal is to enable the Ministry of Roads & Bridges fulfill its road as public sector client by preparing well designed projects integrating climate resilience considerations to be funded by multiple development partners and to manage the process of engaging with designers and contractors. This sub-component under MRB will therefore finance feasibility studies, engineering designs, cost estimates, bidding documents, environment and social impact assessments for Juba-Torit-Kapoeta-Nadapal road.
4. **Component 4—Institutional Strengthening, and Project Management (US\$4 million).** This Component is designed to reinforce the institutional framework and increase the expertise required for effectively governing and advancing the transport sector in South Sudan. It will allocate resources to implement the capacity-building program to strengthen institutional capacity and improve the management of the transport sector. The activities to be financed under this component include:
- **Subcomponent 4.1: Capacity Building and Awareness Program (US\$1.5 million).** This subcomponent will support capacity building and awareness activities that will target a diverse group of stakeholders, including government personnel, nautical crew, port workers, state authorities, local communities, and other relevant parties such as academics and NGOs. The activities to be financed will include (i) training of government staff in IWT management and operations, including corridor and asset maintenance, climate risk assessment, emergency preparedness and response; (ii) Short courses for nautical crew (captains and boatmasters); (iii) An awareness program to engage communities along the Juba-Bor corridor, promoting the benefits of IWT and encouraging local participation in project activities and job creation (iv) project procurement, financial, safeguards management. This subcomponent will also finance a comprehensive gender assessment with two primary objectives: firstly, to pinpoint the obstacles hindering women's employment within the maritime sector, particularly in IWT management and operations, which are anticipated to expand due to the project; and secondly, to delineate the unique challenges women encounter across the entire fish value chain, including in production, aggregation, processing, distribution, and

ancillary services such as financial inclusion, as well as broader societal and legal constraints. Following the identification of gender-based skill gaps, the project will develop targeted interventions to bolster women's engagement in the fish value chain and to establish a certification program for women in collaboration with TVET institutions, combined with sensitization initiatives aimed at prospective employers.

- **Subcomponent 4.2: Support and Technical assistance (TA) for project management (US\$2.5 million).** This subcomponent will cover all project management, hiring, communications, monitoring and evaluation (M&E) and operational cost of the project incurred by the Project Implementing Units (PIUs), hosted by the MoT and MRB. Both PIUs will support the strategic sector studies to inform institutional reforms and capacity development in the transport sector, namely; development of the National Transport Policy and Master Plan; Diagnosis of climate change risks, and transport sector climate resilience; Road sector studies, such as: road condition surveys of prioritized corridors and connecting roads, National Road Safety Strategy, gender, and social inclusion analysis in transport; Roadmap for river navigation sector development; and Harmonization of trucking standards, driver certification, axle load control and sectoral data/systems with the region.
- The MRB PIU will oversee the Environmental and Social Impact Assessment, preparation of the Resettlement Action Plan and Livelihood Restoration Plan technical design review and updating, for the proposed upgrading of the Juba-Nadapal road to asphalt standards, by external consultants, while the MoT PIU will provide technical support to external consultants for the preliminary design of the Juba and Bor ports and their access roads, the hydrodynamic and bathymetric studies of the River Nile, preparation of the Environmental and Social Impact Assessment, Resettlement Action Plan and Livelihood Restoration Plan for the construction of the Juba and Bor ports, their access roads and dredging (clearance works) between Juba to Bor section of the River Nile; and preparation of the requisite environmental and social risk management instruments and carry out monitoring and evaluation.

5. **Component 5—Contingent Emergency Response Component (US\$0 million).** This zero-dollar component is designed to provide a swift response in the event of an eligible crisis or emergency by enabling the client to request the World Bank to reallocate project funds to support emergency response and reconstruction where needed.

## 1.2. Project Location:

Rivers provide the vital arteries for both nature and economic development. Optimizing the use of the natural capacities of river infrastructures increases economic development and reduces the societal burdens of road transportation.

At the same time, river transportation is continuously affected by the ever-evolving riverbed developments. This leaves a river's capacity to serve as a reliable transport enabler highly volatile. Most rivers are trained to facilitate navigation, among other things. The structures regulate the water as needed to obtain the Least Available Depth (LAD). But it has become evident that sedimentology processes and biological processes are disrupted, leading to long-term effects on ecosystem functioning.

The White Nile, which flows from the south northerly, is the major artery for the transport of goods and people. In addition, the Sobat River and the Bahr el-Ghazal complement South Sudan's navigable waterways, further enhancing the reach of this mode of transport. These watercourses have the potential to link remote and landlocked regions with more accessible areas, thereby facilitating trade and commerce. Despite the promise of inland water transport in South Sudan, notable challenges exist. The nation's political developments and security concerns have significantly impacted the development and safety of transportation along these waterways.

Additionally, limited port and terminal infrastructure and the seasonal variability of water levels present hurdles for creating an efficient Inland Waterway Transport (IWT) system. During the wet season, when rivers are swollen with water, transportation becomes more feasible, but during the dry season, some sections of the rivers can become rather shallow and less navigable, making transportation more challenging.

The project will be implemented in the Juba to Bor section of the River Nile and other roads connecting South Sudan to the region. The project will later cover the major roads and riverine in the country if it is safe to do so. In the absence of a good road network, river transport is the only practical and cost-effective transportation alternative to reach communities along the White Nile and its tributaries. However, due to neglect during decades of conflict, river transport faces serious constraints in providing efficient and safe inland water transport services. Figure 1 below shows the location of the proposed ports located along the River Nile.

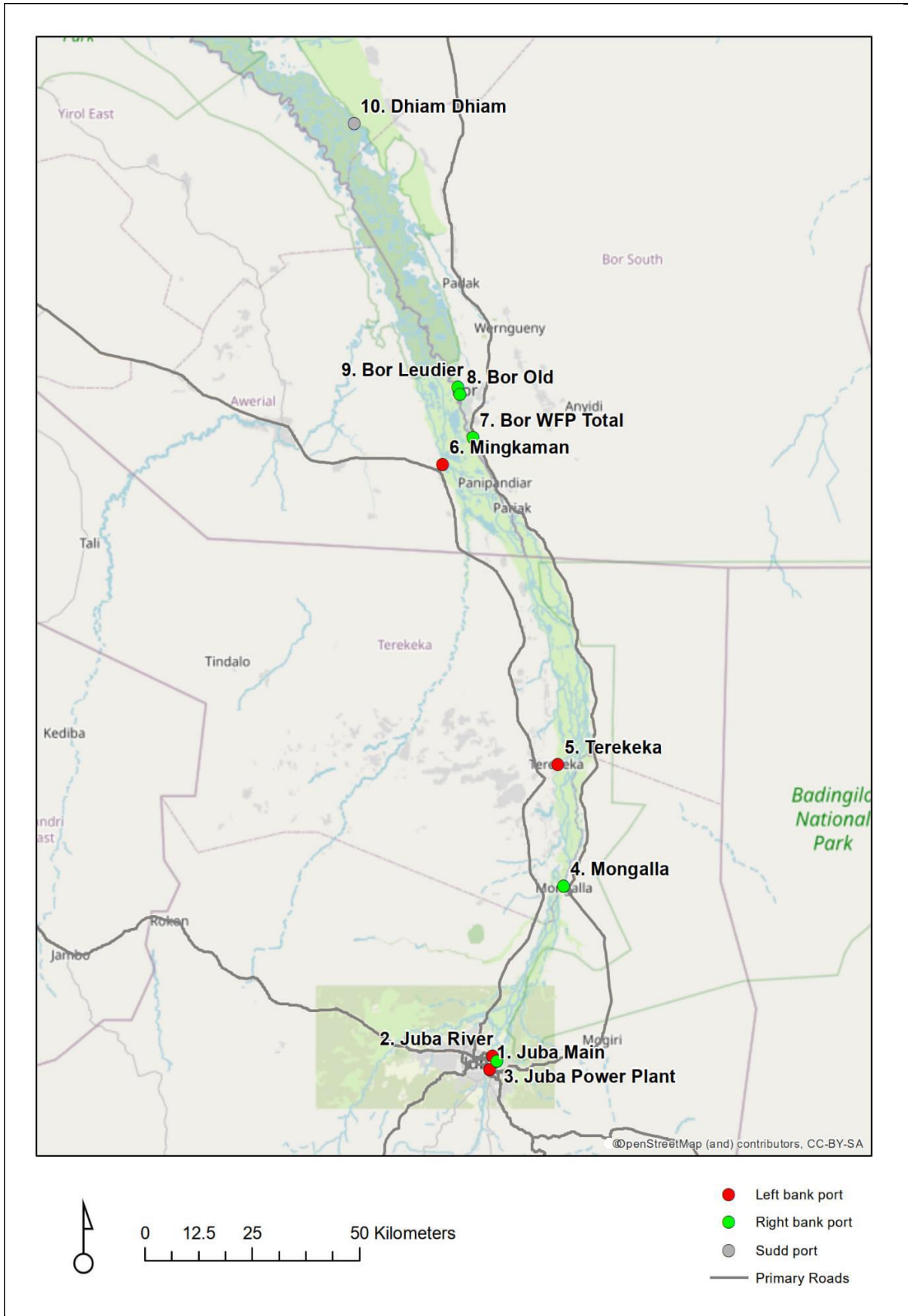


Figure 1: River Nile stretch of the project area and the identified port locations

### **1.3. Summary of Stakeholder Engagement Activities**

Early and continuing engagement with potentially affected persons and other interested parties is being undertaken to obtain their views, priorities and concerns about the proposed project. The main objective of the consultations has been to obtain general information on the operation of the inland water transport sector activities along the Nile River to shape design considerations and to obtain early information on potential impacts, mitigation mechanisms and benefits, and those that may require differentiated or separate, forms of engagement. The project will involve the relevant Government Ministries, Authorities/Agencies, both International and National Non-Governmental Organizations (INGO/NNGO), private sector entities, individuals and community groups, especially women's groups. Stakeholder engagement and community participation is being carried out in Juba and Bor areas of the River Nile. The project is establishing transparent stakeholder communication and consultation procedures, that details communication mechanisms and the establishment of a Grievance Mechanism. The project will ensure that studies and instruments are based on adequate consultation with key stakeholders, including community members, and will closely monitor the application of ESS10 through the implementation of the SEP. The SEP will outline the characteristics and interests of stakeholders, timing and methods of engagement throughout the project's life, and will be appropriate for different population groups, particularly vulnerable and disadvantaged groups, in line with the requirements of ESS10, as applicable. Additionally, a Project-level Grievance Mechanism (GM) will be established, with the SEP providing procedures for its implementation.

### **2. Objectives of the Stakeholder Engagement Plan (SEP)**

The main objective of this Stakeholder Engagement Plan is to establish a framework for involving stakeholders, including public information disclosure and consultation at every stage of the project. The SEP details how the Ministry of Transport and Ministry of Roads and Bridges engage with stakeholders and include a process for stakeholders to express concerns, give feedback, or lodge complaints about the project and its associated activities. The SEP emphasizes approaches to engage with groups that are most vulnerable and at risk of not benefiting from the project.

### **3. Stakeholder identification and analysis**

Identifying stakeholders is a crucial first step in managing any project. Stakeholders may include individuals, groups, local communities, as well as other entities that may be directly or indirectly affected by the project, be it positively or negatively. Depending on the type, scope, and complexity of the project, there can be a diverse range of stakeholders. The successful management of South Sudan's Inland Water Transport project will depend on the identification and effective management of key stakeholders to ensure their needs are met.

In accordance with the WB ESS10, stakeholders fall into two categories, either affected parties being individuals or groups that are affected or likely to be affected by the project and other interested parties, being individuals or groups that may have an interest in the project. Within these categories, are the vulnerable and disadvantaged groups which are parties (individuals or groups) who because of their circumstances,

may be disproportionately affected by the project, and may be less able to access project benefits or to participate in project activities. Based on this definition, the project will further identify individuals or groups who may have different concerns and priorities about project impacts, mitigation mechanisms and benefits, and who may require differentiated forms of engagement.

Stakeholder identification and analysis is an important tool to determine the appropriate level of communication between the project and different stakeholders. As per the requirements of WB ESS10, the process of stakeholder engagement will involve (i) stakeholder identification and analysis; (ii) planning how engagement with stakeholders will take place; (iii) disclosure of information; (iv) consultation with stakeholders; (v) addressing and responding to grievances; and (vi) reporting to stakeholders.

The following are the key stakeholders and the planned engagement activities:

1. *Government Agencies/Line Ministries:*

- i. Ministry of Transport and Ministry of Roads and Bridges: Regular meetings with the project team to ensure coordination and alignment with the government's policies and priorities.
- ii. *South Sudan Roads Authority:* have regular meetings to review the current status of the access road works and pinpoint the areas that require improvement, gain an understanding of the challenges and explore opportunities for collaboration to address them.
- iii. *Ministry of Labor:* Provide policy guidelines on labor management and the importance of employment creation and income generation to the youth, women and vulnerable community and workers occupational health and safety (OHS).
- iv. Ministry of Gender and Social Welfare: Engage in a conversation to understand how the transport sector can be made more accessible and safer for women. This will help identify areas where interventions are needed to address gender-based violence and harassment.
- v. *Ministry of Land, Housing and Urban Development:* Engage in consultation on land use and planning for transport infrastructure. This will help identify the best locations for transport infrastructure that optimizes accessibility, safety, and environmental sustainability.
- vi. *Ministry of Trade and Industry:* Engage in a conversation to identify opportunities for private sector investment in the transport sector. This will help create a more vibrant and competitive industry that can drive economic growth.
- vii. *Ministry of Interior:* Discuss ways to enhance security and safety in the transport sector, including measures to prevent theft and improve road safety. This will help create an environment that promotes investment and growth in the sector.
- viii. *Ministry of Water Resources and Irrigation:* initiate a dialogue on the impact of climate change on the transport sector and identify measures to adapt to changing weather patterns. This will help ensure the sustainability of transport infrastructure in the long run.

- ix. *Ministry of Environment and Forestry*: consultation on environmental and social risk mitigation measures and ensuring compliance with environmental regulations.
  - x. *Ministry of Energy and Dams*: consultation on the impact of dredging works on water flow and the potential impact on hydrodynamics.
2. *Non-Governmental Organizations*: - Environmental conservation organizations, social civil society, human rights activists and groups: consultation on the potential environmental and social impacts of the project and ensuring their concerns are addressed.
3. *Private Sector Entities Associations and Companies*:
- (i) *Shipping companies/boats and barge operators*: consultation on the potential impact of the project on their businesses and opportunities for collaboration.
  - (ii) *Port operators*: consultation on the design and development of the ports and river terminals.
  - (iii) *Fisheries and boat fabrication*: Consultation on potential environmental and social impact, safety hazards, regulatory compliance, and economic factors. It is essential to conduct a thorough risk assessment to identify and mitigate any potential risks to ensure the sustainability and safety of the operations.
  - (iv) *Boat and barge operators*: consultation during project planning and provide valuable insights for the design and implementation of the project
4. *Communities, other groups and Individuals*:
- (i) *Community consultations*: Consultation with communities along the Juba-Bor section of the River Nile to inform them about the project, gather feedback, and possibly integrate their concerns into the project plan.
  - (ii) *Community-based organizations/self-help-based groups and Faith based groups* are essential stakeholder in providing crucial information during project preparation and implementation.
  - (iii) *Local leaders*: Meet with community leaders to ensure their support for the project and address any concerns or issues. The stakeholder engagement plan will be carried out throughout the project's lifecycle, from planning to implementation and monitoring and evaluation of the project. The engagement activities will be tailored to the specific needs and concerns of each stakeholder group. The project team will ensure timely and effective communication with all stakeholders to ensure their participation and support for the project.
  - (iv) *Women's groups*: consultation on the potential impact of the project on women, including safety and accessibility concerns.

### 3.1. Affected parties

Affected parties encompass local communities, community members, and other local companies and entities that may experience direct impacts from the Project. Local community members, such as residents living near the project site, and local businesses that operate in the vicinity could be examples of affected parties.

This not only helps in identifying the impacts and their significance but also aids in decision-making regarding mitigation and control measures. Examples of parties affected by CGP include individuals and beneficiary communities whose access to Water, riparian or other assets related to the Nile River, or land use, is affected by project-supporting investments or project implementation sectors. Project-affected parties include:

- a) Local communities, (such as Fishermen and women, community leaders, and Pastoralists...)
- b) Boat and Barge Operators (South Sudan Boat Operators' Association, Minco company, South Sudan Trans Nile company, Nile Barges for River Transport Company Limited, Keer Marine Company and others who may be identified in the course of the implementation.
- c) Cooperatives and Associations (such as Katimba Fisheries Association, Wate Nakita Cooperative Association)
- d) Private sector (fish traders and processors, net and hook sellers, boat fabricators such as, Jonglei United Women Fish Seller's Group (JUWFSG)
- e) Jonglei Boat Union (JBU)
- f) Jonglei Fisheries Association
- g) Port Operators

### **3.2. Other interested parties**

The projects' stakeholders also include parties other than the directly affected communities, individuals, groups, or entities who may not directly experience the project's impacts but believe that their interests are affected by the project and/or could influence the project and its implementation process. Interested parties among the project's stakeholders include; 1) Ministry of Finance; 2) Ministry of Animal Resources and Fisheries; 3) Ministry of Education; 4) Ministry of Environment; 5) Ministry of Foreign Affairs; 6) Ministry of Labor and Human Resources; 7) Ministry of Gender and Social Development; 8) Ministry of Housing and Urban Planning; 9) Ministry of Roads and Bridges; 10) Ministry of Trade and Industries; 11) Ministry of Water Resources and Irrigation; 12) NGO/CSO; 13) Un Agencies (FAO, WFP OCHA UNICEF etc); 14) JICA; 15) South Sudan Revenue Authority; 16) National Police; 17) Universities and Academia; and 18) Jonglei State.

### **3.3. Disadvantaged and vulnerable groups**

The project intervention may have a disproportionate impact on certain vulnerable groups, which could further disadvantage them. These groups may include elders, women, persons with disabilities (PWDs), women-headed households, pastoral and semi-pastoral communities, unemployed youth, and highly vulnerable persons (HUPs). Therefore, special engagement efforts are required to ensure their equal representation in the consultation and decision-making process related to the project. It is essential to pay attention to these groups during project design, planning, implementation, and monitoring.

The activities proposed for the project could potentially affect Sub-Saharan African Historically Underserved Traditional Local Communities (SSAHUTLCs), as the project

will target communities along the River Nile and its tributaries (Juba to Bor), mostly populated by pastoralists and agro-pastoralists in the regions of Equatoria, Bahr El Ghazal and Upper Nile. The SS-CGP in collaboration with the World Bank, will screen for the presence of historically underserved local communities in accordance with ESS7 requirements to confirm their presence in the project areas, and their specific engagement requirements. The social risks and impacts relating to SSAHUTLCs will be assessed in the context of South Sudan, through a detailed Social Assessment and will be based on extensive engagement with potential project beneficiaries, including those identified as vulnerable and disadvantaged groups.

Within the Project, the vulnerable and disadvantaged groups may include, but are not limited to the following:

- Micro and small business owners, fishermen, fishmongers who derive their entire livelihood from the River Nile activities.
- This may include the elderly, widows, persons living with disabilities (PWDs), female-headed and child-headed households, unemployed youth etc. who need special attention during the different project phases.
- The local communities who reside on government owned land in the proposed Bor port, (they are essentially squatters) and their livelihood entirely depend on the River Nile activities.

The potential impacts on all relevant stakeholders will be considered to engage them in transparent, timely and culturally appropriate manner to address any concerns. The disadvantaged and vulnerable groups within the affected communities will further be verified during project design and implementation. A description of the methods of engagement that will be undertaken by the project is provided in the following sections.

### 3.4. Methodology

The project stakeholders have been identified and analyzed per project component. These stakeholders include affected parties (as defined in section 3.2), other interested parties (as defined in section 3.3) and disadvantaged/vulnerable individuals or groups (as defined in section 3.4). This methodology aims to ensure inclusive, transparent, effective communication and collaboration with all relevant stakeholders involved in the project. Stakeholder identification and analysis are important tools for determining the appropriate level of communication between the Connectivity for Growth Project and the different stakeholders. In line with the World Bank ESS10 on stakeholder engagement and information disclosure, the process of stakeholder engagement will follow several steps, including stakeholder identification and analysis, planning engagement strategies, disclosure of information, consultation with stakeholders, addressing grievances, and reporting to stakeholders.

The SS-CGP will;

- a) Identify all potential stakeholders who may be affected by or interested in the project and categorize them into project-affected parties, other interested parties, and disadvantaged/vulnerable individuals or groups.
- b) Analyze the concerns, priorities, and unique circumstances of each stakeholder group
- c) Develop tailored engagement strategies for each stakeholder group based on their categorization and analysis.

- d) Determine the appropriate level and method of engagement for each group, considering their concerns and priorities.
- e) Provide stakeholders with relevant and timely information about the project, its impacts, and mitigation mechanisms.
- f) Ensure transparency in communication and disclosure of information to all stakeholders.
- g) Engage in meaningful consultations with stakeholders to gather their input, feedback, and concerns about the project, and provide opportunities for stakeholders to participate in decision-making processes and express their viewpoints.
- h) Establish mechanisms to address and resolve grievances raised by stakeholders. Further, ensure that stakeholders have avenues to voice their complaints and receive fair treatment in addressing their concerns.
- i) Regularly report on the status and progress of the project to all stakeholders whereby the project will share the outcomes of stakeholder engagements, including how their input has influenced project decisions and outcomes.
- j) Continuously monitor stakeholder engagement activities and adapt strategies based on feedback and changing stakeholder dynamics with an objective to remain open to ongoing dialogue with stakeholders throughout the project lifecycle.

#### **4. Stakeholder Engagement Program**

##### **4.1. Summary of stakeholder engagement done during project preparation.**

Early and continued stakeholder engagement is a key aspiration of ESS10 and constitutes a critical aspect of assuring the environmental and social sustainability of projects. Early engagement can help manage stakeholder expectations, alleviate misinformation, identify concerns and interests, obtain stakeholder support and influence project design. Stakeholder engagement involves building and maintaining relationships and preserving the active support and commitment of the people to the project design, through program implementation to completion.

During project preparation, the following public consultation meetings have been conducted.

Table 1: Summary of early engagement of Implementing Agency with identified groups

Consulted groups	Venue	No. of Participants	Concerns raised
Katimba Fisheries Association, Wate Nakita Cooperatives and private boat operators' association	Terekeka	33	<ul style="list-style-type: none"> <li>- Besides smoking fish for preservation, refrigeration is the most efficient method used and it is expensive for locals to purchase ice blocks to enable transportation to far off markets.</li> <li>- Most women fear fishing as the safety measures in place in case of drowning are inadequate.</li> <li>- Due to poor storage facilities in the fishing sites all the way to Juba, there is up to 62% post-harvest loss from fresh fish harvested in the area.</li> <li>- Unclear waterways blocked by vegetation makes it difficult for boats to navigate the landing site.</li> <li>- Inadequate financing for fish trading operations that in turn limits the fish volumes that the traders can handle.</li> <li>- Inadequate overnight fish storage facilities at the landing sites and this limits the volume of fish that can be handled at the facility daily.</li> <li>- The fish handling facility in Terekeka is small and currently has no functional water system.</li> </ul>
Boat operators, Fish traders and boat fabricators	Juba	27	<ul style="list-style-type: none"> <li>- High fuel prices for boat operators</li> <li>- Narrow water channel for bigger boats</li> <li>- Some areas have shallow river bed, which is a challenge for slightly bigger boats</li> <li>- Lack of standard boat design and vessel materials that can be prototyped to meet local needs.</li> <li>- Lack of funding or financial intermediaries for business expansion</li> <li>- There are no machines for faster and more accurate production.</li> <li>- Power supply is unreliable making it difficult to achieve optimum productivity, and this can at times compromise on the quality of workmanship achieved.</li> <li>- The shipyard environment has a lot of idlers that makes it uncondusive to work in</li> </ul>

			<ul style="list-style-type: none"> <li>- There are no vocational training institutes for specialized welding operations such as for boats.</li> <li>- Most welders' experience is limited to window and door grills that are used in building works.</li> <li>- The available working space is not sufficient for their operations.</li> <li>- There are no verified standards for boats building materials.</li> </ul>
Jonglei Boat Union, Jonglei Fisheries Association, Jonglei United Women Fish Seller's Group, line ministries of Jonglei State, state members of parliament, John Garang University of Science and Technology.	Bor	61	<ul style="list-style-type: none"> <li>- Absence of navigable routes leading to conflicts between fishermen and local communities as well as boat operators. Once a boat misses the navigable channel, it meanders into the community fishing site destroying fish nets. Potential for displacement of households due to the development of the port.</li> <li>- The fish market in the designated port area lacks proper storage facilities and usually get submerged in water during the rainy season.</li> <li>- Reduced productivity for fish traders during heavy rain, as fish preservation becomes difficult.</li> <li>- Fear of toxins being induced from dredging equipment during the opening of the navigation channel, impacting livelihoods.</li> <li>- High fuel consumption for boat operators due to reasons, such as faulty engines, long distances, and low boat capacities.</li> <li>- Locally fabricated boats require frequent repair work, increasing operational costs.</li> <li>- Lack of proper docking and mooring facilities for boats, resulting in safety hazards.</li> <li>- High taxes imposed on passenger and cargo boat operators per trip, leading to decreased profits.</li> <li>- Expensive boat engines with no financial institutions or loan schemes to support acquisition.</li> <li>- Difficulties in exporting fish due to transit restrictions and lack of storage facilities at the border points.</li> <li>- Expensive boat fabrication in Bor due to the need to procure materials externally and the lack of adequate space for operations in the congested and flooded port area</li> </ul>

Conduct community meeting including Associations, traders and fish transporters	Mangala	40	<ul style="list-style-type: none"> <li>- Fishing sites rivalry between fishermen in Mangala and also with neighboring fishermen from Terekeka and Bor</li> <li>- Poor fish storage and handling facilities</li> <li>- Limited mobility to fishing site due to poor navigability of routes.</li> <li>- Flood restrict access to fishing sites during rainy season</li> <li>- High cost of fuel for transportation of fish to markets.</li> <li>- Water hyacinth blocks waterways increasing travel time and cost</li> </ul>
Local community, Associations, traders and fish transporters including Mingkaman Boat Union, Mingkaman Fishery Association, Mingkaman Port Authority,	Mingkaman	34	<ul style="list-style-type: none"> <li>- High fuel prices which hike price passenger tickets</li> <li>- Overloading of boats as the boats cross once or twice due to high prices of the fare that reduces number of customers</li> <li>- Loading of both human and livestock (cattle and goats) in the same boat. This insight fear of travel in such barge.</li> <li>- Aquatic weeds and grass which occasionally covers the landing site, which makes landing difficult</li> <li>- The river is not wide or deep enough for larger barges and even smaller boats during dry season when the water level goes down.</li> </ul>

## 4.2. Summary of project stakeholder needs, methods, tools and techniques for stakeholder engagement

The project will take into consideration the needs of the stakeholders and utilize appropriate methods, tools, and techniques. Understanding the stakeholder needs involves comprehensively identifying the requirements and expectations of stakeholders such as government agencies, local communities, fish traders and boat operators' associations, private sector and community-based organizations. This can be achieved through surveys, interviews, focus groups and key informants to gather insights and feedback. Methods for stakeholder engagement in SSCGP may include regular meetings, workshops, and public forums to provide updates on the progress of projects and gather input. Utilizing online platforms and social media can also help reach a wider audience and facilitate communication. Tools and techniques such as stakeholder mapping, impact assessments, and Grievance Mechanisms can be employed to effectively manage stakeholder engagement. Additionally, employing transparent communication, fostering partnerships, and ensuring inclusivity are essential for successful stakeholder engagement in the Connectivity for Growth in South Sudan.

The summary of stakeholder travel below provides details of the engagement process, methods, sequencing, consultation topics, and target stakeholders. The stakeholder engagement and information disclosure is being undertaken early in the project preparation phase and will be continued throughout all the project phases. Both the World Bank and the MoT are committed to having meaningful consultations in a manner that is culturally appropriate, transparent, free of coercion and will not condone reprisal and retaliation to stakeholders for sharing their view on the projects.

1. *Stakeholder Identification and Analysis*: Identify and analyze all relevant stakeholders including government agencies, local communities, businesses, and NGOs. Understand their interests, concerns, and level of influence.
2. *Establish Clear Objectives*: Define the specific goals of the stakeholder engagement plan, such as gathering input for transport infrastructure projects, addressing community concerns, and ensuring transparency in decision-making.
3. *Select Appropriate Engagement Methods*: Choose the most suitable methods for engaging stakeholders, such as meetings, workshops, surveys, and online platforms. Consider the diverse needs and accessibility of different stakeholder groups.
4. *Develop Communication Strategies*: Create a communication plan to effectively reach out to stakeholders, providing regular updates, and sharing relevant information about Connectivity for Growth initiatives.
5. *Implement Feedback Mechanisms*: Set up mechanisms to gather feedback from stakeholders, such as suggestion boxes, online forms, and dedicated contact points for inquiries and complaints whichever is appropriate.

6. *Training, Capacity Building and awareness:* Provide information support to stakeholders, especially local communities, to enhance their understanding of the Connectivity for Growth projects and empower them to participate effectively. Provide coaching and capacity enhancement to the government officials, interns and other essential members of the communities.
7. *Monitoring and Evaluation:* Establish a system to monitor the effectiveness of the stakeholder engagement plan, gather data on stakeholder satisfaction, and make necessary adjustments based on feedback.
8. *Continuous Improvement:* Regularly review and improve the stakeholder engagement plan based on the evolving needs and dynamics of the Connectivity for Growth in South Sudan. By following this plan, the engagement process can be structured, inclusive, and effective in ensuring that stakeholder needs are addressed, and their input is integrated into the development initiatives.



## 5. Stakeholder Engagement

Effective stakeholder engagement is an important aspect of ensuring the environmental and social sustainability of projects, enhancing project acceptance, or obtaining broader community support, and making a significant contribution to successful project design and implementation. Stakeholder engagement involves building and maintaining relationships. It also involves preserving the active support and commitment of the people to the implementation of change, through project design to completion.

### 5.1. Principles for Stakeholder Engagement

The objective of stakeholder engagement is to engage with affected and other interested parties, and to provide them with relevant project information and opportunities to voice their concerns and views on issues that are important to them, in a culturally appropriate manner. The CGP can engage with stakeholders through a myriad of ways, including public consultations meetings, workshops, interviews, focus group discussions, community outreach programs, written media and surveys. These methods can provide valuable feedback and insights into the needs and concerns of stakeholders including, local communities, transport operators, government agencies, and international organizations. Through these methods, the stakeholder engagement process can yield outcomes to inform project design and implementation that meets the needs of the people of South Sudan, while promoting economic growth and development.

Consultation has been done since project identification and is being conducted during the project preparation and will continue during implementation until project completion. The consultations during implementation will provide ample opportunity for affected parties to share their views, concerns and recommendation on emerging environmental and social issues related to the project. CGP applies the following principles for stakeholder engagement:

- **Openness and life-cycle approach:** Public consultations for the project will be undertaken on a continuous basis throughout the whole project lifecycle from identification through implementation. Stakeholder engagement will be free of manipulation, interference, coercion, intimidation and retaliation.
- **Informed participation and feedback:** Information will be provided and widely disseminated among all stakeholders in an appropriate format; conducted on a timely basis;
  - Understandable and accessible information related to the project, including in relevant local and major languages and in formats that can be understood by people who are illiterate.
  - Assure those stakeholders' concerns and feedback is taken into consideration during decision-making.
- **Inclusiveness and sensitivity:** Stakeholder engagement is undertaken to support better communications and build effective relationships. The participation process for the project is inclusive and the stakeholders are always encouraged to be involved in the consultation process.
- **Gender consideration for consultation:** Consultation times will have to align with the needs of both gender. Women for instance, may have limitations about

the time of the day or location for public consultation; they may need childcare for meetings or other additional support and resources to enable them to participate in consultations.

- **Differentiated measures:** Improved access to information and sensitivity to stakeholder needs are key principles underlying the choice of engagement methods. Particular attention will be paid to vulnerable and disadvantaged groups, especially female heads of households, children, the elderly, persons living with disabilities, and the cultural sensitivities of different ethnic groups in the project area.

## 5.2. Purpose and timing of stakeholder engagement program

The general purpose of this SEP is to define a program for stakeholder engagement, including public information disclosure and consultation during the preparation and implementation of the SS-CGP. The SEP outlines how the relevant stakeholders including MoFP, as well as implementing partners which include MoT, MRB and contractors/subcontractors, private sector companies, and enterprises will communicate with stakeholders and includes a mechanism by which people can raise concerns, provide feedback, or file complaints. **Error! Reference source not found.** s how the summary of the types of stakeholders expected to be involved in this project, along with the types of involvement and planned timelines throughout the project cycle.

Table 2: Type of stakeholders, Mode, Level, and Methods of Engagement and Planned schedule

Target stakeholders	Topic/ consultation message	Preferred notification method	Specific needs	Responsibility	Frequency
Local community including fishermen, boat artisans, traders' associations, water resource users, religious leaders and clan leaders.	Consultation to identify needs related to the project, and consider views about the project to improve livelihoods, service provision, and economic resilience	Face-to-face/verbal communication, telephone, community meetings	Focus group discussions, meetings in their locality for information, sharing of experiences, planned activities, use of local language,	PIUs/MoT and MRB specialized Consultants	Continuous; during Specialized studies
State agencies: including the national, state and local government, Payam level administrators e.g., Ministry of Transport, Physical Planning, Environment, MRB etc.	Provide services to the community in a manner that meets the governmental and non-governmental objectives and goals. Especially on issues related to the improvement of the beneficiaries' livelihood, service provision, and economic resilience.	Verbal communication, email, letters, telephone calls etc.	Meetings, workshops for information, reflection, sharing of experiences, Training and capacity building	PIUs/MoT and MRB specialized Consultants	As necessary; during Specialized studies
Non-governmental organization/ Civil society organizations, community-based organizations, faith-based organizations.	Consultation to provide relevant information on the project design, identify potential E&S risks, role and responsibilities of the actors to achieve the objective of the project.	Face-to-face/verbal communication, email, letters, telephone calls, mainstream media, social media platforms (WhatsApp groups & Facebook).	Workshops, focus group discussions, consultation meetings, courtesy calls, public events.	PIUs/MoT and MRB, specialized Consultants	Monthly; during Specialized studies
Vulnerable & disadvantaged groups including, persons living with disability (PWDs) women, youth, elderly, children.	Consultation times will have to align with the needs of PWDs, women. Women and PWDs may have limitations about the time of day or location for public consultation; they may need childcare or other additional support and resources to enable them to participate in consultations.	Face-to-face with differentiated measures including sign-language, braille etc. responding to their respective needs.	Separate meetings specifically for women and vulnerable; visits to affected vulnerable persons for individual interviews or meet in nearby venues; meetings with aided communication, like sign language and	PIUs/MoT and MRB Specialized consultants	Continuous; during Specialized studies

Target stakeholders	Topic/ consultation message	Preferred notification method	Specific needs	Responsibility	Frequency
	<p>Consultation with community and contractors on issues of child labor abuse to protect children.</p> <p>Elderly may have limitations about time of day or location for public consultation; additional support and resources to enable them to participate in consultations.</p> <p>Consultation with the community, local authority and Contractors to accommodate the youth based on the available employment opportunities and to sensitize them on potential project impacts and their mitigation including gender-based violence/sexual exploitation and abuse or sexual harassment (GBV/SEA/SH).</p>		braille as appropriate; Grievance mechanism.		
Development partners including JICA, FAO, WFP etc.	Consultation to identify potential stakeholders to the project. Engagement to seek information on current and planned operations of development partners in the waterway and surrounding areas and the bearing these could have on the project. seeking out potential opportunities for collaboration to realize project objectives.	Face-to-face/verbal communication, email, letters, telephone calls, mainstream media, social media platforms (WhatsApp & Facebook).	Workshops, focus group discussions, consultation meetings, courtesy calls, public events.	CGP PIUs & World Bank	As necessary

### 5.3. Proposed strategy for information disclosure

Various engagement techniques are used to build relationships, gather information, consult, and share project information with stakeholders. Selecting an appropriate consultation method should consider the culturally appropriate method of consultation and the purpose of working with stakeholder groups. *Table 3* and *Table 4* shows the techniques to be used by SS-CGP for consultation and information disclosure.

Table 3: Proposed strategy for information disclosure

Project Stage	List of information to be disclosed	Methods proposed	Timelines/ locations	Target Stakeholders	Responsibilities
Project design	Stakeholders Engagement Plan (SEP), and Environmental and Social commitment Plan (ESCP),	Public meetings, formal meetings, e-mail, website, electronic and social media	Prior to the project appraisal, stakeholder meetings to take place in Juba, Bor, Terekeka, Mangala, Mingkaman, Torit, Kapoeta, Nimule, Kajokeji either in person or virtual; on Ministry website; in local administration offices	Government institutions, local authorities/implementers, local NGOs, implementation partners, donors, and local communities.	PIUs/MoT and MRB environment and social risk management team
	Environmental and social Impact Assessment (ESIA) including a description of GM, GBV/SEA/SH Risk Assessment and Action Plan; Resettlement Action Plan (RAP), and Labour Management Procedures (LMP).	Public consultation meetings, formal meetings, e-mail, website, electronic and social media;	Prior to project approval by the WB Board, Public meetings will take place in Juba, Bor, Terekeka, Mangala, Mingkaman, Torit, Kapoeta, Nimule, Kajokeji; on Ministry website; in local administration offices	Pastoralists, fishing communities, road users and water users, local residents in general, local authorities, local and international NGOs, development partners.	PIUs/MoT and MRB environment and social risk management team
Project implementation	Site-specific approved Environment and social screening, ESIA/ESMPs, and RAPs	Community meetings, community notice boards, electronic and local media, including radio, SMS, Website, local administration meetings.	To be defined by the PIU - Before commencement of activities in subprojects that require these specific instruments and during preparation of instruments.	Potential beneficiaries (pastoralists, fishermen, boat operators, road users and water users), States, County and Payam authorities, the general public, contractors/sub-contractors and other interested parties.	PIUs/MoT and MRB together with local counterparts and community institutions

#### 5.4. Proposed Strategy for Consultation

Where it is proposed to involve the community, the Project shall describe how that involvement will occur, and when it will occur. Some techniques of involvement may include:

- Public meetings (these are open with no restriction on who may attend);
- Advisory panels (a group of individuals, chosen to represent stakeholder groups, which meet periodically to assess work done / results obtained and to advise on future work);
- Interviews (a structured series of open-ended interviews with selected community representatives to obtain information/concerns/views);
- Questionnaires (written, structured series of questions issued to a sample of local people to identify concerns/views/opinions); and
- Participatory appraisal techniques (a systematic approach to appraisal, based on group inquiry and analysis and, therefore, multiple and varied inputs).

Table 4: Proposed Strategy for Consultation

Project stage	Topic of consultation	Methods proposed	Timetable: Locations/ dates	Target stakeholders	Responsibilities
Project Design	<ul style="list-style-type: none"> <li>Information on the nature of the Project, duration of the Project, potential impacts on the environment, social and economic impacts as well as the developed E&amp;S risk management instruments such as ESIA, RAP, LMP, ESCP, SEP, and so on</li> <li>Discussion about pollution prevention measures, environmental protection, and human health</li> <li>Compliance with national regulations (ESIA and other ESRM instruments procedure and others)</li> <li>Planning and preparation of technical documentation</li> </ul>	Public meetings, workshops, participatory appraisal techniques, Questionnaires and interviews	At community, state, and national level	Relevant government authorities, ministries, and public institutions, and interested NGOs	PIUs/MoT and MRB
Construction	<ul style="list-style-type: none"> <li>Safe and healthy working conditions</li> <li>Labor procedure</li> <li>Quality of work</li> <li>Obligation to provide workers with protective personal equipment (PPE)</li> <li>Accessible grievance forms for submission of any grievance by the workers</li> <li>Terms of employment including</li> </ul>	Public consultation and Meetings	Before and after starting the contracted work at the Construction site reportedly	Contractor with Employee, community, and local governments	Contractor and client

	<p>wages, hours of work, overtime compensation, any benefits (leave for illness or holiday)</p> <ul style="list-style-type: none"> <li>• Development of infrastructure on the local and regional level</li> <li>• Duration of the construction work</li> <li>• Employment of local people from the settlements in the surrounding the project location</li> <li>• Possible delays in the work</li> </ul>				
	<ul style="list-style-type: none"> <li>• Discussion about pollution prevention measures and environmental protection and human health</li> <li>• Sustainable usage of natural resources</li> <li>• Community Health and safety</li> </ul>	Advisory panels, Workshop, and meetings	Before and after starting the contractor work at the ground	With government organizations, contractors, and NGO	PIUs/E&S risk management team
	<ul style="list-style-type: none"> <li>• Compliance with the WB and national regulations (ESIA procedure and others)</li> <li>• Environmental, Health and Safety protection</li> <li>• Implementation of pollution prevention measures on projects</li> <li>• Support of local economy by engagement of the local communities</li> <li>• Increased local and regional economy by improved road infrastructure</li> <li>• Labor procedure</li> </ul>	Workshop, and meetings	During implementation at the state and national level	Regulatory bodies, contractors, and other stakeholders	PIUs/E&S risk management team
Monitoring and evaluation	<ul style="list-style-type: none"> <li>• Construction according to the designs and respecting the measures prescribed in the documents regarding the</li> </ul>	Questionnaires, monitoring checklists, and interviews	During the implementation period at state, and national	Implementers of the project, regulatory body, consultants, and development	PIUs/MoT and MRB

	<p>environmental protection, and labor conditions for the project</p> <ul style="list-style-type: none"> <li>• Tender procedure and relevant issues</li> <li>• Health and safety at work (PPE for all persons on site, license to work or drive the specific vehicles, first aid training, first aid kits on site, firefighting equipment, etc.)</li> <li>• Supervision of the construction activities</li> <li>• Proper signalization of the project sites</li> <li>• Reporting</li> </ul>		level	partners	
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## 5.5. Proposed strategy to incorporate the views of vulnerable groups

The project will seek the views of vulnerable or disadvantaged groups identified through surveys, focus group discussions and interviews. The following measures will be taken to remove barriers to full and enabling participation/access to information:

1. *Open Communication Channels*: Foster transparent and open communication with stakeholders to address any concerns and obstacles they may have.
2. *Grievances Redress Mechanisms*: Develop clear processes for resolving grievances and addressing disagreements among stakeholders to ensure smooth progress.
3. *Capacity Building*: Provide resources and training/coaching to stakeholders to enhance their understanding and ability to engage effectively in development initiatives related to Connectivity for Growth.
4. *Flexibility in Engagement Methods*: Be adaptable and willing to adjust engagement methods to accommodate the diverse needs and preferences of different stakeholder groups.
5. *Continuous Feedback Loop*: Establish a system for continuous feedback and improvement based on stakeholder input to address any obstacles that may arise during the engagement process.
6. *Empowerment and Inclusivity*: Ensure that all stakeholders feel empowered and included in the decision-making process, regardless of their background or level of influence. By implementing these measures, you can work towards removing obstacles and creating a more inclusive and effective stakeholder engagement process.

## 6. Resources and Responsibilities for implementing stakeholder engagement

### 6.1. Implementation Arrangements and Resources

South Sudan Connectivity for Growth is essential for the economic growth and development of South Sudan, and it requires the participation of various stakeholders.

The Ministry of Transport/Directorate of River Transport is responsible for implementation, policy development, regulation, and infrastructure development. It plays a crucial role in ensuring that the project is implemented in accordance with the requirements and ensure efficient, safe, and reliable transport system in South Sudan.

The Ministry of Roads and Bridges is a co-implementer of CGP and is responsible for the construction, rehabilitation, and maintenance of roads and bridges. They are responsible for ensuring that the transport infrastructure is in good condition and accessible to all.

The police, including the Riverine Police and Traffic Police, play a critical role in ensuring compliance with traffic laws and regulations and maintaining safety on roads and waterways. They are responsible for enforcing traffic laws and regulations, and they play a crucial role in reducing accidents and ensuring the safety of road users.

South Sudan Customs is responsible for enforcing customs laws and facilitating the movement of goods across borders. They play a crucial role in ensuring that trade flows smoothly and that goods are transported efficiently.

Universities and Academia, including the University of Juba and the Dr. John Garang Memorial University, play a vital role in providing a platform for capacity building in Connectivity for Growth. They provide capacity building for the transport sector workforce and research to support the development of the transport sector.

The Jonglei Boat Union, the Jonglei Fisheries Association, and the State Ministry of Animal Resources and Fisheries advocate for policies that support the transport sector and trade. They play a crucial role in promoting the interests of boat operators and fishermen, providing training and capacity building, and advocating for policies that support the transport sector's growth.

State Ministry of Housing and Public Utilities - responsible for resettlement and allocation of land for the displaced persons by the project and marketplace.

Bor County is responsible for local infrastructure development and providing support to the transport sector at the county level.

The Jonglei State Assembly (Influential Stakeholders/Prominent MPs) are responsible for enacting legislation that supports the transport sector and advocating for policies that benefit their constituents.

In conclusion, the transport sector's development in South Sudan requires the participation of various stakeholders. Each stakeholder plays a unique role in supporting the development of the transport sector, from policy development and infrastructure development to advocacy and capacity building. Collaboration between these stakeholders is critical to the development of a reliable, safe, and efficient transport system that supports the country's economic growth and development.

The entities responsible for carrying out stakeholder engagement activities are the Project Implementation Units (PIUs) of the MoT and MRB. The overall responsibility for SEP implementation lies with the PIU Project Coordinators.

The MoT and MRB responsibilities in stakeholder engagement includes the following:

1. *Stakeholder Analysis*: Identify and analyze all relevant stakeholders including government agencies, local communities, businesses, and NGOs. Understand their interests, concerns, and level of influence.
2. *Establish Clear Objectives*: Define the specific goals of the stakeholder engagement plan, such as gathering input for transport infrastructure projects, addressing community concerns, and ensuring transparency in decision-making.
3. *Select Appropriate Engagement Methods*: Choose the most suitable methods for engaging stakeholders, such as meetings, workshops, surveys, and online

platforms. Consider the diverse needs and accessibility of different stakeholder groups.

4. *Develop Communication Strategies:* Create a communication plan to effectively reach out to stakeholders, providing regular updates, and sharing relevant information about Connectivity for Growth initiatives.
5. *Implement Feedback Mechanisms:* Set up mechanisms to gather feedback from stakeholders, such as Grievance Mechanisms, online platforms, and dedicated contact points for inquiries and complaints.
6. *Training and Capacity Enhancement:* Provide awareness training and support to stakeholders, especially local communities, to enhance their understanding of the Connectivity for Growth projects and empower them to participate effectively.
7. *Monitoring and Evaluation:* Establish a system to monitor the effectiveness of the SEP, gather data on stakeholder satisfaction, and make necessary adjustments based on feedback.
8. *Continuous Improvement:* Regularly review and improve the SEP based on the evolving needs and dynamics of the Connectivity for Growth in South Sudan.

The stakeholder engagement activities will be documented through ;

- a) Meeting minutes: Taking detailed notes during stakeholder meetings can help capture important ideas, decisions, and actions. These notes can be used to create a summary of the meeting's outcomes.
- b) Progress reports: Regular progress reports can be used to update stakeholders on the project's progress, highlight key achievements, and identify any issues that need to be addressed.
- c) Surveys and feedback forms: Collecting stakeholder feedback through surveys or feedback forms can help identify areas where improvements can be made and ensure that stakeholder needs are being met.
- d) Social media updates: Posting regular updates on social media platforms can help keep stakeholders informed and engaged in the project.
- e) Case studies: Creating case studies that highlight successful stakeholder engagement activities (success story) can be a useful tool for sharing best practices and demonstrating the value of stakeholder engagement.

## 6.2. Resources

The responsibility of implementing the activities mentioned in this SEP will be with the MoT/MRB. Adequate resources will be allocated by the MoT/MRB/PIU for the implementation of the SEP, which will include the production of communication materials such as local media and radio content. Traditional methods of information sharing will also be utilized for effective communication with communities and documentation. The budget allocated for the implementation of the SEP will be updated as needed. The MoT/MRB will be responsible for stakeholder engagement for the project, and the PIU will assign experts to oversee the overall implementation of the SEP.

### 6.3. Estimated Budget for SEP Implementation

The budget estimate for preparing and implementing the SEP is United States Dollars One Hundred Thousand (\$100,000). See the budget breakdown in *Table 5* below.

Table 5: Estimated Budget for SEP Implementation

No.	Budget Categories	Total Cost (in US Dollars)
1	Consultation/participatory planning and decision-making meetings	30,000
2	Training of Contractors, MoT staff/PIU	20,000
3	Grievance Mechanism	50,000
	<b>Total</b>	<b>100,000</b>

## 7. Grievance Mechanism

A Grievance Mechanism (GM) is a system that plays a crucial role in ensuring that the concern and opinion of the project-affected parties are heard and addressed in a timely and effective manner. It provides a platform for individuals to voice their, not only grievances, but also queries, suggestions, positive feedback and concern can relate to the environmental and social performance of the project. This allows for transparency and accountability in the project implementation, as feedback and concerns can be addressed and acted upon promptly. This mechanism also promotes trust and confidence between the project affected parties and the project implementers, as it allows for constructive engagement and communication. Overall, a Grievance Mechanism is an essential tool in ensuring that the environmental and social impacts of a project are adequately addressed and that the concern of the project affected parties are taken into account throughout the project lifecycle.

### 7.1. Description of Grievance Mechanism (GM)

The Grievances Mechanism (GM) structure for the South Sudan Connectivity for Growth Project consists of two levels – national and State.

At the national level, the MoT/MRB oversee the overall implementation of the GM. The ministry is responsible for ensuring that the project complies with the Environmental and Social Standards of the World Bank, which is funding the project.

At the State or local level, there are community-based grievance committees (CGCs) that serve as the first point of contact for individuals or communities affected by the project. The CGCs are responsible for receiving and recording grievances, conducting initial investigations, and forwarding grievances to the appropriate regional offices for further action if necessary. Overall, the GM structure is designed to ensure that grievances related to the South Sudan Connectivity for Growth Project are addressed in a fair, transparent, and timely manner at all levels of the project implementation.

## 7.2. Basic Grievance Management Process

The GM will be a distinct mechanism that will allow stakeholders at the community level to provide feedback on project impacts and mitigation programs. The project will also establish and functionalize a separate grievance mechanism for all direct and contracted workers to raise workplace concerns, as provided under ESS2. An Environmental and Social Risk Management expert will be assigned at MoT and MRB PIUs to follow up on complaints related to affected parties by the project. The complaints to be filed should be related to the project components and/or to its implementation and management. Any complaint not directly related to the project will be referred to the appropriate responsible government body. The SS-CGP grievance resolution steps are indicated in *Table 6*.

A Grievance redress committee will be established at the national, state, county, Payam, Boma and villages levels. The lowest level of the GM will be set up at the Payam levels to ensure accessibility in spite of the sparse nature of settlements in the project areas.

Grievances and complaints related to GBV/SEA/SH will be managed confidentially by assigned GBV focal persons or Women and Children Affairs Office in each beneficiary region. As part of the GM committee, GBV focal person (delegate from Women and Children Affairs) who has the necessary training on GBV case management will be assigned to address GBV cases and support survivors to get the necessary services. GBV survivors will get the required GBV services like psycho-social support, medical services, legal support, and economic support free of charge.

The complaints recorded, resolved, and referred, including GBV cases, will be reported within 10-15 days with the environmental and social implementation performance report to the World Bank and other relevant stakeholders.

SS-CGP will establish a grievance redress committee with five (5) members among laborers of the contractors. The contractors and the PIUs will create awareness of the grievance redressing mechanisms, methods of grievance submission, ways of investigation, and communication of the response and the appeal system to direct and indirect labor of the project. Moreover, a GM guideline prepared for the project is updated/revised and will be used to strengthen and support the establishment of project GMs. The revised GM guideline captures the specific protocols to address sensitive complaints related to GBV/SEA/SH, corruption, and procurement and contract management.

Table 6: Illustrative Table on the Grievance Mechanism Steps

Step	Description of process (e.g.)	Timeframe	Responsibility
Establishment of GM implementation structure	<p>The GM structure consists of Six levels – national, state, county, Payam, Boma and villages. A GM will be set up at the Payam levels due to the sparse settlements in South Sudan to shorten bureaucracy. <i>The national-level GM office will be in Juba at MoT/MRB. State or Local offices will be in the State capitals of the States, County or Payam offices where the project is being implemented (e.g. Juba, Bor, Torit where appropriate).</i></p>	within 1 month of project effectiveness	MoT/MRB E&S risk management team
Grievance uptake	<p>Grievances can be submitted via the following channels:</p> <ul style="list-style-type: none"> <li>• Telephone hotline: +211911290220 for MoT and +211924811855 for MRB operated by PIU/Coordinator at the National level and Community-Based Grievances Committee (CGC) Chairperson/Secretary/Information Officer at State or local level.</li> <li>• Short Message Service (SMS) to +211911290220 for MoT and +211924811855 for MRB</li> <li>• E-mail to <a href="mailto:motprojectunit@gmail.com">motprojectunit@gmail.com</a> and <a href="mailto:mrbprojectunit@gmail.com">mrbprojectunit@gmail.com</a></li> <li>• Letter to the CGC, MoT/MRB</li> <li>• In-person at a physical facility [CGC and MoT/MRB PIUs risk management unit]</li> <li>• Grievance or suggestion boxes located at CGCs [specific location to be determined by the Project Coordinators not more than two weeks after project effectiveness date]</li> </ul>	Throughout the project implementation period	CGC/MoT/MRB E&S risk management team

Step	Description of process (e.g.)	Timeframe	Responsibility
	<ul style="list-style-type: none"> <li>• Social media [WhatsApp, +211911290220 for MoT and +211924811855 for MRB]</li> <li>• Face-to-face</li> </ul>		
Sorting, processing	<p>Any complaint received is forwarded to the PIU/Coordinator; logged in; and categorized according to the following complaint types:</p> <ol style="list-style-type: none"> <li>1. Simple grievances - That can be resolved quickly and easily at the local level. They include issues such as minor damage to property, noise complaints, minor spillages, failure to segregate wastes and minor disputes over compensation.</li> <li>2. Moderate grievances - These are grievances that require additional investigation and analysis to determine the appropriate course of action. They include issues such as inadequate compensatory planting of vegetation cover, delay to dispose wastes, disputes over compensation, land acquisition, and resettlement.</li> </ol>	0-6 days from the receipt of the complains	Local grievance focal points

Step	Description of process (e.g.)	Timeframe	Responsibility
	<p>3. Complex grievances - That require significant investigation and analysis to determine the appropriate course of action. They include issues such as allegations of significant environmental or social harm e.g., massive oil spillage in to River Nile, and disputes over project benefits and impacts.</p> <p>4. Emergency grievances - that require immediate action to prevent harm or address a critical situation. They include issues such as health and safety concerns, and emergencies such as flooding or fire.</p>		
Acknowledgement and follow-up	Receipt of the grievance is acknowledged to the complainant through the appropriate medium	Within 2 days of receipt	Local grievance focal points
Verification, investigation, action	Investigation of the complaint is led by CGC chairperson A proposed resolution is formulated by CGC and communicated to the complainant by CGC focal person	Within 10 working days	Complaint Committee
Monitoring and evaluation	Data on complaints are collected in uptake locations and reported to MoT/MRB and every concerned body including the World Bank	Within 10-15 days	
Provision of feedback	Feedback from complainants regarding their satisfaction with complaint resolution is collected from the uptake locations	Within 5-10 days	
Training	Training needs for staff/consultants in the PIU, Contractors and Supervision Consultants will be provided on the GM	3 days	MoT/MRB

Step	Description of process (e.g.)	Timeframe	Responsibility
<p>Payment of reparations following complaint resolution</p>	<p>The amount of compensation may vary depending on the severity of the harm caused, and it may involve monetary compensation or other forms of restitution such as the return of property or services. The process of paying reparation may involve negotiations between the parties involved, and it may be overseen by a third-party mediator or arbitrator to ensure fairness and objectivity. The payment of reparation is an important aspect of resolving complaints as it helps to restore the affected party's dignity, respect, and trust in the process and the organization involved.</p>		

Step	Description of process (e.g.)	Timeframe	Responsibility
Appeals process	The specific steps involved in the appeal process may vary depending on the nature of the complaint and the policies that govern the process. However, in general, the process may involve the filing of a written request for an appeal, providing reasons for why the decision was unfair or unreasonable, and submitting any additional evidence or information to support the appeal. Once the appeal request is received, it is typically reviewed by an independent body or higher authority that was not involved in the initial decision-making process. This body may conduct its own investigation and may hold a hearing where both parties can present their case. Following the hearing and review of the evidence, the appeal body will make a final decision on the matter. This decision may uphold the original decision, modify it, or reverse it entirely. The parties involved are typically notified of the final decision, which is usually considered binding and final.	Throughout the project period	MoT/MRB

### 7.3. Labor Grievance Mechanism

A Labor Grievance Mechanism (LGM) offers either a prompt channel to raise workplace concerns particularly related with OHS or a formal process used to address disputes or grievances that arise between employees and employers related to labor issues. The mechanism is designed to provide a prompt, fair and impartial process for resolving issues and disputes and in this case, is typically outlined in a Labor Management Procedure (LMP). The specific steps involved in LGM may vary depending on the nature of the complaint and the policies involved. However, in general, the process may involve the following steps:

1. Filing a Grievance: The employee or their representative files a written grievance outlining the issues and the remedy they are seeking.

2. Investigation: The employer investigates the grievance and may hold meetings with the employee and their representative to gather additional information.
3. Mediation: If the parties are unable to resolve the issue through investigation, they may engage in mediation to try to reach a resolution.
4. Arbitration: If mediation is unsuccessful, the parties may move to arbitration, which involves an impartial third party who hears the case and makes a final and binding decision.
5. Final Decision: The final decision is communicated to both parties, and the employer is typically required to implement the decision.

#### **7.4. Sexual Exploitation and Abuse/Sexual Harassment (SEA/SH)**

The prevention of Sexual Exploitation and Abuse (SEA) and Sexual Harassment (SH) is of utmost importance to this project. Any reports of SEA/SH will be taken seriously and dealt with promptly and appropriately. A mechanism will be put in place for reporting such incidents, and anyone who experiences or witnesses SEA/SH to report it to the appropriate channel as provided in the GM/LMP. A safe and respectful environment will be created for all individuals involved in project activities, and no form of SEA/SH will be tolerated.

The reports will be received and managed by a designated focal point, who will ensure that they are appropriately investigated and addressed. The confidentiality of the reporter will be maintained throughout the process, and no retaliatory actions will be taken against them. The PIUs shall be committed to creating a safe and respectful environment for all individuals involved in its activities and will not tolerate any form of SEA/SH.

#### **7.5. The World Bank Grievance Redress System**

Communities and individuals who believe they will be impacted by a World Bank-supported project can file a complaint through existing project-level grievance resolution mechanisms or through the World Bank's Grievance Redemption Service (GRS). GRS will ensure that any complaints received are promptly considered to address project-related concerns. Communities and individuals affected by a project may submit complaints to the World Bank's independent inspection panel to determine whether harm has occurred or has occurred because of the World Bank's failure to comply with ESS standards/policies and procedures.

Complaints can be made at any time after the concern has been raised directly with the World Bank 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), the following website can be used <http://www.worldbank.org/GRS>. For information on how to submit complaints to the World Bank Inspection Panel, the following website link can be used: [www.inspectionpanel.org](http://www.inspectionpanel.org).

## **8. Monitoring and Reporting**

### **8.1. Summary of how SEP will be monitored and reported upon (including indicators)**

The progress of the Stakeholder Engagement Plan will be tracked through a combination of qualitative reporting based on progress reports, and quantitative reporting based on results indicators related to stakeholder engagement and grievance performance.

SEP reporting will include the following:

- (i) Progress reporting on the ESS10-Stakeholder Engagement commitments under the Environmental and Social Commitment Plan (ESCP)
- (ii) Cumulative qualitative reporting on the feedback received during SEP activities, in particular (a) issues that have been raised that can be addressed through changes in project scope and design, and reflected in the basic documentation such as the Project Appraisal Document, Environmental and Social Impact Assessment (ESIA), Resettlement Action Plan (RAP), Indigenous Peoples Plan, or SEA/SH Action Plan, if needed; (b) issues that have been raised and can be addressed during project implementation; (c) issues that have been raised that are beyond the scope of the project and are better addressed through alternative projects, programs or initiatives; and (d) issues that cannot be addressed by the project due to technical, jurisdictional or excessive cost-associated reasons. Minutes of meetings summarizing the views of the attendees can also be annexed to the monitoring reports.
- (iii) Quantitative reporting based on the indicators included in the SEP. An illustrative set of indicators for monitoring and reporting is included in Annex 3.

### **8.2. Reporting back to stakeholder groups**

The SEP will be revised and updated appropriately during project implementation.

Report or other summaries and internal reports within 10-15 days on public grievances, enquiries, and related incidents, together with the status of implementation of associated corrective/preventative actions will be collated by responsible staff and referred to the Project Coordinator and the World Bank.

Specific mechanisms to report back to the stakeholders include the following:

1. Regular progress updates and status reports. These reports can be issued on quarterly or yearly basis depending on the needs and preferences of the stakeholders. The reports will include key metrics, achievements, challenges and next steps.
2. Hold regular meetings with the stakeholders to discuss progress and address any concerns or questions they may have. These meetings will be conducted through online platform, telephone and in-person.
3. Additionally, optional platform such as social media platform groups can be created to keep the stakeholders informed on any milestone achieved.

The reporting system will be clear and transparent. This will be tailored to the needs and preference of the stakeholders.

## **ANNEXES**

**Annex 1: Template for Consultation Minutes**

<b>Stakeholder (Group or Individual)</b>	<b>Summary of Feedback</b>	<b>Response of Project Implementation Team</b>	<b>Follow-up Action/Next Steps</b>

## Annex 2: Example of a SEP Budget Table

Budget categories	Quantity	Unit costs	Times/ Years	Total costs	Remarks
<b>1. Estimated remuneration* and related expenses</b>					
1a. <i>E.g., Communications consultant</i>					
1b. <i>E.g., Travel costs for staff</i>					
<b>2. Consultations/ Participatory Planning, Decision-Making Meetings</b>					
2a. <i>E.g., Project launch meetings</i>					
2b. <i>E.g., Organization of focus groups</i>					
<b>3. Communication campaigns</b>					
3a. <i>E.g., Posters, flyers</i>					
3b. <i>E.g., Social media campaign</i>					
<b>4. Trainings</b>					
4a. <i>E.g., Training on social/environmental issues for PIU and contractor staff</i>					
4b. <i>E.g., Training on Gender-Based Violence (GBV) for PIU and contractor staff</i>					
<b>5. Beneficiary surveys</b>					
5a. <i>E.g., Mid-project perception survey</i>					
5b. <i>E.g., End-of-project perception survey</i>					
<b>6. Grievance Mechanism</b>					
6a. <i>E.g., Training of GM committees</i>					
6b. <i>E.g., Suggestion boxes in villages</i>					
6c. <i>E.g., GM communication materials</i>					
6d. <i>E.g., Grievance investigations/site visits</i>					
6e. <i>E.g., GM Information System (setting up or maintenance)</i>					
6f. <i>Other GM Logistical Costs</i>					
<b>7. Other expenses</b>					
7a. ...					
<b>TOTAL STAKEHOLDER ENGAGEMENT BUDGET:</b>					

\* Note: Remuneration costs can be indicative

### Annex 3. Sample Table: Monitoring and Reporting on the SEP

Key evaluation questions	Specific Evaluation questions	Potential Indicators	Data Collection Methods
<p><b>GM.</b> To what extent have project-affected parties been provided with accessible and inclusive means to raise issues and grievances? Has the implementing agency responded to and managed such grievances?</p>	<p>Are project-affected parties raising issues and grievances? How quickly/effectively are the grievances resolved?</p>	<p>Usage of GM and/or feedback mechanisms Requests for information from relevant agencies. Use of suggestion boxes placed in the villages/project communities. Number of grievances raised by workers, disaggregated by gender of workers and worksite, resolved within a specified time frame. Number of Sexual Exploitation, and Abuse/Sexual Harassment (SEA/SH) cases reported in the project areas, which were referred for health, social, legal and security support according to the referral process in place. (if applicable) Number of grievances that have been (i) opened, (ii) opened for more than 30 days, (iii) resolved, (iv) closed, and (v) number of responses that satisfied the complainants, during the reporting period disaggregated by category of grievance, gender, age, and location of complainant.</p>	<p>Records from the implementing agency (PIU)/Consultants and other relevant agencies</p>
<p><b>Stakeholder engagement impact on project design and implementation.</b> How have engagement activities made a difference in project design and implementation?</p>	<p>Was there interest and support for the project? Were there any adjustments made during project design and implementation based on the feedback received? Was priority information disclosed to relevant parties throughout the project cycle?</p>	<p>Active participation of stakeholders in activities Number of actions taken in a timely manner in response to feedback received during consultation sessions with project affected parties. Number of consultation meetings and public discussions where the feedback and recommendation received is reflected in project design and implementation. Number of disaggregated engagement sessions held, focused on at-risk groups in the project.</p>	<p>Stakeholder Consultation Attendance Sheets/Minutes  Evaluation forms  Structured surveys  Social media/traditional media entries on the project results</p>

<p><b>Implementation effectiveness.</b> Were stakeholder engagement activities effective in implementation?</p>	<p>Were the activities implemented as planned? Why or why not? Was the stakeholder engagement approach inclusive of disaggregated groups? Why or why not?</p>	<p>Percentage of SEP activities implemented. Key barriers to participation identified with stakeholder representatives. Number of adjustments made in the stakeholder engagement approach to improve projects' outreach, inclusion and effectiveness.</p>	<p>Communication Strategy (Consultation Schedule)  Periodic Focus Group Discussions  Face-to-face meetings and/or Focus Group discussions with Vulnerable Groups or their representatives</p>
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## Annex 4: Grievance Log Form

FORM 1-GRIEVANCE LOG FORM		
<b>Ref</b>		
<b>Date</b>		
<b>Name of complainant</b>		
<b>Site details (if applicable)</b>		
<b>I.D Number (Attach copy of I.D)</b>		
<b>Physical Address</b>		
<b>Contact details</b>	<b>Telephone</b>	
	<b>Email</b>	
<b>Payam/Boma/Village</b>		
<b>Specific Details of Grievance (the nature and facts of the grievance: who was involved, when did it occur, where did it occur, what happened, why is it a grievance)</b>		
<b>Remedy sought (What action needs to be taken to resolve the grievance)</b>		
<b>Follow up actions required</b>		

## Annex 5: Grievance Feedback Form

FORM 2-GRIEVANCE FEEDBACK FORM			
<b>Part A (To be filled by committee member)</b>			
Ref:		Date	
Name of Complainant			
Physical Address			
Contact details	Telephone		
	E-mail		
Payam/Boma/Village			
Type of grievance committee			
Resolution provided			
Signed by:			
Date:			
Organization:			
Witnessed:			
Date:			
Organization:			
<b>PART B (To be filled by Complainant)</b>			
Do you accept the solution provided? (Tick Appropriately)	Yes	No	
If your answer is No, what are your reasons for declining the solution?			
Signed by:			
Phone number:			
Date:			
Witnessed by:			
Date:			
I.D Number:			