



REPUBLIC OF MOZAMBIQUE

**CONSULTANCY SERVICES FOR ENVIRONMENTAL AND SOCIAL ASSESSMENT
FOR SAFER ROADS FOR SOCIOECONOMIC INTEGRATION IN MOZAMBIQUE
PROJECT MULTIPHASE PROGRAMMATIC APPROACH (MPA)**

(P174639)

STAKEHOLDER ENGAGEMENT PLAN (SEP)

Final Report

APRIL 2022



Stakeholder Engagement Plan

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LIST OF ABBREVIATIONS AND ACRONYMS

ANE, IP	National Roads Administration, Public Institute
CERC	Contingency Emergency Response Component
CRPT	Climate Resilience Planning Tool
EHS	Environment, Health and Safety
ESCP	Environmental and Social Commitment Plan
ESMF	Environmental and Social Management Framework
ESS	Environmental and Social Standards
FGD	Focus Group Discussion
FGD	Focus Group Discussions
GBV	Gender Base Violence
GIIP	Good International Industry Practice
GoM	Government of Mozambique
GRM	Grievance Redress Mechanism
IDA	International Development Agency
IPF	Investment Project Financing
IRM	Immediate Response Mechanism
KII	Key Informant Interviews
LME	Local Micro Enterprise
LMP	Labor Management Procedure
MPA	Multi-Phase Approach
NGO	Non-Government Organization
OVC	Orphan and Vulnerable Child
PAP	Person Affected by the Project
PBMC	Performance Based Maintenance Contract
PM	Public Meetings
RAP	Resettlement Action Plan
RF, PF	Road Fund, Public Fund
SDG	Sustainable Development Goals
SEA	Sexual Exploitation and Abuse
SEP	Stakeholder Engagement Plan
SH	Sexual Harassment
SME	Small and Medium Enterprise
SRSEI	Safer Road for Social and Economic Integration
TPM	Third-Party Monitoring organization for SEA
WB	World Bank

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1. INTRODUCTION

1.1 Project Description

The North- South N1 corridor is the most important transport corridor for Mozambique in order to unlock development potential (in all sectors) in central and North Mozambique, which is the country's most fragile and critical region. The resilient (all weather access) and safe upgrading of N1 has been identified as the most important infrastructure need by the Government of Mozambique (GoM).

Historically, most of the investments have been directed towards multiple east-west corridors that focused on moving extractives from land locked countries to the Indian Ocean ports in Mozambique. The investment in the most critical North-South connection in comparison has been lacking. Currently more than half of the N1 corridor is in poor state of upkeep.

With support from the World Bank (WB), GoM has developed a long - term program of socio-economic integration through resilient and safe upgrading of 1053 km of seven priority sections of N1 corridor. The Bank has agreed to prepare a US\$850 million Multi-Phase Approach (MPA) operation over 3 IDA cycles, with a first phase of \$480.00 million to be delivered in FY22 (including US\$ 400.00 million IDA grant (80%) + US\$ 80.00 million counterpart financing (20%). It is noted this amount is for all the 5 components under the Phase I, and not only for the civil works. Phases 2 and 3 planned for delivery in FY24 and FY26 to finance a Safer Roads for Social and Economic Integration project in Mozambique (SRSEI) to be implemented along the N1 corridor.

The Project has been prepared under the World Bank's Environment and Social Framework (ESF). Under the ESF, all World Bank Borrowers have agreed to comply with the ten Environmental and Social Standards (ESSs) applied to investment project lending financed by the Bank. This project recognizes the significance of, and adopts the ESSs, for identifying and assessing as well as managing the environmental and social risks and impacts associated with this investment project. The Appraisal Environmental and Social Review Summary (A-ESRS) undertaken by the World Bank has classified the environmental and social risks as high. As a response, ANE, IP as an implementing agency, has developed the key instruments to address these risks.

This program will benefit about 5 million people living in the corridor and create an estimated 176,600 jobs over a 10-year period. The project encourages the engagement of women by

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aiming women to have 25% of total jobs that are to be created through labour intensive micro-enterprises. This project has a tremendous potential to additionally achieve significant climate benefits.

Following up on the recommendations of the recently completed ASA Preserving Human Capital through Improving Road Safety in Mozambique, the MPA for SRSEI project will have an ambitious program of improving road safety. Road safety record in Mozambique is one of the worst in the world with roads killing between 5,000 and 9,000 people each year. To help the Government achieve SDG 3.6 on halving the number of deaths by 2030, the MPA will focus on both preventative measures and post-crash response. The post-crash response in Mozambique is one of the weakest links in the overall road safety delivery and the MPA is proposed to address that through a coordinated effort of Transport and Health Global Practices.

As such, the Government of Mozambique (GoM) through the National Road Administration, Public Institution (ANE, IP) and Road Fund, Public Fund (RF, PF) is preparing the Safer Roads for Socio-Economic Integration in Mozambique (SRSEI) to address the issues identified. The project will be implemented by ANE, IP and will be financed by the World Bank.

The overall objectives of SRSEI project are:

1. To contribute to job creation and promotion.
2. To contribute to increase market access to the best performing of Local Micro Enterprises (LMEs); and
3. To improve the quality of the road network through implementation of Performance Based Maintenance Contracts (PBMC).

It is proposed that the PBMC approach is implemented in this project to ensure consistent and affordable long-term service for road users as well as the involvement of local communities in the road works. It is proposed that 10 year contracts (rehabilitation and improvement of 2 years plus 8 years of maintenance) will be the duration of the project.

The PBMC will include performance standards (service levels) for environmental and social safeguard compliance for both construction and maintenance. In an innovative approach, the payments will be linked to service levels executed, for example,

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- a) preparation of environmental, social, health, and safety plan and establishing baseline indicators before start of construction; and
- b) completion of periodic mandatory training of all workers on Sexual Exploitation Abuse (SEA) and Gender Based Violence (GBV) issues.

Under the contract, the Contractor will also be responsible for continuous monitoring and control of road conditions and service levels for all roads or road sections included in the contract. This will not only be necessary to fulfil the contract requirements, but it will also provide the Contractor with the information needed

- a) to ascertain the degree of its own compliance with service level requirements; and
- b) for timely defining and planning of all interventions required to ensure that service quality indicators never fall below the prescribed thresholds.

To enhance the participation of Local Micro Enterprises (LMEs), it is expected that the maintenance phase which will have an 8-year duration, may be delegated by the main Contractor to small and even micro-enterprises.

1.2 Project Components

Table 2 below and Figure 1 show the sections of the N1 selected to be rehabilitated under the SRSEI project.

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Table 1 Project Components

Project components
<p>Component 1: Safe and Resilient Corridor Connectivity</p> <p>This component will focus on safe and resilient rehabilitation, improvement, and maintenance of 1053 km in the most critical sections of the N1; it will finance simplified conceptual designs and supervision contracts for Output and Performance-Based Road Contracts (OPRC), design stage road safety audits of the road sections to be included in the project, and civil works under OPRC. The component will also finance design, supervision, and civil works for an improvement program of high crash risk locations, as well as design and implementation of the Safe Schools Program.</p>
<p>Component 2: Community Based Maintenance of Feeder Roads</p> <p>This component will finance the preparation of the community-based maintenance of feeder roads pilot connecting to or in areas near to the N1, as well as its implementation, including necessary consultancy services, works, and the capacity building activities. Capacity building will be for ANE Provincial Delegations as well as the central ANE, RF, and local communities – in how to organize community groups to deliver routine maintenance of feeder / trunk roads organized in cooperatives or micro-enterprises and how to manage these from an ANE standpoint.</p>
<p>Component 3: Improved Road Safety</p> <p>This component will finance necessary TAs to support the Government’s aspirations towards achieving Sustainable Development Goal 3.6 (decrease the number of road crash death by 50 percent by 2030). This component will finance a dedicated team of road safety professionals at the MOT/ National Road Transport Institute (INATRO), update of the Road Safety Strategy to align it with the safe system’s approach; support the preparation of the Road Safety Action Plan, and other consultancy services including on vehicle inspections, speed management, driver licensing, post-crash response; and capacity building to improve long-term road safety expertise across all key road safety stakeholders, following recommendations from the recently concluded Road Safety Assessment Study.</p>
<p>Component 4: Institutional Development and Project Management</p> <p>This component will finance institutional development capacity building activities and project management costs.</p>
<p>Component 5: Contingency Emergency Response Component (CERC) This component will facilitate access to rapid financing by allowing reallocation of uncommitted project funds in the event</p>

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Project components
of a natural disaster either by formal declaration of a national or regional state of emergency or upon a formal request from the Government of Mozambique (GoM). This component will use project specific CERC mechanism. CERC arrangements will be part of the ESS instruments and a Country wide Emergency Manual currently in existence as coordinated by the Bank's disaster management team will be updated to reflect this new operation.

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Table 2: Critical sections of N1 identified for MPA

Item	Section of road	Extension(km)	Province
1	River Lurio - Metoro, including the bridge over River Lurio	74	Cabo Delgado
2	Metoro-Pemba	94	Cabo Delgado
3	Chimuara-Nicodoala	176	Zambezia
4	Gorongosa – Caia (0-84km)	252	Sofala
	Gorongosa - Caia (84- 168km)		Sofala
	Gorongosa - Caia (168 - 252 km)		Sofala
5	Inchope – Gorongosa	70	Sofala
6	Muxungue - Inchope	155	Sofala
7	Save - Muxungue	232	Sofala
	Pambara - Save		Inhambane
Total		1053	

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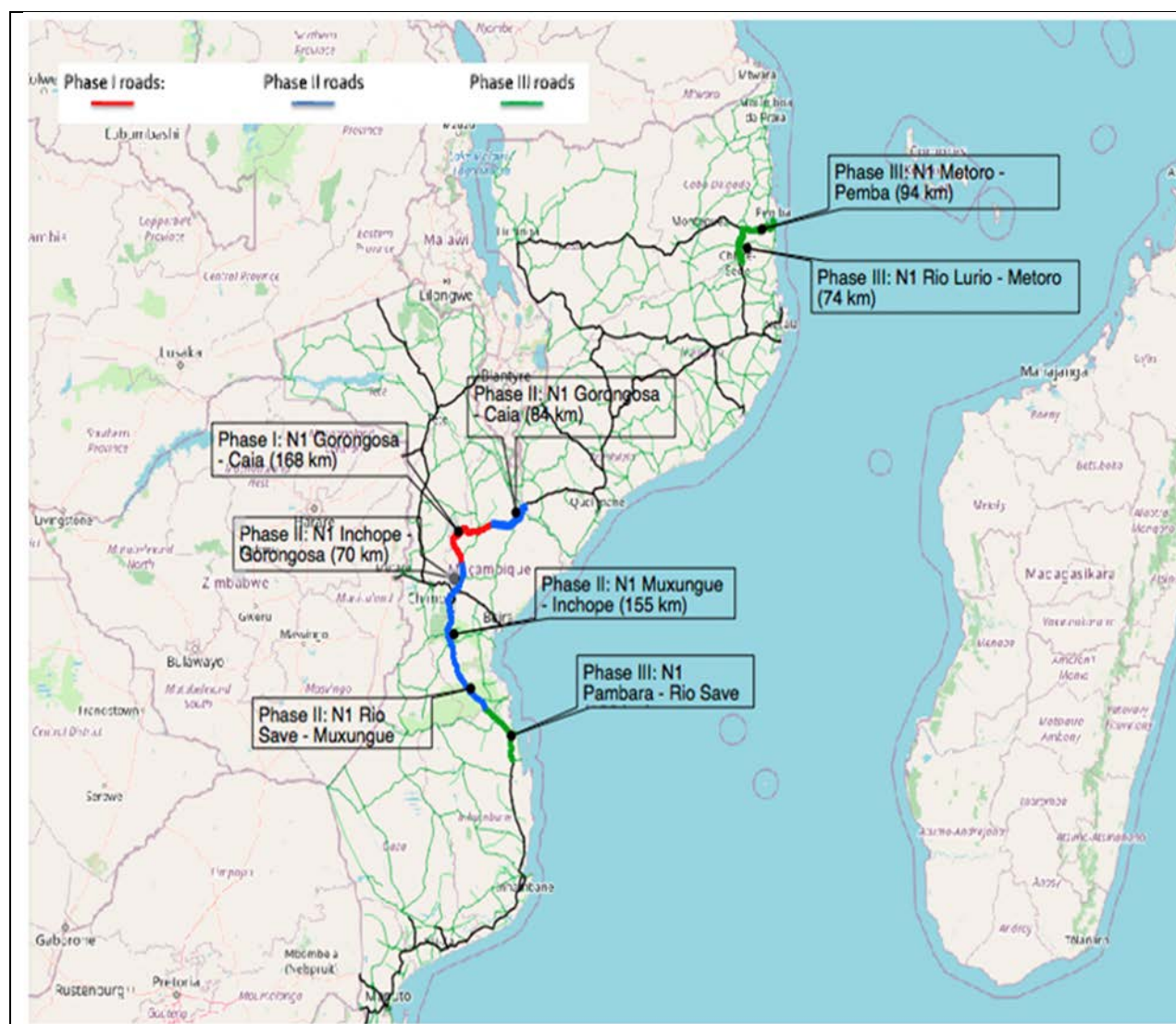


Figure 1. Phases for N1 Road Project

1.3 Purpose and Objectives of the Stakeholder Engagement Plan

The process of stakeholder engagement will involve the following:

- (i) stakeholder identification and analysis
- (ii) planning how the 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.

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The overall purpose of this Stakeholder Engagement Plan (SEP) is to ensure that a consistent, comprehensive, and coordinated approach is taken to stakeholder engagement, that appropriate parties have an accessible and inclusive means to raise issues, describe communication protocols and channels, as well as establish a systematic approach to stakeholder engagement. In line with international and national best practice, this SEP aims to ensure that stakeholder engagement is conducted on the basis of timely, relevant, and accessible information. In this way, the SEP seeks to ensure that stakeholders are given sufficient opportunity to voice their opinions and concern, and that these concerns influence project decisions.

The objectives of engaging stakeholders throughout the project include:

- Establish a systematic approach to stakeholder engagement that will support the GoM to identify stakeholders, build and maintain a constructive relationship over the course of all phases of the project implementation.
- Identify key stakeholders that are relevant to project implementation and/or capable to influence the project and its activities.
- Promote and provide means for effective and inclusive stakeholder engagement throughout the lifecycle of the project.
- Provide stakeholders with accessible and inclusive means/channels to raise complaints and grievances and allow the borrower to respond to and manage such complaints within the timeframes defined in the Grievance Redress Mechanism.
- Define roles and responsibilities and the required, qualified human, technical and financial resources for the SEP implementation.

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2. LEGISLATIVE, ENVIRONMENTAL AND SOCIAL STANDARDS REQUIREMENTS

2.1 Applicable Mozambican Legislation

Under Mozambican legislation, stakeholder engagement is required from the early stages of a project, either as part of environmental and social impact assessment or land acquisition. Stakeholder engagement is also a right of citizens in the Constitution of the Republic of Mozambique, as noted in article 48 where all citizens have the right to freedom of expression, freedom of press, as well as the right to information. Article 79 establishes that all citizens have the right to submit petitions and complaints to the competent authority as and when these freedoms have been violated to request their reinstatement.

According to decree 54/2015 of 31st December – Regulation for Environmental and Social Impact Assessment (ESIA), the public consultation process is a compulsory activity for all Category A+, A and B projects. The Ministerial Diploma on the Directive for Elaboration of Environmental Impact Studies (129/2006) and Public Participation General Directive (Diploma 130/2006) outlines when and how the public consultation process should be conducted as well as the disclosure requirements of the documentation. The public consultation process requires clear information to be available to all interested and affected parties by the project, a minimum of 15 days in advance of the actual consultation, to allow participants sufficient time to raise questions of interest. After the public consultation, the proponent must keep the consultation channels open, with no time limit, to allow stakeholders to continue to raise questions about the project.

The requirements established under these legal instruments must be followed during the stakeholder engagement process, particularly with regards to public consultations held during the elaboration of specific instruments for the environmental and social management for the subprojects.

2.2 Applicable World Bank Environmental Social Standards

ESS 10, ESS1, ESS2, ESS4 and ESS5 are all applicable to the SEP for this project. The World Bank's Environment and Social Standard 10 (Stakeholder Engagement and Information Disclosure) stipulates that a Borrower needs to engage with stakeholders as an integral part of a Project's environmental and social assessment as well as project design and implementation. A Stakeholder Engagement Plan has been prepared during this project preparation and shall be approved and disclosed prior to appraisal, to be implemented throughout the entire project. It includes details of types, frequency and approach to consultations, information sharing and Grievance Redress

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Mechanism (GRM) as well as Citizen Engagement related procedures. During the implementation phase, specific consultation and engagement activities will be defined according to this SEP

The Borrower shall submit the SEP for Bank clearance by appraisal and update it regularly during implementation. The process of stakeholder engagement will involve stakeholder identification and analysis; planning how to engage with stakeholders; disclosure of information; consultation with stakeholders and focal groups as appropriate ensuring that groups facing language, literacy, travel / access, and remoteness barriers have access to information and are consulted proactively; and establishing an effective project level GRM addressing and responding to grievances; and reporting to stakeholders. The consultation process and stakeholder engagement must take into consideration the COVID 19 constraints and the World Bank guidance for consultation under COVID-19 circumstances.

ESS 1: Assessment and Management of Environmental and Social Risks and Impact, stipulates that for High Risk and Substantial Risk projects, the Borrower shall provide to the Bank and disclose documentation, as agreed with the Bank, relating to the environmental and social risks and impacts of the project prior to project appraisal. The documentation will address, in an adequate manner, the key risks and impacts of the project, and will provide sufficient detail to inform stakeholder engagement and Bank decision making.

ESS 2: Labor and Working Conditions, stipulates that a Borrower and third parties shall inform direct and contracted workers about the available grievance mechanisms, and how they work, the relevant information should be made available throughout project duration in a manner that is clear, understandable, and accessible to workers.

ESS 4: Community Health and Safety, stipulates that a Borrower shall document its emergency preparedness and response activities, resources, and responsibilities, and will disclose appropriate information, as well as any subsequent material changes thereto to affected communities. The Borrower will also assist and collaborate with affected communities and other relevant parties in their preparation to respond effectively to an emergency event, especially where their participation and collaboration will be an important part of an effective response.

ESS 5: Land Acquisition, Restrictions on Land Use and Involuntary Resettlement, stipulates that the Borrower shall engage with affected communities, including host communities. Decision-making processes related to resettlement and livelihood restoration will include options and alternatives which affected persons may choose from. The consultation process should ensure that women's

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perspectives are obtained, and their interest factored into all aspects of resettlement planning and implementation.

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3. IDENTIFICATION AND ANALYSIS OF PROJECT STAKEHOLDERS

3.1 Types of Stakeholders

Stakeholders of the project may include local communities, national and local authorities, neighboring projects, and nongovernmental organizations.

In order to develop an effective SEP, it is necessary to determine who the stakeholders are and understand their needs and expectations for engagement, and their priorities and objectives in relation to the Project. Project Stakeholders refers to individuals or groups who (a) may be impacted or likely impacted directly or indirectly, positively, or adversely by the project (also known as “Affected Parties”), (b) may have an interest in the project (also known as “Interested Parties”) or whose interests may be affected by the project and who have the potential to influence project outcomes. As part of this process, it is particularly important to identify individuals and vulnerable groups who may find it more difficult to participate and those who may be differentially or disproportionately impacted or further disadvantaged by the project due to their vulnerable status.

Affected parties refers to persons, groups and other entities within the project area that are directly affected (actually or potentially) by the project and/or have been identified as most susceptible to change associated with the project, and who need to be closely engaged in identifying impacts and their significance, as well as in decision-making on mitigation and management measures. Affected parties also includes local communities.

Local Communities

Local communities will be directly affected by the project. Temporary land acquisition is expected due to civil works, materials and machinery storage, worker camps, access roads, borrow pits and temporary route diversions. There can also be impacts on crops, businesses, and roadside vendors due to civil works. Such impacts are expected to include temporary physical and economic displacement. Host communities in the intervention will be engaged to participate in the project, community leaders and district governments will be crucial to the engagement of this group.

Interested Parties – individuals/groups/entities that may not experience direct impacts from the Project but who consider or perceive their interests as being affected by the project and/or who could affect the project and the process of its implementation in some way, including central government and non-governmental organizations:

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Central Government

Interested institutional parties are mainly the Ministry of Public Works, Housing and Water Resource, Ministry of Transport and Communication, Ministry of Agriculture and Rural Development, Gender, Child and Social Action, Ministry of Health, Ministry of Education and Human Development, Ministry of Land and Environment and its institutions at provincial, district levels. Provincial Governments, District, Administrative Posts are important and interested in the project. This group also includes community leadership and community-based organizations with a relevant role in local life, in discussions and decision-making on local issues

Non-Governmental Organizations

The participation of local, national, international, and non-governmental organizations will be important for the implementation of the engagement plan of the parties' stakeholders throughout the life of the project. These may include organizations who work in the areas of Gender Based Violence, Sexual Exploitation and Abuse and Sexual Harassment, Child and Social Action, Social Protection, and other related sectors.

Disadvantaged or Vulnerable groups

Disadvantaged or vulnerable refers to those who may be more likely to be adversely affected by the project impacts and/or more limited than others in their ability to take advantage of a project's benefits. Such an individual/group is also more likely to be excluded from/unable to participate fully in the mainstream consultation process and as such may require specific measures and/or assistance to do so. This will take into account considerations relating to age, including the elderly and minors, and including in circumstances where they may be separated from their family, the community or other individuals upon which they depend. The vulnerability may stem from person's origin, gender, age, health condition, economic deficiency and financial insecurity, disadvantaged status in the community (e.g., minorities or fringe groups), dependence on other individuals or natural resources, etc. The Borrower will further identify individuals or groups who may have different concerns and priorities about project impacts, mitigation mechanisms and benefits, and who may require different, or separate, forms of engagement. Engagement with the vulnerable groups and individuals often requires the application of specific measures and assistance aimed at the facilitation of their participation in the project-related decision making, so that their awareness of, and input to the overall process are commensurate to those of the other stakeholders.

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The table below identifies stakeholders and their level of participation and influence in the project.

Table 3. Stakeholder Categorization

Stakeholders that may be affected, directly or indirectly, by the results of the project implementation	Stakeholders that may take part in implementation of the Project	Stakeholders with influence on the implementation of the project
<p>General affected population, displaced families in project areas</p> <p>Vulnerable people or groups including women, female headed households, children/child headed households, persons with disability, IDPs, elders, the poor, disadvantaged (in remote areas and illiterate)</p> <p>Direct and contracted workers</p> <p>Population at risk of contracting COVID and/or People who are likely to face both health and economic shocks due to the COVID-19 pandemic in project areas.</p> <p>Civil society in general</p> <p>Private sector</p> <p>Associations operating at local and provincial levels</p> <p>NGOs</p> <p>Public servants (health, education workers, public administration)</p> <p>Provincial and District Government</p>	<p>Following ministries:</p> <ul style="list-style-type: none"> • Public Works, Housing and Water Resource • Transport and Communication • Agriculture and Rural Development • Gender, Child, and Social Action • Health • Education and Human Development • Land and Environment <p>Provincial Government</p> <p>Municipalities and government of affected districts</p> <p>Contractors and other Services Providers</p> <p>NGOs, especially those working on Gender Based Violence, Child and Social Action, Social Protection and Reconstruction Process</p>	<p>Following ministries:</p> <ul style="list-style-type: none"> • Public Works, Housing and Water Resource • Transport and Communication • Agriculture and Rural Development • Gender, Child and Social Action • Health • Education and Human Development • Land and Environment <p>Provincial Government</p> <p>Municipalities and government of affected Districts</p> <p>International Organizations</p> <p>Universities and Research Institutions, National Disaster Management Institute, Media</p>

In general, engagement is directly proportional to impact and influence, and as the extent of impact of a project on a stakeholder group increases, or the extent of influence of a particular

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stakeholder on a project increase, engagement with that particular stakeholder group should intensify and deepen in terms of the frequency and the intensity of the engagement method used. All engagement should proceed based on what are culturally acceptable and appropriate methods for each of the different stakeholder groups targeted.

Engagement with vulnerable groups and individuals often requires the application of measures and assistance aimed at facilitating their participation in project-related decision-making so that their awareness and contribution to the overall process is proportionate to that of other stakeholders. In this project, vulnerable or disadvantaged groups were identified during meetings held with government institutions, NGO's and community members as follows:

- **Widowed women** –In rural areas, widowed women are associated with poverty and have limited access to productive resources, as well as are unlikely to access income sources.
- **Elderly** – This group of people was said to be increasingly left to fend for themselves in rural, and sometimes in very remote, areas often without traditional family support and financial resources. Although the National Institute of Social Action (INAS) is supporting older persons, the participants observed that a lot more needs to be done to reach more of them in remote areas. In addition, due to the COVID 19 pandemic INAS suspended its activities in some regions along N1 corridor, increasing the vulnerability of this group.
- **Child-headed households** – is one where there are no adult caregivers available and children live on their own. Typically, an older child will care for siblings, cousins, nephews or nieces. This is increasingly common in areas with high AIDS mortality and regions affected by war. These households face severe challenges of malnutrition as well as lack of education and can be restricted from accessing Orphan and Vulnerable Child (OVC) benefits, as well as other services that require IDs, as some do not have a caregiver and maybe unable to appoint someone.
- **Chronic patients** - are more dependent on others, including professional helpers, and hence more vulnerable.
- **Disabled People** – people living with disabilities are often discriminated against and excluded from development activities, often due to cultural and traditional beliefs. In the project area disabled people are generally not able to access to job opportunities
- **Unmarried women** – adolescent girls and young rural women who are unmarried face multiple constraints limiting their ability to make choices and prosper. Some of these

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constraints include being outside of cultural norms, low education level, premature marriages and early pregnancies. Young unmarried women are generally have a low asset base, i.e., a lack of land, money, knowledge, experience, access to opportunities, social capital and influence.

Rural development interventions rarely explicitly or inadvertently target this group. Women in these groups also do not generally participate in community affairs. Young unmarried women are in a sense “invisible” to communities and projects. Socially, they transition from being someone’s daughter to be another man’s wife. In situations of poverty, young unmarried women are more vulnerable than any other sub-group of women to transgenerational and transactional sex and much more exposed to HIV acquisition than their male peers.

- **Unemployed youth** – Youth are mentioned as vulnerable as they are often not involved in community decision-making and have less access to employment opportunities. Also, youth living in communities along N1 corridor suffer from low levels of education and have low technical skills. Many communities do not prioritize girl-child education and most boys do not go beyond grade 8.
- **Sex workers** –are sometimes single mothers whose children are vulnerable, people living with HIV-AIDs or STIs.
- **Internally Displaced People** – as a result of the armed conflict in Cabo Delgado moving down to neighboring Nampula, Niassa and Zambezia provinces. Host communities in the intervention areas will be engaged to participate in the project through identification by community leaders and district authorities.

3.2 Project Stakeholder Needs

The table below presents stakeholders’ needs and methods to be used in engagement activities and disclosure of information. Methods may vary according to characteristics and needs of the stakeholders and will be updated during the discussions at the subproject level.

The project stakeholder needs matrix is based on the following aspects:

- Stakeholders’ group - refers to a group or category of relevant stakeholders to the group. This group can be based on its interests, characteristics, positions, etc.
- Key characteristics – refers to stakeholder characteristics and should be taken in consideration during engagement.

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- Language needs – identification of language requirements for information disclosure and consultation of different categories of stakeholders to allow their active participation in the process.
- Means of notification – refers to means to notify different categories of stakeholders to disclose the information, allowing them to provide feedback.
- Specific needs – refers to conditions that must be created or allocated to allow stakeholders to participate in consultations.
- Position with regards to the project – establish whether a certain category of stakeholder acts in support, opposition, or neutrality towards the project.
- Level of influence – can be defined as:
 - High - when stakeholders can change course of action and influence the outcome.
 - Medium - whether stakeholder can change the course of action but cannot influence the change in the result.
 - Low - if the interested party cannot change course of the action and cannot influence the outcome
- Appropriate engagement approach – refers to the technique or methodology used to engage the stakeholders

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Table 4. Project Stakeholder Needs Matrix

Level / Group	Stakeholder Group	Key Characteristics	Language needs	Preferred notification means	Specific needs	Position with regards to the project (Support, Neutral, Opposition)	Level of influence	Appropriate engagement approach
Central	<ul style="list-style-type: none"> • Ministry of Public Works, Housing and Water Resource, • Ministry Transport and Communication, • Ministry of Agriculture and Rural Development, • Ministry of Gender, Child and Social Action, • Ministry of Health, • Ministry of Education and Human Development, • Ministry of Land and Environment • World Bank 	Interested parties and technical leads	Portuguese and English	Coordination meetings and Emails	N/A	Support	High	Advocacy and coordination meetings, Focus Discussion Groups
Provincial	Provincial authorities of the following sector: <ul style="list-style-type: none"> • Public Works, Housing and Water Resource • Transport and Communication • Agriculture and Rural Development • Gender, Child and Social Action • Health 	Interested parties	Portuguese	Coordination meetings and Emails	N/A	Support	High	Advocacy and coordination meetings, Focus Discussion Groups

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Level / Group	Stakeholder Group	Key Characteristics	Language needs	Preferred notification means	Specific needs	Position with regards to the project (Support, Neutral, Opposition)	Level of influence	Appropriate engagement approach
	<ul style="list-style-type: none"> • Education and Human Development • Land and Environment 							
Municipalities, Districts, including Administrative Posts	District Authorities	Interested parties	Portuguese	Coordination meetings and Emails	N/A	Support	High	Advocacy and coordination meetings, Focus Discussion Groups
	Direct and contracted workers	Unskilled and Skilled Labour hired by Contractors and Engineers	Portuguese and local language	Coordination meetings, Letters, information materials and Emails	N/A	Support	Low	Advocacy and coordination meetings, Focus Discussion Groups
	Private Sector (small scale to medium scale business sector)	Educated	Portuguese	Coordination meetings, Letters, information materials and Emails	N/A	Support	Low	Advocacy and coordination meetings, Focus Discussion Groups
	Women-headed households	Marginalized/Vulnerable groups	Portuguese and local languages	Community meetings, Radio, SMS, social media	N/A	Support	High	Advocacy and coordination meetings, Focus Discussion Groups
	Children-headed households	Marginalized/Vulnerable groups	Portuguese and local languages	Community meetings, Radio, SMS, social media	N/A	Support	High	Advocacy and coordination meetings, Focus Discussion Groups
	People living with chronic illness	Marginalized/Vulnerable groups	Portuguese and local languages	Community meetings, Radio, SMS, social media	N/A	Support	High	Advocacy and coordination meetings, Focus Discussion Groups
	Women groups	Vulnerable groups	Portuguese and local languages	Community meetings with	Inclusion into decision-	Support	Low	Advocacy and coordination

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Level / Group	Stakeholder Group	Key Characteristics	Language needs	Preferred notification means	Specific needs	Position with regards to the project (Support, Neutral, Opposition)	Level of influence	Appropriate engagement approach
				special groupings for women, Radio, social media	making, daytime meetings, childcare, women specific FGDs			meetings, Focus Discussion Groups
	Disabled persons	Marginalized/Vulnerable groups	Portuguese and local languages	Community meetings, Radio, SMS, social media	Ensure physical accessibility to FGDs, community meetings, emphasize consultation means that do not rely on physical accessibility	Support	Low	Public Consultation and Focus Discussion Groups
	/Internally Displaced People	Marginalized/Vulnerable groups	Portuguese and local languages	Community meetings with specific groups of IDP including host families, Radio SMS, social media	Targeted FGDs with displaced Households/IDP	Support	Low	Public Consultation and Focus Discussion Groups
	Sex Workers	Marginalized/Vulnerable groups	Portuguese and local languages	Community meetings specific groups of sex workers, Radio, SMS, social media	Targeted FGDs with sex workers	Neutral	Low	Focus Discussion Groups
	Local NGOs and Associations focused on and engaging with women and other vulnerable groups; affected	Interested parties	Portuguese and local languages	Coordination meetings, Letters, information materials and Emails	N/A	Support	Medium	Advocacy and coordination meetings, Focus Discussion Groups

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Level / Group	Stakeholder Group	Key Characteristics	Language needs	Preferred notification means	Specific needs	Position with regards to the project (Support, Neutral, Opposition)	Level of influence	Appropriate engagement approach
	communities and other groups that may be particularly aware of security issues							
	Religious institutions	Potentially influencing parties	Portuguese and local languages	Coordination meetings, Letters, information materials and Emails	N/A	Support	High	Advocacy and coordination meetings, Focus Discussion Groups
	Media including Community radios	Potentially influencing parties	Portuguese and local languages	Coordination meetings, Letters, information materials and Emails	N/A	Support	High	Advocacy and coordination meetings, Focus Discussion Groups

Stakeholder Engagement Plan

4. STAKEHOLDER ENGAGEMENT PROGRAM

4.1 Methods and tools of involvement

4.1.1 Information disclosure

ESS10 outlines the process of information disclosure and consultation as follows:

The Borrower will provide stakeholders with timely, relevant, understandable, and accessible information, and consult with them in a culturally appropriate manner, which is free of manipulation, interference, coercion, discrimination and intimidation.

The Borrower will disclose project information to allow stakeholders to understand the risks and impacts of the project, and potential opportunities. The Borrower will provide stakeholders with access to the following information, as early as possible before the Bank proceeds to project appraisal, and in a timeframe that enables meaningful consultations with stakeholders on project design:

- a. The purpose, nature, and scale of the project;
- b. The duration of proposed project activities;
- c. Potential risks and impacts of the project on local communities, and the proposals for mitigating these, highlighting potential risks and impacts that might disproportionately affect vulnerable and disadvantaged groups and describing the differentiated measures taken to avoid and minimize these;
- d. The proposed stakeholder engagement process highlighting the ways in which stakeholders can participate;
- e. The time and venue of any proposed public consultation meetings, and the process by which meetings will be notified, summarized, and reported; and
- f. The process and means by which grievances can be raised and addressed.

The information will be disclosed in relevant local languages and in a manner that is accessible and culturally appropriate, taking into account any specific needs of groups that may be differentially or disproportionately affected by the project or groups of the population with specific information needs (such as, disability, literacy, gender, mobility, differences in language or accessibility).

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4.1.2 Meaningful Consultation

The Borrower will undertake a process of meaningful consultation in a manner that provides stakeholders with opportunities to express their views on project risks, impacts, and mitigation measures, and allows the Borrower to consider and respond to them. Meaningful consultation will be carried out on an ongoing basis as the nature of issues, impacts and opportunities evolves.

Meaningful consultation is a two-way process, that:

- a. Begins early in the project planning process to gather initial views on the project proposal and inform project design;
- b. Plans for different levels of education and illiteracy, lack of understanding of a consultation process;
- c. Encourages stakeholder feedback, particularly as a way of informing project design and engagement by stakeholders in the identification and mitigation of environmental and social risks and impacts;
- d. Continues on an ongoing basis, as risks and impacts arise;
- e. Is based on the prior disclosure and dissemination of relevant, transparent, objective, meaningful and easily accessible information in a timeframe that enables meaningful consultations with stakeholders in a culturally appropriate format, in relevant local language(s) and is understandable to stakeholders;
- f. Considers and responds to feedback;
- g. Supports active and inclusive engagement with project-affected parties;
- h. Is free of external manipulation, interference, coercion, discrimination, and intimidation and
- i. Is documented and disclosed by the Borrower.

The dissemination of information will be based on culturally acceptable techniques and methods appropriate for each group at the different stages of project implementation. The dissemination will be done through various methods. Adequate representation of different perspectives across socioeconomic, ethnic, and religious lines will be considered, together with marital status and age. Considering the Covid19 pandemic and reducing physical contact (to reduce transmission of the virus), where possible, virtual meetings will be held, together with consultation through phone calls and emails (direct communication). Focus groups with limited numbers of participants (to maintain Covid19 social distancing protocols) will be held where virtual meetings cannot be done, e.g., community consultations at field level. All comments, queries and suggestions will be recorded.

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The project will follow the World Bank's Technical Note: Public Consultations and Stakeholder Engagement in WB-supported operations when there are constraints on conducting public meetings (refer to Annex 3)

In addition, information through reports and minutes of meetings will be made available before and during project implementation. Information also will be broadcast and disseminated through newspapers, community radios in local languages and at other community gatherings. To ensure greater participation and inclusion of all interested parties in the meetings local authorities will be involved in community mobilization in advance.

Specifically, the dissemination of information throughout project implementation aim to safeguard the following objectives:

- (i) improve understanding of needs of the different stakeholders;
- (ii) diversify means of communication according to the different categories of stakeholders to ensure inclusion and participation;
- (iii) disclose information on how to access benefits and project implementation mechanisms;
- (iv) help promote coordination between all implementers, including government structures and community authorities;
- (v) receive feedback and comments as well as complaints from all interested parties since the design and implementation of the project; and
- (vi) ensure transparency and mechanisms for responsible communication in all aspects at all stages of the implementation of the project.

4.2 Description of methods of disclosing information

A public consultation strategy will be developed by the respective safeguards team in the PIU using GoM and WB guidance taking into account the Covid19 pandemic situation to use appropriate online, social media and other methods of dissemination and information disclosure. The environmental and social safeguards specialists will ensure that all information of the project is made available to all interested parties, including the primary beneficiaries.

The techniques to be used for disclosing information are described in the table below.

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Table 5. Proposed disclosure methods

Engagement Method	Stakeholder Group	Appropriate application of the method
Formal meetings (physical meetings taking into account Covid19 social distancing protocols)	Affected and Interested Parties	<ul style="list-style-type: none"> • Present Project information including GRM to a group of stakeholders • Allow stakeholders to provide their views on targeted baseline information • Build relationships with communities • Record responses
Online meetings	Affected and Interested Parties	<ul style="list-style-type: none"> • Invite stakeholders to meetings and follow-up • Virtual presentation of Project information including GRM to a group of stakeholders
Project website	Affected and Interested Parties	<ul style="list-style-type: none"> • Present project information and progress updates • Disclose ESIA, ESMP and other relevant project documentation including GRM • Can be used as a consultation channel to receive inputs from those unable to participate in meetings, taking into consideration the Covid19 pandemic
Focus Group meetings	Affected and Interested Parties Disadvantaged or Vulnerable groups	<ul style="list-style-type: none"> • Present Project information including GRM to a group of stakeholders • Allow stakeholders to provide their views on targeted baseline information • Build relationships with communities • Record responses
Direct communication with affected parties regarding affected assets	Affected Parties Disadvantaged or Vulnerable groups	<ul style="list-style-type: none"> • Share information on timing of construction works clearance requirements, including areas required for access roads, detours, working space, borrow pits or quarries. • Agree options for addressing impacts on land or property and discussing compensation measures including GRM
Correspondences / E-mails or phone calls	<ul style="list-style-type: none"> • Affected and Interested Parties 	<ul style="list-style-type: none"> • Distribute information to Government officials, NGOs, Local Government, and organisations/agencies • Invite stakeholders to meetings and follow-up • Useful for eliciting stakeholder views on health and social protection issues in a pandemic
Public meetings	Affected and Interested Parties Disadvantaged or Vulnerable groups	<ul style="list-style-type: none"> • Present Project information including GRM to a large group of stakeholders, especially communities (taking into consideration Covid19 protocols)

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Engagement Method	Stakeholder Group	Appropriate application of the method
		<ul style="list-style-type: none"> • Allow the group to provide their views and opinions • Build relationship with the communities, especially those impacted • Distribute non-technical information • Facilitate meetings with presentations, PowerPoint, posters etc. • Record discussions, comments, questions. • Can be undertaken online in a pandemic
Media	Affected and Interested Parties Disadvantaged or Vulnerable groups.	<ul style="list-style-type: none"> • National Radio and Televisions can be used to disseminate information about the project especially on GRM. • Can be used effectively to disseminate information in a pandemic
One-on-one meetings	Affected and Interested Parties Disadvantaged or Vulnerable groups.	<ul style="list-style-type: none"> • Seeking views and opinions • Enable stakeholder to speak freely about sensitive issues including Gender Based Violence • Disseminate information about GRM • Build personal relationships • Record meetings

4.3 Strategy to incorporate the view of vulnerable groups

Appropriate mechanisms will be put in place to ensure that women, the elderly, minors heads of households, and other vulnerable groups participate and engage in the project in the consultative processes, and that their opinions and suggestions are considered in the design and implementation of the Project. This means, in addition to general consultations with the community, other means of consultation will be adopted with vulnerable groups, i.e., additional focus groups for discussion with their peers, as people in their peer groups tend to be more open and franker in consultation meetings exclusively limited to their peers, or individual consultations in person or via phone calls etc, if they are unable to physically attend meetings, establishment of anonymous communication channels to help them to express their views, or involvement of the local authorities to facilitate communication.

For female heads of households, additional measures should be considered to allow their greater participation, such as: arranging for transportation to the meeting places if the meeting location is too far away; schedule meetings in appropriate locations that facilitate their participation, assistance / care of minors accompanying their mothers. Translation into local languages will always be undertaken and the representation of this group in meetings guaranteed. Consultations

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with women leaders and those working with adolescent girls and boys and other at-risk groups will also be prioritized to enable understanding of GBV/SEA/SH risks and trends in the community. Relevant information to be disclosed will include: (i) the CoC standards to be used in the project, with clear communication on what constitutes a violation and how a violation can be reported; and (ii) who the local GBV service providers are, how to contact them, and the support services offered. NGOs or community-based organizations that represent women from minority groups will also be identified and consulted.

To ensure that different groups of people consulted have the freedom to speak openly at meetings, separate meetings will be held for men, women and young people, giving special attention to areas where women find it more difficult to express themselves due to sociocultural aspects and ensuring female facilitators for these groups. The involvement of community authorities (leaders) will be essential to ensure the transmission of information to vulnerable groups who are unable to travel and physically participate in meetings, in addition to the use of community radios. Community leaders will be the key vehicle for sensitizing other community members to ensure greater participation by women, including heads of households.

Inclusive and iterative consultations tied specifically to subproject selection, design, screening and planning under the ESMF, monitoring, and an effective GRM will take place with community and local leadership. Community and local leaders will be encouraged to share information widely to ensure transparency and stakeholder input in the selection of community members for project activities. At District level, through consultation with the administrative posts, the local leader is identified who then identifies other community leaders. Accountability is maintained through the local leadership structure.

Considering the potential risk of elite capture, stakeholder participation will be reinforced. In local communities, 'historically rooted forms of community-based governance are likely to be more effective than those introduced by the external partners or projects. Local systems and processes that promote the accountability of those identified as community representatives will be followed.

4.4 Engagement during project implementation and external reporting

The Borrower will continue to engage with, and provide information to, project-affected parties and other interested parties throughout the life cycle of the project, in a manner appropriate to the nature of their interests and the potential environmental and social risks and impacts of the project.

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The Borrower will continue to conduct stakeholder engagement in accordance with the SEP and will build upon the channels of communication and engagement already established with stakeholders. In particular, the Borrower will seek feedback from stakeholders on the environmental and social performance of the project, and the implementation of the mitigation measures in the ESCP.

If there are significant changes to the project that result in additional risks and impacts, particularly where these will impact project-affected parties, the Borrower will provide information on such risks and impacts and consult with project-affected parties as to how these risks and impacts will be mitigated. The Borrower will disclose an updated ESCP, setting out any additional mitigation measures.

4.5 Disclosure Schedule

The SEP will be updated as the project design evolves. A Grievance Redress Mechanism (GRM) will be in place throughout the life cycle of the Project and will be set up in a way that all affected individuals and groups can report on project-related grievances or can provide comments and feedback. In addition, an ESCP, ESMF and RPFs will be publicly disclosed. The proposed consultation plan for the project stages is outlined in the table below.

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Table 6. Proposed Consultation Plan

Project Stage	List of information to be disclosed	Methods proposed	Timetable/Location	Target Stakeholders	Responsibilities
Project Design	SEP ESCP	Stakeholder Public meetings/consultation	1 week after the project approval by the WB Board	Government institutions, local authorities, local NGOs, Implementation partners, donors, and the public in general	Ministry of Public Works, Housing and Water Resources, ANE-IP
	ESMF RPF LMP SA SEA/SH Action Plan	Public consultation meetings, FGDs; formal meetings, one on one Interviews, e-mail, website, social media	1 week after the project approval by the WB Board - venue and date to be confirmed by PIU. However public meetings took place in Maputo, Inhambane, Sofala, Zambezia, Nampula and Cabo Delgado during the consultation process of preparation of the instruments required by the Bank prior to project approval by the WB Board.	Government institutions, local authorities, local NGOs, Implementation partners, donors, and the public in general	Environmental and Social Safeguards Team - PIU
Project Implementation	ESIA/ESMP/RAP and other relevant site-specific instruments for sub projects	Public consultation meetings, FGDs; formal meetings, one on one Interviews, e-mail, website, social media	To be defined by the PIU- Before commencement of activities in subprojects that require these specific instruments	Communities in affected area, general public, NGOs	Environmental and Social Safeguards Team - PIU
Post Implementation	Community Feedback Reports, Licenses, and general project documentation	Public consultation meetings, FGDs; formal meetings, one on one Interviews, e-mail, website, social media	To be defined by the PIU	Communities in affected area, general public, NGOs	Environmental and Social Safeguards Team - PIU

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4.6 Next stages of the project

All stakeholders' groups will be informed about the activities in the project preparation phase, as well as updates on the activities of the subsequent phases. Project stakeholders will be kept informed as the project develops, including reports on the project's environmental and social performance and the implementation of the SEP.

As noted in the ESCP prepared for this project, the implementation of the SEP will be monitored through quarterly reports produced by ANE, IP's PIU and Safeguards team.

Public meetings, direct communications, formal meetings, online meetings, one-on-one and focus discussion groups will also be used to disclose the project information on a periodic basis. During the construction phase, each Contractor will establish a Project Liaison Committee to hold regular community consultations and provide performance reports and the workforce management plan to interested parties in accordance with the contract and project procedures. The process is shown in **Annex 2**.

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5. RESOURCES AND RESPONSIBILITIES FOR IMPLEMENTING STAKEHOLDER ENGAGEMENT ACTIVITIES

5.1 Resources

ANE, IP - PIU and all the implementing agencies will have qualified specialists in environmental and social safeguards who will be responsible for ensuring the effective implementation of the stakeholder engagement plan and will report to the Project Coordinator, who will share this report with the Road Fund, Ministry of Public Works and Water Resources, Ministry of Transport and Communications. ES Safeguards experts at ANE, IP will be supported by a Gender-based Violence including Sexual Exploitation and Abuse, and Sexual Harassment (GBV/SEA/SH) specialist and other gender focal points, community development officers and focal points at district level.

The budget for the implementation of the SEP is presented in the table below and will be updated according to the development of the project.

Table 7. Budget for the implementation of the SEP

Nr.	Expense Item	Stakeholder Groups	Project Stages	Estimated total budget (USD)
1	Institutional capacity building in community engagement	Interested Parties	Project Design and Implementation	550,000.00
2	Communication, awareness raising consultation and awareness raising and engagement campaign if interested parties including meetings and other events	Affected and Interested Parties Disadvantaged or Vulnerable groups	Project Implementation	300,000.00
3	Media ads (radio, newspaper, tv, etc.)	Affected and Interested Parties Disadvantaged or Vulnerable groups	Project Implementation	150,000.00
4	Transport	N/A	Project Implementation	200,000.00
5	Implementation of the GRM (Workshops for the Grievance Redress Committees and Implementing partners, allowances for members of Grievance Redress Committees)	N/A	Project Implementation	200,000.00

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5	Sub-total	1,400,000.00
6	Contingency (20%)	280,000.00
7	Total (Subtotal + Contingency)	1,680,000.00

Note: Assumed institutional capacity building for a period of 10 years (OPRC project life cycle).
The exact budget will be established after the implementation approach is defined.

5.2 Roles and Responsibility

The overall responsibility for the implementation of the SEP lies with the coordination of the project, in collaboration with the environmental and social safeguards team in the central level and provincial focal points. The central level ES/SEA/SH safeguards team at ANE, IP will create and manage a stakeholder database for the entire project. The ES/SEA/SH safeguards teams at the provincial level will implement SEP activities at the community level and will report on their activities on a quarterly basis.

ANE, IP- PIU will make a concerted effort to engage all stakeholders and to disseminate project information. The objective is to create ownership of the project and get the involvement of stakeholders in project decisions to ensure they feel that the project belongs to everyone and participate in all phases of the project. At the PIU level, the ES/SEA/SH safeguards team will undertake, but not be limited to, the following tasks:

- Develop, implement, and monitor the SEP;
- Manage the Grievance Redress Mechanism;
- Interact with stakeholders through consultations, awareness-raising and other forms of communication across the range of project activities but especially for environmental and social aspects including GBV/SEA/SH;
- Ensure that appropriate disclosure is carried out and show plans, protocols, mechanisms, contracts related to the projects;
- Ensure that all implementation partners are aware of the SEP and implement it accordingly;
- Ensure that opinions and suggestions from stakeholders are considered;
- Proactively identify the risks and opportunities of project stakeholders and inform the PIU coordination for follow-up; and
- Report and monitor management on any corrective measures required in the implementation of the SEP and the satisfactory closure of grievance redress cases.

The table below outlines the responsibilities of the main stakeholders.

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Table 8. Responsibility of the main stakeholders

INSTITUTION	RESPONSIBILITY
Central Government	
National Road Administration, Public Institute (ANE, IP)	Main implementation unit. <ul style="list-style-type: none"> • Promote, coordinate, monitor, programs that contribute to improvement of road conditions and safety. • Ensure the duration and monitoring and evaluation of planned activities • Develop guidelines and standards of procedures on key issues in the management of road projects. • Coordinate activities with Provincial Delegations and District Governments
Road Fund, Public Fund (RF, PF)	Dedicated funds management for designated road networks
Ministry of Transport and Communication	<ul style="list-style-type: none"> • Review, develop and strengthen the appropriate legal, environmental, and regulatory framework that will ensure an efficient transport system. • Promote a sustainable legal and regulatory framework that will encourage and • promote Public-Private Partnership (PPP) in the provision of transport infrastructure and services
Ministry of Land and Environment	<ul style="list-style-type: none"> • Ensure the duration and monitoring of planned activities. • Coordinate the performance of activities with the provincial and district governments. • Establish and implement environmental licensing rules and procedures; • Do the environmental licensing of the project's investment activities. • Establish and implement norms and procedures for the administration, inspection and monitoring of land use and improvement norms.
Ministry of Gender, Children and Social Action	<ul style="list-style-type: none"> • Promote protection laws, the rights of the vulnerable population, addresses gender inequalities, labour and employment as well as community mobilisation and empowerment.
Social and Environmental Safeguards Officers	<ul style="list-style-type: none"> • Disseminate and ensure the implementation of environmental and social safeguards guidelines in accordance with Mozambican laws and global practices. • Develop strategies to prevent or minimize any adverse social or environmental impact on the activities developed by the project. • Provide due assistance to ensure that the project's activities are in compliance with the basic principles and guidelines of social and environmental safeguards policies in favor of rural development. • Promote, in collaboration with other sectors, the dissemination of good practices that contribute to better social and environmental compliance. • Ensure the integration and observance of gender aspects in the different activities.
Local Government	
District Administration	<ul style="list-style-type: none"> • Ensure that all activities are carried out as planned and intervene whenever necessary.

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INSTITUTION	RESPONSIBILITY
	<ul style="list-style-type: none"> Ensuring the monitoring of activities ensuring the link with the Provincial Government
District Services for Economic Activities (SDAE)	<ul style="list-style-type: none"> Promote the management of natural resources at the district level where the project is implemented. Ensure compliance with legislation in the management of natural resources.
District Planning and Infrastructure Services (SDPI)	<ul style="list-style-type: none"> Manage and monitor the areas of planning and territorial planning, public works, infrastructure and equipment, transport and traffic, environmental management, emergency and provision of public services at the level of the project implementation districts.
District Education, Youth and Technology Services (SDEJT)	<ul style="list-style-type: none"> Participate and collaborate in the implementation of environmental education activities
District Woman, Education and Social Action	<ul style="list-style-type: none"> Promote the awareness campaigns against GBV and VAC
Private Sector	
Confederation of Economic Activities (CTA)	<ul style="list-style-type: none"> Contribute to economic and social development in the project's areas of intervention. Promote the growth of the Private Sector by protecting business opportunities and private initiatives, culture, and business associations in the project's areas of intervention.
Communities	
Community members	<ul style="list-style-type: none"> Implementers of activities, and active participation in the processes of community dynamization.
Community Leaders	<ul style="list-style-type: none"> Mobilize communities to solve problems that are within their reach. Supervise and mediate problem solving between communities and public authorities. Promote collective activities, develop, and encourage the varying skills of the residents of the community that can benefit others. Promote the search for joint solutions for the improvement of the communities' problems.
Communication Bodies	
Media	<ul style="list-style-type: none"> Inform local communities about different matters of interest including the project in local and Portuguese languages. Disseminate information about the project, including ways of accessing benefits.
Civil Society/NGO/Cooperation Agencies	
World Bank	Ensure funding and provide due technical assistance in the different areas, safeguards, monitoring and supervision of the project.

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INSTITUTION	RESPONSIBILITY
Civil Society and NGOs	<ul style="list-style-type: none">• Promote gender equity during the project cycle implementation.• Environmental, social, advocacy and human rights work.• Promote social or political change on a broad scale or very locally.• Promote developing society, improving communities, and promoting citizen participation.

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6. STAKEHOLDER ENGAGEMENT ACTIVITIES UNDERTAKEN TO DATE

To date, public participation meetings were conducted using different approaches, namely

- Key Informant Interviews (KII),
- Focus Group Discussions (FGDs) and
- Public Meetings (PM).

These meetings were conducted with interested and affected parties (I&APs) at the provincial, district and community level as outlined in the table below. A total of 45 meetings were conducted with different I&APs involving 126 individuals, of which there were 98 men and 28 women. Forty-one key informant interviews, two focus group discussions and two public meetings were conducted over a two-week period (3 - 15 January 2022) in key areas of sections of the N1 identified for the SRSEI.

Key informant interviews at the Provincial and District (administration) levels of government were held in Portuguese as well as meeting with the Small and Medium Enterprises (SMEs). The public meeting in Nicoadala was also held in Portuguese. The community level public meeting in Namialo was conducted in Portuguese and then translated to the local Macua language.

Attendance registers were completed for the focus group discussions and public meetings although this was not possible for all the key informant interviews. However, names and contact details are recorded for everyone interviewed. In KII and FGDs with Small - Medium Enterprises in Nampula, the attendance was signed by each participant, while in Namialo, the attendance sheet was filled in by the field team assistant to reduce Covid 19 risks.

For further details refer to Annex 1 – Public Participation Report

Table 9: Public Participation Meetings Held

#	Meeting Type	Date	Time	Location	Institution/NGO/Community	Nr. participants
Inhambane Province						
1	PM	28/12/2021		Virtual	I&APs	8
2	KII	04/01/2022		Inhambane	DPOPHRH	1
3	KII	04/01/2022		Inhambane	Province Services of Environment (PSE)	2

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#	Meeting Type	Date	Time	Location	Institution/NGO/Community	Nr. participants
4	KII	04/01/2022		Inhambane	Provincial Services of Infrastructures (PSE)	1
5	KII	04/01/2022		Inhambane	DPDTA	2
6	FGD	04/01/2022		Inhambane	DPGCAS	4
7	KII	04/01/2022		Inhambane	ANE, IP	1
8	KII	05/01/2022		Maxixe	Construções Pedrito	2
9	KII	05/01/2022		Maxixe	Progresso Construções	1
10	KII	05/01/2022		Vilancoulos	João Jonas & Filhos, Lda	1
11	Audience	06/01/2022		Vilancoulos	Administration	1
12	KII	06/01/2022		Vilancoulos	Vilcon, LDA	1
13	KII	06/01/2022		Vilancoulos	SDSMAS	1
Manica Province						
14	KII	07/01/2022		Chimoio	ANE, IP	1
15	KII	07/01/2022		Gondola	SDSMAS	1
16	KII	07/01/2022		Gondola	SDPI	1
17	Audience and KII	07/01/2022		Inchope	Administrative Post	1
Zambezia Province						
18	KII	10/01/2022		Quelimane	DPTC- Zambezia	1
19	KII	10/01/2022		Quelimane	DPS- Zambezia	1
20	KII	10/01/2022		Quelimane	DPEDH-Zambezia	1
21	KII	10/01/2022		Quelimane	DPDTA- Zambezia	1
22	KII	10/01/2022		Quelimane	ANE, IP - Zambezia	1
23	KII	10/01/2022		Quelimane	Jhpiego	1
24	PM	11/01/2022		Nicoadala	Local Community	16
Nampula Province						
25	KII	12/01/2022		Nampula	DPOPHRH	1
26	KII	12/01/2022		Nampula	ANE, IP - Nampula	1
27	KII	12/01/2022		Nampula	DPEDH	1
28	FGD	12/01/2022			DPTC-Nampula/INATRO	3
29	KII	13/01/2022		Nampula	Wanassa, Lda	1
30	KII	13/01/2022		Nampula	DPS-Nampula	1

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#	Meeting Type	Date	Time	Location	Institution/NGO/Community	Nr. participants
31	KII	14/01/2022		Pemba	DPS-Cabo Delgado	1
32	KII	14/01/2022		Pemba	DPGCAS-Cabo Delgado	1
33	KII	14/01/2022		Pemba	Provincial Services of Infrastructures (PSE)	1
34	KII	14/01/2022		Cabo Delgado	DPEDH-Cabo Delgado	1
35	PM	15/01/2022		Namialo	Local Community	34
36	FGD	15/01/2022		Nampula	Hotel Milenio	6
Phone Calls						
37	KII	18/01/2022		Inhambane	SIG Construções. Lda	1
38	KII	18/01/2022		Nampula	JZ-Construções	1
39	KII	18/01/2022		Nampula	Macumbe Construções	1
40	KII	18/01/2022		Nampula	Construções Chane,Lda	1
41	KII	18/01/2022		Nampula	Kaema Construções.Lda	1
42	KII	18/01/2022		Nampula	Construções Auro	1
43	KII	20/01/2022		Cabo Delgado	CN Construções	1
44	KII	20/01/2022		Cabo Delgado	Abubacar Varinda	1
45	KII	20/01/2022		Cabo Delgado	Nizevane	1

Source: Field Data Collection (January 2022)

6.1 Summary of key findings

6.1.1 Public Participation

In the public participation process 45 meetings were conducted with different I&APs involving 126 individuals (98 men and 28 women). The meetings were divided in two public meetings, two focus group discussions and 41 key informant interviews.

6.1.2 Project Relevance

The meeting participants (I&APs) welcomed the project and considered it very relevant in the current context, because along the N1 corridor there are some sections with many potholes which are affecting road traffic and safety. Therefore, I&APs agree that rehabilitating and upgrading the road will greatly improve the road network connectivity and safety in the country.

6.1.3 Environmental and social issues

During the meetings, the participants highlighted that environmental issues should be taken into consideration, as some Contractors are using borrow pit areas during road construction

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and at the end of projects these areas are abandoned without sufficient rehabilitation. Then, a ESMP should be develop by these contractors to ensure borrow areas are not left without any rehabilitation or poorly used.

Some feedback reinforced the opinion that as the borrow pit areas often have owners, it is important to identify them and value the assets correctly early in the process, to prepare adequate budgets to compensate these owners to avoid potential conflicts during project implementation.

The participants in the meetings asked how people living close to the N1 road will be treated during the road rehabilitation process as they will be directly affected. They also asked about how the labour hiring process will target community and be implemented. It was recommended that the process should be clear and inclusive of all categories of eligible workers.

6.1.4 Vulnerable groups

During the public participation meetings, the participants indicated many vulnerable groups that will be affected by the project, including:

- (i) Widowed women,
- (ii) Elderly,
- (iii) Disabled people,
- (iv) Orphan Children,
- (v) Unmarried women,
- (vi) Youth and
- (vii) Sex workers.

Disabled people requested attention during the project implementation saying that many projects are not inclusive of this group, and they are marginalised. Women also requested for inclusion during project implementation, even to undertake low paying activities as a way to reduce their vulnerability and to support their families.

Other participants in the public meeting held in Namialo asked about financial support to implement income activities close to the project areas that will benefit to contractor workers to access basic products and allow community members to generate income.

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6.1.5 Micro-Enterprise Assessment

Currently, in the project area there are no micro-enterprises performing road maintenance services. These activities are performed by contractors that are Small-Medium Enterprises (SMEs).

The contractors who participated in the public consultation meetings stated that the project should give an opportunity to local enterprises to undertake road rehabilitation projects because road maintenance activities are sometimes not profitable for them, taking into account initial high investments made in equipment and labour.

They mentioned that many are currently experiencing constraints in their operations due the COVID 19 pandemic due to lack of funds and low demand of routine road maintenance by ANE and District Governments. They also indicated late payments from ANE, IP as major constraints in their operations.

The contractors asked for transparency on awarding civil works contracts as currently the process appears unclear and corrupt.

The participants requested for capacity building to improve their skills on performing road maintenance services and to meet the requirements from donors such as World Bank, both technically and in terms of environmental and social safeguard implementation.

6.1.6 Road safety

The participants noted road safety requires several actions to reduce road crashes. These include increased road signage around schools along the N1 corridor, together with putting in physical speed controls such as rumble strips or speed humps close to schools or hospitals to assist in accident prevention.

The participants mentioned that there are no community-based road safety programs, as well as accident assistance. They suggested that creating and strengthening community services can help road safety.

The participants indicated that road safety campaigns and training provided to teachers and students should continue to be implemented, but there is also a need to equip them in order to perform road safety activities during class time.

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6.1.7 GBV/SEA/SH issues

The participants of public consultation meetings stated that Gender Based Violence (GBV) is practiced in the project area either by contractor workers or people living in the community.

Some participants argue that the reason for Sexual Exploitation and Abuse or Sexual Harassment (SEA/SH) is derived from poverty and lack of opportunities for women to become involved in income generation activities. Participants suggested that sensitization campaigns should target both men and women in order to be effective.

The participants in the meetings recognized government and NGO's efforts to mitigate GBV in the project and agreed that campaigns to raise awareness of GBV issues are making a difference. They mentioned that lack of funds restricts implementation of more activities to prevent and mitigate GBV. They also suggested that the project can provide support to strengthen the community based GBV committees.

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7. GRIEVANCE REDRESS MECHANISMS

7.1 Grievance Mechanism

The Borrower will respond to concerns and grievances of project-affected parties related to the environmental and social performance of the project in a timely manner. For this purpose, the Borrower will propose and implement a grievance mechanism to receive and facilitate resolution of such concerns and grievances.

The grievance mechanism will be proportionate to the potential risks and impacts of the project and will be accessible and inclusive. Where feasible and suitable for the project, the grievance mechanism will utilize existing formal or informal grievance mechanisms, supplemented as needed with project-specific arrangements.

- a. The grievance mechanism is expected to address concerns promptly and effectively, in a transparent manner that is culturally appropriate and readily accessible to all project-affected parties, at no cost and without retribution. The mechanism, process or procedure will not prevent access to judicial or administrative remedies. The Borrower will inform the project-affected parties about the grievance process in the course of its community engagement activities, and will make publicly available a record documenting the responses to all grievances received; and
- b. Handling of grievances will be done in a culturally appropriate manner and be discreet, objective, sensitive and responsive to the needs and concerns of the project-affected parties. The mechanism will also allow for anonymous complaints to be raised and addressed.

The scope, scale and type of grievance mechanism required will be proportionate to the nature and scale of the potential risks and impacts of the project. The grievance mechanism may include the following:

- a. Different ways in which users can submit their grievances, which may include submissions in person, by phone, text message, mail, e-mail or via a web site;
- b. A log where grievances are registered in writing and maintained as a database;
- c. Publicly advertised procedures, setting out the length of time users can expect to wait for acknowledgement, response, and resolution of their grievances;
- d. Transparency about the grievance procedure, governing structure, and decision makers; and
- e. An appeals process (including the national judiciary) to which unsatisfied grievances may be referred when resolution of grievance has not been achieved.

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The Borrower may provide mediation as an option where users are not satisfied with the proposed resolution.

The purpose of the Grievance Redress Mechanism (GRM) is to record and address any complaints that may arise during the implementation phase of the project and / or any future operational issues that have the potential to be designed out during implementation phase.

The GRM works within existing legal and cultural frameworks, providing an additional opportunity to resolve grievances at the local, project level. The key objectives of the GRM are:

- (i) Provide affected parties with means to present complaints and resolve any dispute that may arise during project implementation.
- (ii) Ensure that appropriate and mutually acceptable redress measures are identified and implemented in a satisfactory manner and
- (iii) Where possible, avoid the need to resort to judicial proceedings.

Grievances can encompass minor concerns as well as serious or long-term issues. They might be felt and expressed by a variety of parties including individuals, groups, communities, entities, or other parties affected or likely to be affected by the social or environmental impacts of the Project.

It is essential to have a robust and credible mechanism to systematically handle and resolve any complaints that might arise in order that they do not escalate and present a risk to operations or the reputation of the company (nationally or internationally). If well-handled, an effective grievance redress mechanism can help foster positive relationships and build trust with stakeholders.

a) Community Level

Local communities have existing traditional and cultural grievance redress mechanisms. It is expected that some disputes at the community level may be resolved using these mechanisms, without the involvement of the contractor(s), and or Government representatives at local and national level. This is primarily concerned with the extended family members. Local chiefs/leaders will be involved in resolving any land tenure issues. It is expected that any disputes at the community level can be resolved at this level. Disputes beyond community level are transferred to the next level.

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b) Project Level

At the project level there are two types of grievances, one for project workers (presented in Labor Management Procedures for the project) and one for GBV/SEA/SH that will be presented in the GBV/SEA/SH Action Plan. A third-party monitoring service provider will be appointed to address any SEA/SH issues and existing institutional mechanisms will be assessed.

Many projects related grievances are minor and site-specific. They often revolve around nuisances generated during construction such as noise, dust, vibration, workers dispute etc., and usually can be resolved easily on site. Other grievances are more difficult to resolve, especially regarding land boundaries, or misunderstandings between affected households and the Contractor regarding access arrangements. Most of these cannot be resolved immediately and on site. Community leaders will be included in GRM Committees at Community Level. At least one woman from the community at leadership level will be required to be part of GRM Committee at community level.

Another GRM Committee should be formed at PIU level including members of PIU, Social/SEA/SH Safeguards Specialists and other representatives to resolve disputes that cannot be addressed at the local level. The PIU Safeguards will put in place regular reports on the types of grievances, and how they were addressed, which will be analysed and shared with the PIU leader, Technical Leads and WB through the quarterly reports.

Channels through which affected parties can register grievances could be directly to project ES/SEA/SH Safeguards teams, using an anonymous ‘green line’ which may be set up for the duration of the project, writing a complaint and putting it in the complaint boxes placed at the entrance to the contractor campsites or at relevant places within local communities, e.g., schools or using other forms of electronic communication (emails or social media). Complaint boxes are opened during PLC meetings so there is transparency and accountability in receiving any complaints. Grievances are logged and followed until resolved.

The GRM in the project will include the following steps:

1. **Step 1:** Complaint received and registered by the subproject implementation unit / Focal Point of claims / contractor. A complaint can be registered directly with the

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Complaint Management Committee in any of the following ways and, if necessary, anonymously or through third parties:

- By phone on (hotline to be established). The PIU safeguards team will be responsible for this line.
- By email to (email address to be created and activated) – The PIU safeguards team must be responsible for this email.
- By letter to the PIU or subproject implementing agency. The address must be provided once the PIU is established
- By letter to contracted companies / consultants involved in the implementation of subprojects.
- By complaint form / book / box - found in public institutions with subprojects

Once a complaint is received, it must be recorded in the complaints logbook or in the complaints database.

2. **Step 2:** Confirm receipt of the complaint, assess its complexity, categorize it into community, labour issue, or GBV/SEA/SH and assign the person or forum responsible for handling that type/category of complaint. In case the claim does not fit into the project or there is no way to resolve it, the claimant must be notified and explaining why your complaint is not valid.
3. **Step 3:** Develop and propose a resolution and obtain approval at the subproject level (management committees of complaints must be established at these levels).
4. **Step 4:** Communicate the proposed solution to the complainant and seek agreement on the response.
5. **Step 5:** Implement the response to resolve the complaint based on the agreement reached in the previous step.
6. **Step 6:** Review the solution, if unsuccessful as per the recommendations and
7. **Step 7:** Close the grievance if everything is agreed or take the grievance to the next level if there is no agreement.

Once all possible remedies have been proposed, if the claimant is still not satisfied, he must be informed of right to legal recourse.

c) Judiciary Level

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The complainant may take the matter to the appropriate legal or judicial authority as per the law of Mozambique.

Each of the above steps should be limited to a maximum of 15 days from receiving a grievance to communicating a decision. Resolution should be sought at the lowest level possible in all cases. The GRM can be summarized in the following chart:

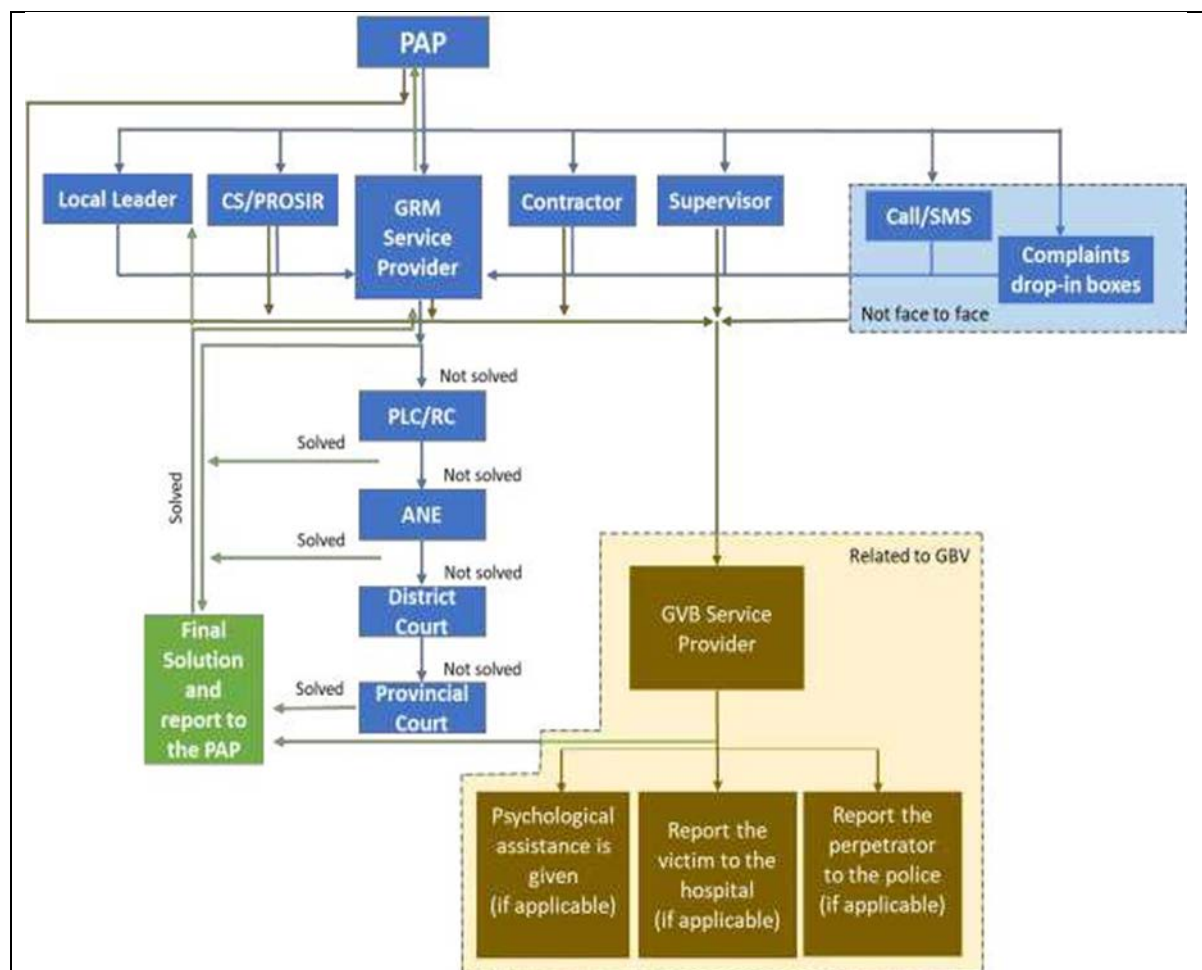


Figure 2. GRM and GBV flow chart

Source: RPF for SATCP (2020)

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d) Timeline

The complaint must be registered in the PIU complaints database as a first action immediately as soon as after notification, or within 2 days (if by other means of capture) after the complaint has been raised. The subproject responsible for the complaint shall endeavour to present a 5-day solution. Otherwise, the following steps must be followed:

- The first level of appeal - District intervention must not exceed 10 days after notification.
- The second instance of appeal - intervention of the PIU at Provincial level must not exceed 15 days after the notification.
- The third level of appeal – PIU at central level – must not exceed 21 days after notification.

Furthermore, if one of the parties is unsatisfied, the affected party can take the claim to court, where it will be treated in accordance with Mozambican law. PIU will ensure that a “Complaints Register” is created and maintained.

Internally, there will be routine internal monitoring and reporting, including a review of the status of complaints that were not resolved and suggest corrective actions as necessary, and reports will be submitted to the World Bank Quarterly during Project implementation.

e) GBV/SEA/SH Complaints

Specific procedures related to GBV/SEA/SH complaints will be established in the Environmental and Social Management Framework with confidentiality provisions, as well as secure and ethical documentation.

f) Labor Complaints

There will be specific procedures in place for handling labor grievances raised by workers in accordance with World Bank’s Environmental and Social Standard 2 (ESS2) and national legislation to be detailed in the Labor Management Procedure (LMP) for this project.

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8. MONITORING AND REPORTING

8.1 Monitoring

Stakeholder engagement shall be monitored and reported by ANE, IP-PIU throughout the entire life cycle of the project, which will involve:

- Updates of the stakeholders' list;
- Records of all consultations held and
- Records of all grievances received and dealt with (entered into a Grievance Log on the system).

Every meeting and interaction related to the project engagement shall be recorded by ANE, IP through the following:

- Stakeholder list.
- Grievance Mechanism Log.
- Minutes of all meetings; and
- Meeting attendance registers.

The monitoring will be based on a set of indicators, as noted in the table below, that must be reported on a regular basis, specifically defined to be integrated into the general monitoring system defined for the Project.

Table 10. Monitoring Indicators

Activities	Indicators	Level of achievement in relation to the planned		
		Acceptable	Good	Very Good
Meetings of Dissemination and mobilization	No. of meetings held/planned	30 - 50% of planned	51 - 70% of planned	>70% of planned
Meeting of evaluation of engagement activities	No. of meetings held/planned	50 - 70% of planned	71 - 90% of planned	90%> of planned
Meetings of ESIA/ESMPs/RAP	No. of meetings held/planned	80 - 95% of planned	96 - 99% of planned	100% of planned
Meeting for engagement of vulnerable groups	No. of meetings held/planned	80 - 95% of planned	96 - 99% of planned	100% of planned
Grievance Redress Mechanism	No. received complaints/resolved (at Community, Project and Judiciary Level)	80 - 95% of planned	96 - 99% of planned	100% of planned

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8.2 Reporting

Evaluation of performance will assess the extent to which the engagement activities and outputs met those outlined in the SEP. In assessing performance, the following will be considered:

- materials disseminated: types, frequency, and location;
- place and time of formal engagement events and level of participation by specific stakeholder groups (e.g., women, youth);
- number of comments received, type of stakeholder and details of feedback provided;
- numbers and type of stakeholders who come into contact with the Project team by mail, phone call or any other means of communication;
- meeting minutes, attendance registers and photographic evidence;
- comments received by government authorities, and other parties and passed on to the project; and
- numbers and types of feedback and / or grievances and the nature and timing of their resolution.

Results of stakeholder engagements will be regularly reported back to the affected communities, as well as the relevant local authorities. The main means for reporting will be through social media and radio, because of their broad reach and accessibility by a variety of social groups.

ANE, IP-PIU will be responsible to prepare brief quarterly reports of stakeholders' engagement activities to be submitted to the World Bank, and this will include:

- Quarterly stakeholder activities
- Public disclosure activities carried out and main findings
- Registration and resolution of complaints referring to the period and solutions adopted to resolve them
- New emerging problems or challenges and how they are/were considered by the project.

Furthermore, specific stakeholder engagement activity results, as conducted by Technical Leads, will be reported to the PIU. Meanwhile, the responsibility of reporting results back to the stakeholders will be with the Technical Leads within their respective sub-components.

ANNEXES

ANNEX 1: Public Participation Report

ANNEX 2: Project Liaison Committee Procedure

Project Liaison Committee Procedure

1. Introduction

The relationship between project staff and local communities, government officials and traditional leaders is an important aspect that will make or break the overall success of the project.

In all dealings with the community and community contract workers, the contractor must be aware of the character, culture and circumstances of the community and must always make an effort to avoid the development of disputes and promote a spirit of cooperation and harmony for the project.

2. Purpose

The Project-Community Liaison Committee (PLC) is primarily intended to establish and maintain communication with local authorities and the community. This committee has a key role in monitoring the overall impact of the project on the community, including the protection of vulnerable groups. The Contractor shall attend all PLC meetings to provide adequate information to the committee so that it can fulfil its responsibilities. The meetings will be held in Portuguese, on a monthly basis, and all proceedings must be recorded in minutes.

3. Composition of the Liaison Committee

The Project-Community Liaison Committee (PLC) should have the following composition:

- (1) One Representatives of ANE (Provincial Delegation Focal Point Environmental and Social Safeguards)
- (1) A Community Representative (community leader (male/female))
- (1) An Inspection Representative (Social Officer)
- (1) A representative of the Contractor (Occupational Health and Safety Officer)
- (1) A Representative of the Workers' Union/HR
- (1) A District Administration/SDPI Representative

4. Frequency of Meetings

The PLC will meet once a month, and will also monitor site activities, and discuss issues based on the following items (but not excluding additional matters that may be relevant).

5. Relevant Matters discussed by the Liaison Committee

- Is the proportion of local worker participation being achieved?

- Is the proportion of women in the workforce being met?
- Do all contracted members sign employment contracts and have copies of their working conditions?
- Have all workers signed the Codes of Conduct on Gender-Based Violence, Sexual Harassment and Child Protection?
- Are salaries being paid on time?
- Are workers with contracts being asked to work significant overtime?
- Are there child protection mechanisms in place to prevent Violence, Abuse and Sexual Exploitation of Children, especially girls?
If no, are there proposals to develop them?
- Are HIV/AIDS activities aimed at the local population – especially behavior change initiatives, condom distribution and stigma and discrimination issues – being implemented as planned?
- What corrections are needed to achieve the expected results of the HIV/AIDS program?
- Are there any negative impacts of the development of the Program in relation to the local communities and according to complaints and problems presented on the spot?
What steps are needed to correct?
- Do any of the impacts mentioned above involve children? What has been the follow-up and decisions taken to mitigate and prevent the future repetition of such impacts?
- Are there examples of the benefits achieved with the project, presented, and reported by the local community and its representatives?
- Do any of the aforementioned benefits specifically involve children? Description thereof.
- Other matters that the committee deems relevant to avoid conflicts between the project and the community.

6. Final Considerations

The above list will serve as a basis for the minutes of Project Liaison Committee meetings. Once completed, the monitoring form of all the activities mentioned above for the local communities will be annexed to the minutes. The PLC minutes will also be attached to the monthly progress report on Environmental and Social Safeguards, to be presented by the Supervisor.

ANNEX 3: World Bank’s Technical Note: Public Consultations and Stakeholder Engagement in WB-supported operations when there are constraints on conducting public meetings

With the outbreak and spread of COVID-19, people have been advised, or may be mandated by national or local law, to exercise social distancing, and specifically to avoid public gatherings to prevent and reduce the risk of the virus transmission. Countries have taken various restrictive measures, some imposing strict restrictions on public gatherings, meetings and people's movement, and others advising against public group events. At the same time, the general public has become increasingly aware and concerned about the risks of transmission, particularly through social interactions at large gatherings.

These restrictions have implications for World Bank-supported operations. In particular, they will affect Bank requirements for public consultation and stakeholder engagement in projects, both under implementation and preparation. WHO has issued technical guidance in dealing with COVID-19, including: (i) Risk Communication and Community Engagement (RCCE) Action Plan Guidance Preparedness and Response; (ii) Risk Communication and Community engagement (RCCE) readiness and response; (iii) COVID-19 risk communication package for healthcare facilities; (iv) Getting your workplace ready for COVID-19; and (v) a guide to preventing and addressing social stigma associated with COVID-19. All these documents are available on the WHO website through the following link:

<https://www.who.int/emergencies/diseases/novel-coronavirus-2019/technical-guidance>.

This Note offers suggestions to World Bank task teams for advising counterpart agencies on managing public consultation and stakeholder engagement in their projects, with the recognition that the situation is developing rapidly and careful regard needs to be given to national requirements and any updated guidance issued by WHO. It is important that the alternative ways of managing consultation and stakeholder engagement discussed with clients are in accordance with the local applicable laws and policies, especially those related to media and communication. The suggestions set out below are subject to confirmation that they are in accordance with existing laws and regulations applying to the project.

Investment projects under implementation. All projects under implementation are likely to have public consultation and stakeholder engagement activities planned and committed as part of project design. These activities may be described in different project documents, and will involve a variety of stakeholders. Commonly planned avenues of such engagement are public hearings, community meetings, focus group discussions, field surveys and individual interviews. With growing concern about the risk of virus spread, there is an urgent need to adjust the approach and methodology for continuing stakeholder consultation and

engagement. Taking into account the importance of confirming compliance with national law requirements, below are some suggestions for task teams' consideration while advising their clients:

Task teams will need to review their project, jointly with the PMUs, and should:

- Identify and review planned activities under the project requiring stakeholder engagement and public consultations.
- Assess the level of proposed direct engagement with stakeholders, including location and size of proposed gatherings, frequency of engagement, categories of stakeholders (international, national, local) etc.
- Assess the level of risks of the virus transmission for these engagements, and how restrictions that are in effect in the country / project area would affect these engagements.
- Identify project activities for which consultation/engagement is critical and cannot be postponed without having significant impact on project timelines. For example, selection of resettlement options by affected people during project implementation. Reflecting the specific activity, consider viable means of achieving the necessary input from stakeholders (see further below).
- Assess the level of information and communication technology (ICT) penetration among key stakeholder groups, to identify the type of communication channels that can be effectively used in the project context.

Based on the above, task teams should discuss and agree with PMUs the specific channels of communication that should be used while conducting stakeholder consultation and engagement activities. The following are some considerations while selecting channels of communication, in light of the current COVID-19 situation:

- Avoid public gatherings (taking into account national restrictions), including public hearings, workshops and community meetings.
- If smaller meetings are permitted, conduct consultations in small-group sessions, such as focus group meetings. If not permitted, make all reasonable efforts to conduct meetings through online channels, including webex, zoom and skype;
- Diversify means of communication and rely more on social media and online channels. Where possible and appropriate, create dedicated online platforms and chatgroups appropriate for the purpose, based on the type and category of stakeholders;

- Employ traditional channels of communications (TV, newspaper, radio, dedicated phone-lines, and mail) when stakeholders do not have access to online channels or do not use them frequently. Traditional channels can also be highly effective in conveying relevant information to stakeholders, and allow them to provide their feedback and suggestions.
- Where direct engagement with project affected people or beneficiaries is necessary, such as would be the case for Resettlement Action Plans or Indigenous Peoples Plans preparation and implementation, identify channels for direct communication with each affected household via a context specific combination of email messages, mail, online platforms, dedicated phone lines with knowledgeable operators;
- Each of the proposed channels of engagement should clearly specify how feedback and suggestions can be provided by stakeholders;
- An appropriate approach to conducting stakeholder engagement can be developed in most contexts and situations. However, in situations where none of the above means of communication are considered adequate for required consultations with stakeholders, the team should discuss with the project management unit (PMU) whether the project activity can be rescheduled to a later time, when meaningful stakeholder engagement is possible.

Investment projects under preparation. Where projects are under preparation and stakeholder engagement is about to commence or is ongoing, such as in the project E&S planning process, stakeholder consultation and engagement activities should not be deferred, but rather designed to be fit for purpose to ensure effective and meaningful consultations to meet project and stakeholder needs. Some suggestions for advising clients on stakeholder engagement in such situations are given below. These suggestions are subject to the coronavirus situation in country, and restrictions put in place by governments. The task team and the PMU should:

- Review the country COVID-19 spread situation in the project area, and the restrictions put in place by the government to contain virus spread;
- Review the draft Stakeholder Engagement Plan (SEP, if it exists) or other agreed stakeholder engagement arrangements, particularly the approach, methods and forms of engagement proposed, and assess the associated potential risks of virus transmission in conducting various engagement activities;
- Be sure that all task team and PIU members articulate and express their understandings on social behavior and good hygiene practices, and that any

stakeholder engagement events be preceded with the procedure of articulating such hygienic practices.

- Avoid public gatherings (taking into account national restrictions), including public hearings, workshops and community meetings, and minimize direct interaction between project agencies and beneficiaries / affected people;
- If smaller meetings are permitted, conduct consultations in small-group sessions, such as focus group meetings. If not permitted, make all reasonable efforts to conduct meetings through online channels, including webex, zoom and skype meetings;
- Diversify means of communication and rely more on social media and online channels. Where possible and appropriate, create dedicated online platforms and chatgroups appropriate for the purpose, based on the type and category of stakeholders;
- Employ traditional channels of communications (TV, newspaper, radio, dedicated phone-lines, public announcements and mail) when stakeholders do not have access to online channels or do not use them frequently. Such channels can also be highly effective in conveying relevant information to stakeholders, and allow them to provide their feedback and suggestions;
- Employ online communication tools to design virtual workshops in situations where large meetings and workshops are essential, given the preparatory stage of the project. Webex, Skype, and in low ICT capacity situations, audio meetings, can be effective tools to design virtual workshops. The format of such workshops could include the following steps:
 - *Virtual registration of participants:* Participants can register online through a dedicated platform.
 - *Distribution of workshop materials to participants, including agenda, project documents, presentations, questionnaires and discussion topics:* These can be distributed online to participants.
 - *Review of distributed information materials:* Participants are given a scheduled duration for this, prior to scheduling a discussion on the information provided.
 - *Discussion, feedback collection and sharing:*
 - Participants can be organized and assigned to different topic groups, teams or virtual “tables” provided they agree to this.
 - Group, team and table discussions can be organized through social media means, such as webex, skype or zoom, or through written feedback in the form of an electronic questionnaire or feedback forms that can be emailed back.

- *Conclusion and summary:* The chair of the workshop will summarize the virtual workshop discussion, formulate conclusions and share electronically with all participants.
- In situations where online interaction is challenging, information can be disseminated through digital platform (where available) like Facebook, Twitter, WhatsApp groups, Project weblinks/ websites, and traditional means of communications (TV, newspaper, radio, phone calls and mails with clear description of mechanisms for providing feedback via mail and / or dedicated telephone lines. All channels of communication need to clearly specify how stakeholders can provide their feedback and suggestions.
- *Engagement with direct stakeholders for household surveys:* There may be planning activities that require direct stakeholder engagement, particularly in the field. One example is resettlement planning where surveys need to be conducted to ascertain socioeconomic status of affected people, take inventory of their affected assets, and facilitate discussions related to relocation and livelihood planning. Such survey activities require active participation of local stakeholders, particularly the potentially adversely affected communities. However, there may be situations involving indigenous communities, or other communities that may not have access to the digital platforms or means of communication, teams should develop specially tailored stakeholder engagement approaches that will be appropriate in the specific setting.
- In situations where it is determined that meaningful consultations that are critical to the conduct of a specific project activity cannot be conducted in spite of all reasonable efforts on the part of the client supported by the Bank, the task team should discuss with the client whether the proposed project activities can be postponed by a few weeks in view of the virus spread risks. This would depend on the COVID-19 situation in the country, and the government policy requirements to contain the virus spread. Where it is not possible to postpone the activity (such as in the case of ongoing resettlement) or where the postponement is likely to be for more than a few weeks, the task team should consult with the OESRC to obtain advice and guidance.