



Government of South Sudan
Ministry of Agriculture and Food Security.

**PRODUCTIVE SAFETY NET FOR SOCIO-ECONOMIC OPPORTUNITIES
PROJECT (SNSOP).**

UPDATED STAKEHOLDER ENGAGEMENT PLAN (SEP).

MAY 2024.

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ABBREVIATIONS AND ACRONYMS

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

EXECUTIVE SUMMARY.

This Stakeholder Engagement Plan (SEP) is designed to establish an effective platform for productive interaction with potential stakeholders affected by the implementation and outcomes of the South Sudan Productive Safety Net for Socioeconomic Opportunities Project - SNSOP (P177663). It identifies the major stakeholders affected by the project either directly or indirectly (including vulnerable groups) as well as those with other interests that could influence decisions about the project. It outlines previous stakeholder engagement efforts carried out on the South Sudan Safety Net Project (SSSNP) currently under implementation and articulates a range of strategies for timely, relevant, and accessible stakeholder engagement throughout the project life cycle for the new proposed SNSOP. The SEP is also prepared in compliance with the World Bank Environmental and Social Standard ESS 10 on stakeholder engagement and information disclosure. The SNSOP is designed to respond to the increasing need to scale up social safety nets for poor and vulnerable populations, particularly because of the COVID-19 pandemic. SNSOP is a follow on to SSSNP and will have coverage in 15 counties in the parent project including Maban and Pariang and the 5 proposed new counties for additional financing that includes Yambio, Rubkona and three others that will be selected by NTC and determined by the revised Project Targeting Index (PTI). The project will also continue to strengthen the Social Protection (SP) system through the Grievance Redress Mechanism (GRM), Management Information Systems (MIS) and Monitoring and Evaluation (M&E) system, developed under SSSNP. The project environmental and social risk will be assessed, and mitigation measures will be proposed in the Environmental and Social Management Framework (ESMF) and Environmental and Social Commitment Plan (ESCP) that will be prepared for the project.

Project Development Objectives.

The development objectives of the project are to provide cash transfers and access to income generating opportunities and strengthen the National Safety Net Delivery System. The results of the project will be measured by the following indicators:

Project Components and Sub-Components.

Building on the interventions supported by previous Government-led projects; South Sudan Safety Net and Skills Development Project (SNSDP) and South Sudan Safety Net Project (SSSNP), the SNSOP aims to expand the safety net interventions to larger geographical locations to provide support to poor and vulnerable HHs. The SNSOP also aims to implement new measures aimed at enhancing human capital growth and supporting economic opportunities for youth. To this end, the proposed project has four components: (i) Cash Transfer and Complementary Social Measures; Specifically, cash assistance will be provided through two modalities: Labor-Intensive Public Works (LIPW) or participation in behavioral change communications training; and Direct

Income Support (DIS) (ii) Provision of Economic Opportunities, aimed at enhancing economic opportunities of poor and vulnerable youth to support them to become productive citizens (iii) Strengthened Institutional Capacity and Social Protection System (iv) Project Management, Monitoring and Evaluation, and Knowledge Generation.

Several stakeholder engagements have been carried out through various channels during implementation of the on-going SSSNP project, as well as engagement and sensitization for this project, including community engagement and capacity building meetings with individual community stakeholders. Stakeholder groups identified under the project include individual beneficiaries, communities, community leaders and committees, private entities, government agencies, development partners including UN Agencies, Civil Society Organizations (CSOs) including Non-Governmental Organizations (NGOs). Vulnerable groups identified include persons with disabilities, Internally Displaced People, refugees, returnees, youth, and women. Strategies for engaging stakeholders identified in this SEP include use of both traditional and modern media communication channels such as community sensitization meetings, websites, social media, printed media, use of notice boards located in information centers, key informant engagements, public meetings, newsletters, brochures, fact sheets, conduct of periodic surveys by independent monitors, and the use of MIS to enhance the project's grievance redress mechanism. Follow-up on grievances and actions taken will form part of the overall monitoring of the project. Further, various strategies for involving stakeholders in project monitoring and reporting have been identified. Resources and implementation arrangements for SEP activities will be covered under the different components of the project implemented by the Government of South Sudan and the United Nations Office for Project Services (UNOPS).

1. INTRODUCTION.

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

SNSOP builds on work done under the South Sudan Safety Net Project (SSSNP), another World Bank funded intervention, scaling up existing activities introducing some activities that will contribute to the establishment of the government-led National Safety Net system. This SEP therefore builds on existing strategies under SSSNP which will be largely continued as well as pilot new initiatives. The SEP also identifies the major stakeholders affected by the project either directly or indirectly (including vulnerable groups) as well as those

with other interests that could influence decisions about the project. The SEP further outlines previous engagement activities, planned consultations, and articulates a range of strategies for timely, relevant, and accessible stakeholder engagement throughout the project life cycle. This SEP is based on the guiding principles that stakeholder engagement should:

1. Be timely.

Be independent (free of external manipulation, interference, discrimination, and intimidation)

- Have clear objectives.
- Have the capacity to influence the stakeholders.
- Obtain feedback.
- Trigger provision of resources and other modifications, where needed.
- Be properly documented and disclosed by the borrower.
- Generate minutes from every meeting/interview.
- Generate recordings or photos, if culturally accepted.

1.1 Project Description

The SNSOP parent project is a US\$ 129 million targeting a total of 96000 households (67200 for labour intensive public works, and 28800 for DIS) across 15 counties in South Sudan, covering eight (8) states and two (2) Administrative areas. The proposed additional financing of US \$ 70 million is comprised of USD \$ 50 million from Window for Host counties and Refugees (WHR) and US \$ 20 million from Performance Based Allocation (PBA) supporting a total of 61,500 households by increasing the caseloads of other existing counties (Juba, Maban, Pariang and Aweil West) with a total of 33,100 households and also extend to 5 new counties that includes Rubkona, Yambio and 3 others that will be selected by the government through NTC by using the Project Targeting Index (PTI) and increasing the caseload of the 5 new counties with 28,400 households. SNSOP is a grant from the International Development Association (IDA).

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

1.2 Project Development Objectives and Components.

The Project Development Objectives (PDO) are to provide cash transfers and access to income generating opportunities and strengthen the National Safety Net Delivery System. Provision of access to income generating opportunities will focus on investments in income generating activities (IGAs) to strengthen livelihoods opportunities for improved economic welfare. This project comprises of four (4) components as discussed below and will be implemented over a period of Four (4) years.

Component 1: Cash Transfers and Complementary Social Measures.

This component will provide cash assistance to poor and vulnerable households to meet immediate consumption gaps, while also supporting accompanying social measures to promote improved household awareness and investment in children's human capital growth. Under component 1 in the additional financing, US \$ 57.5 million will be allocated. Specifically, cash assistance will be provided through two modalities, namely Labor-Intensive Public Works (LIPW)- sub component 1.1 and Direct Income Support (DIS)- sub-component 1.2). Subcomponent 1.1 focuses on selecting poor and vulnerable households with able-bodied members, with priority given to women as the direct recipients of cash given that women are also less likely than men to be employed as wage and salaried workers (38 percent vs. 46 percent. The objective of LIPWs is to increase and sustain household assets and smooth consumption during economic hardships through reliable and predictable cash assistance for enhanced household resilience to shocks and stresses. Public works activities will focus on activities that benefit the community at large, with the aim that improved community assets lead to better natural resource management, thereby contributing to climate adaptation. LIPWs activities under SNSOP will include, Rehabilitation and maintenance of small-scale irrigation schemes, food production (group farming, kitchen gardening), Rehabilitation and maintenance of dykes, waterways and road drainages, forestry, and agroforestry. Innovations learned under the SNSDP and SSSNP aimed at promoting food security and livelihoods opportunities (i.e., group-based small scale agricultural LIPW activities) will be given priority, as will be sub-projects that are focused on supporting flood control and integrated watershed management and promoting "climate smart" public works. In-depth stakeholder mobilization and awareness building with target host and refugee communities and local governments will be undertaken through intensive outreach and communication campaigns to enhance understanding of stakeholders and capacity for project implementation.

Sub-component 1.2: Direct income support: The DIS sub-component will provide unconditional cash transfers to targeted beneficiaries as identified by the eligibility note for the Window for Host Communities and Refugees (WHR) financing. The cash assistance will also be linked to measures aimed at promoting enhanced

social opportunities for improved human capital development (see sub-component 1.3). It will be delivered using the same operational tools as the LIPW, as beneficiary households of both sub-components will be from the same counties and communities, and transfer amounts and duration will also be aligned. For the DIS (sub-component 1.2), focus will be on selecting labor-constrained poor and vulnerable households lacking alternate sources of income. This sub-component will also support those identified as extremely vulnerable in selected refugees and host communities, as identified under the Window for Host Communities and Refugees (WHR) eligibility note.

Sub-component 1.3, complementary social measures (CSM): This will be mainstreamed across both the LIPW and DIS sub-components for strengthened promotion of human capital development, building on the efforts undertaken by the SSSNP. Specifically, light touch messaging on Cash “Plus” will continue to be provided to all cash beneficiaries along the cash delivery cycle (i.e., mobilization, payments etc.) on water sanitation and Hygiene, Early childhood development and Nutrition, and financial literacy. The latter will support households to make better decisions with the cash received for their human capital welfare. Intensive complementary social measures (I-CSM) training will be provided on Water Sanitation and Hygiene (WASH), Financial literacy, nutrition and ECD to targeted female beneficiaries for more in-depth emphasis on investments in children’s health and human capital promotion, learning from the delivery experience of the Cash “Plus” messaging implemented under the SSSNP.

Component 2: Provision of Economic Opportunities.

Under component 2 of the additional financing, US \$ 7 Million will be allocated. This component will pilot measures aimed at enhancing economic opportunities of poor and vulnerable youth in selected project locations to support the “Idle Youth” to become productive citizens of South Sudan. This component under the additional financing will increase the number of SNSOP households (including refugees) that will benefit from economic opportunities by additional 2,150 households and will target a subset of eligible cash transfer beneficiaries, with priority given to male youth, and support them to strengthen their livelihoods and income generating opportunities for enhanced economic welfare. Pairing cash transfers with economic opportunities will support households to focus their investments on livelihoods, with the cash transfer used to support consumption requirements in times of need. Targeting a subset of Component 1 beneficiaries will also enable the project to use a single mobilization, targeting, payment, grievance, and monitoring system for both components, thereby ensuring cost efficiency and harmonization and synergies of efforts. Possible activities to be further explored during preparation are Business and soft skills training, Livelihood grants to beneficiaries, Coaching and mentorship, Formation of IGA groups and/or cooperatives, Formation of Savings/Lending Groups or Rotating Funds as well as linkages to existing financial services like Microfinance Institutions (MFIs) in South Sudan.

Component 3: Strengthened Institutional Capacity and Social Protection System.

Under Component 3 of the additional financing, US \$ 2.5 Million will be allocated. This component will support institutional capacity building for SP and strengthening of the safety net delivery system to serve as the foundation of an eventual government-led national safety net program in South Sudan. The government-led implementation under the SNSOP now provides an important opportunity to continue strengthening institutional capacity and delivery systems to enable the Government to gradually take over in a phased approach the full management and implementation of a nationally owned safety net program. This will not only ensure sustained investment in predictable and reliable safety net provision for human capital accumulation but will also support increased citizen confidence in national institutions by signaling the Government's commitment to supporting the welfare of its people.

Focus will be on enhancing the capacity of the Ministry of Gender, Child, and Social Welfare (MGCSW) to enable it to effectively lead and coordinate the SP sector and eventually establish and implement a national safety net program. As such, technical assistance will be provided to the Social Protection Department of the MGCSW on the following possible activities: (i) review the National Social Protection Policy Framework (NSPPF) to align it with changing country dynamics and needs; (ii) develop an implementation framework to operationalize the NSPPF; (iii) establish a national high-level strategic governance arrangement for SP; (iv) develop and implement a Capacity Building Plan; (v) provide technical assistance and capacity building (e.g., trainings), as appropriate; and (vi) develop design options of a Government-led national safety net program, among others. The component will also enhance the existing MIS and community-based Grievance Redress Mechanism (GRM). For the MIS, focus will be on supporting innovative options for the Social Protection Department to manage the MIS for transparent and effective delivery of safety net, given the effort and time that will be required to sufficiently build the Department's capacity to host and manage the MIS on its own. Attention will also be given to integrating an M&E system within the MIS and supporting data de duplication with partner MIS.

Component 4: Project Management, Monitoring and Evaluation, and Knowledge Generation.

Under Component 4 of the additional financing US \$ 3 million will be allocated. This component will support the day-to-day project management, monitoring, and coordination, as well as broader knowledge generation. Thus, it will support the on-boarding of necessary human resources and technical assistance to implement the envisioned activities. It will also ensure that robust monitoring and supervision arrangements are established, including a third-party monitor (TPM), to track progress, take stock of implementation experience, and identify challenges for timely response and course correction. Further, this component will support coordination and collaboration with partners to leverage on existing efforts for maximum impact. Related, it will include a strong learning agenda to take stock of lessons learned and experiences of aspects of the socioeconomic

interventions to facilitate the scale-up of activities. In addition, while it is not anticipated that a rigorous impact evaluation will be undertaken given insecurity and access challenges as well as the funding limitations and short project duration, some form of process evaluation and qualitative assessments of impacts will be undertaken to learn from the implementation experience.

1.3 Implementation Arrangement

The Ministry of Agriculture and Food Security (MAFS) is the lead implementing agency responsible for overall implementation and fiduciary and safeguards compliance for the proposed project on behalf of the government. The MAFS has strong previous experience in implementing the SNSDP and SSSNP with day-to-day oversight and management, including on project management, coordination, partner and community mobilization and facilitation, capacity building, training, environmental and social risk management, fiduciary, and M&E. MAFS is also the lead implementing agency for two Bank-financed agriculture projects i.e. RALP and ELRP implemented through the SPCU. The SNSOP will leverage the established PCU and further strengthen its capacity for safety net delivery, as identified during preparation. Moreover, it is envisioned that the PCU will directly contract third-party implementers (i.e., UNOPS and/or NGOs) to support on-the-ground implementation of key project activities given local capacity constraints, with strong capacity building obligations included in the contracts to enable phased exit and government takeover of implementation. SPCU will be responsible for all technical planning, financial management, procurement, social and environmental risk management, and communications vis-à-vis the World Bank. It will cascade down responsibilities in these areas to UNOPS and other implementation partners, contractors, and sub-contractors, and will maintain overall monitoring and supervisory responsibility for these activities.

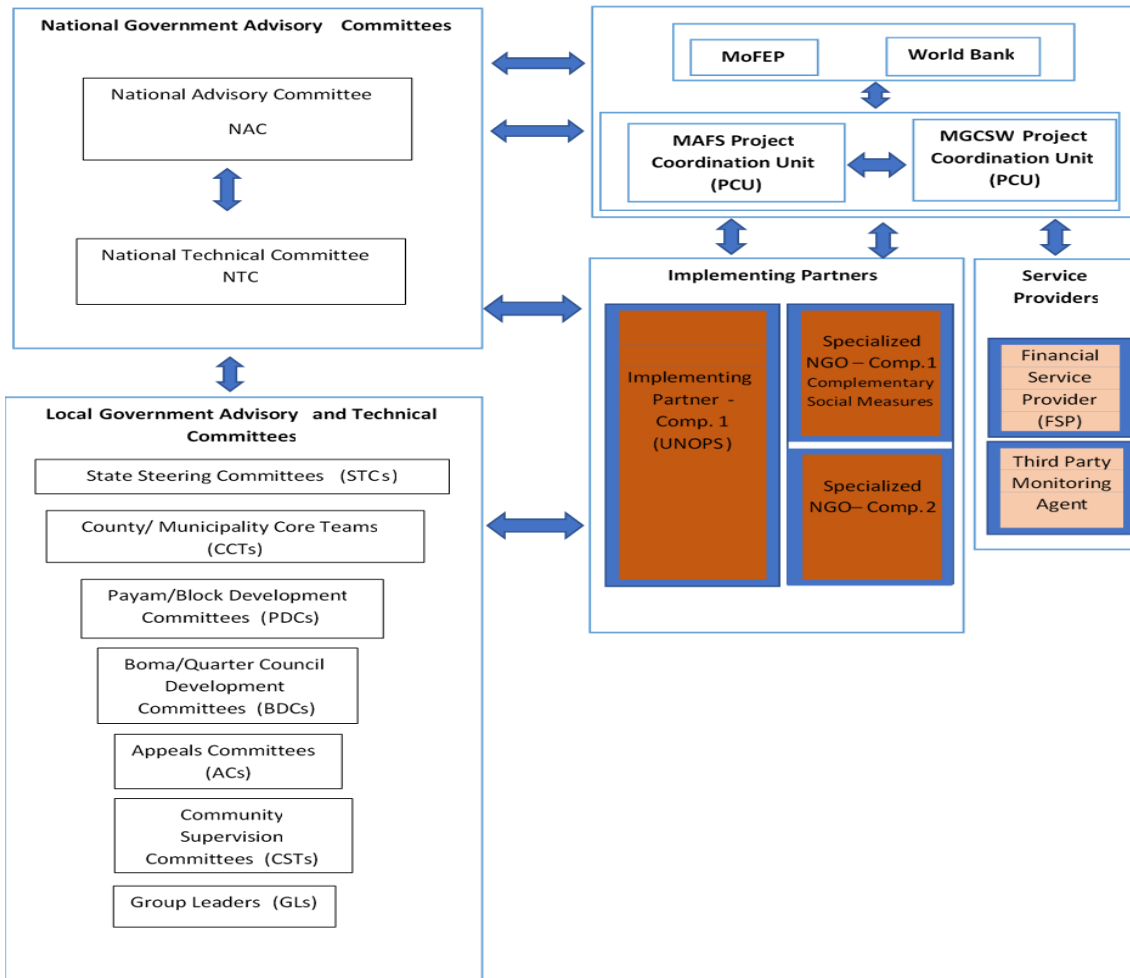
A Third-Party Monitor (TPM) may be engaged by MAFS, particularly in assessing the functionalities of the payment system and the GRM, as well as roll-out of the beneficiary satisfaction survey, to provide assurance and robust check of implementation progress. This will be augmented by GIS-based real time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

The Ministry of Gender, Child, and Social Welfare (MGCSW) will be an implementing partner, leading activities on institutional capacity building and systems strengthening under Component 3. While the MGCSW is the mandated line ministry for SP activities, in particular policy development and implementation and coordination, its current capacity for management and implementation of projects and for ensuring fiduciary and safeguards compliance is significantly inadequate. The World Bank through the SNSDP established basic safety net delivery tools, namely: (i) community-based household targeting mechanism, (ii) MIS, (iii) GIS

enabled biometric enrollment and payment mechanisms, and (iv) GRM, and supported the MGCSW to establish and equip a Social Protection department to spearhead and coordinate SP activities.

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

Institutional Arrangements, composition, Roles, and Responsibilities.



The table below summarizes the roles and responsibilities of the stakeholders in the project.

Institution	Composition	Roles and Responsibilities
National Advisory Committee (NAC).	<p>Composition: Ministry of Finance and Planning (MoFP), Ministry of Agriculture and Food Security (MAFS), Ministry of Gender, Child, Community and Social Welfare (MoGCSW), LGB – at Undersecretary (US) level, or as delegated</p> <p>Chaired by US MAFS</p> <p>Co-chaired by US Planning-MoFP</p> <p>National Technical Committee members</p> <p>PCU Director and Project Manager</p> <p>WB Task Team Leader</p> <p>UNOPS Country Director</p>	<p>Overall policy and strategic guidance,</p> <p>Coordination with other government agencies and other development partners at national level.</p> <p>Updates on progress and planning</p> <p>NB: Meet quarterly, or more as necessary.</p>
National Technical Committee (NTC).	<p>Composition: Ministry of Finance and Planning (MoFP), Ministry of Agriculture and Food Security (MAFS), Ministry of Gender, Child, Community and Social Welfare (MoGCSW), LGB – at Director Generals (DGs) and Director’s level, or as delegated</p> <p>Chaired by the DG of MAFS</p> <p>Co-Chaired by DG-Aid Coordination of MoFP</p> <p>Project Director PCU</p> <p>Project Manager PCU</p> <p>Project Manager UNOPS (Secretary)</p> <p>WB Task Team Leader</p>	<p>Technical support to the project</p> <p>Facilitate partnerships with other stakeholders.</p> <p>Coordination with state level authorities and other development partners</p> <p>Update on work plan progress and annual planning.</p> <p>NB: Meet monthly initially and will be changed quarterly after relative stabilisation of the project</p>
State technical Committee	<p>Composition: State Ministry of Finance (SMoF), State Ministry of Agriculture</p>	<p>Technical support to the project</p> <p>Coordination with local level authorities and other</p>

Institution	Composition	Roles and Responsibilities
(STC).	<p>(SMoA), State Ministry of Social Development (SMoSD), State Ministry of Physical Infrastructure (SMoPI), State Ministry of Local Government (SMoLG), State Secretariat General - at DGs and Directors level</p> <p>Chaired by DG MoA</p> <p>Co-Chaired by DG MoSD</p> <p>UNOPS Team Leader (TL) at State level-Secretary</p>	<p>development partners</p> <p>Facilitate and support integration of project plans with overall state and county plans, and project implementation within the State;</p>
Commission for Refugees Affairs (CRA).	<p>Composition:</p> <ul style="list-style-type: none"> -Commissioner of Refugee Affairs. -Deputy Commissioner. -Executive Directors. -Directorate for Program, Protection and Refugees Welfare. -Directorate of Administration and Finance. -Assistant Commissioners based in the field. 	<ul style="list-style-type: none"> - Coordinate and collaborate with UNHCR for protection services for the refugees. -Support in coordinating contribution from the government and other partners for the refugees. -Support regular exchange between humanitarian and development partners for refugees to strengthen the nexus between these spheres. -Enhancements to the project GRM to allow for timely reporting and action on grievances and complaints from refugees.
County/Municipality Core Team (CCT/MCT)	<p>Composition: Director of Public Works (DoPWs), Director of Social Development (DoSD), Director of Health (DoH), Director of Education (DoE)</p> <p>Chaired by the County Executive Direct (ED)</p> <p>Co-Chaired by the Planning Officer</p> <p>UNOPS TL- Secretary</p>	<p>Support implementation of the project at the county/municipality level including.</p> <p>Identification and selection of vulnerable Payams/blocks and Bomas/quarter councils.</p> <p>Identification and selection of vulnerable households.</p> <p>Participate in the deliberation and dissemination of targeting criteria.</p>

Institution	Composition	Roles and Responsibilities
		<p>Participate in the identification of sub-projects.</p> <p>Provide technical support to the Payam Core Team.</p> <p>Report to the state technical committee through UNOPS TL</p>
<p>Payam/Block Development Committee</p>	<p>All Payam/Block Development committee (DC) Members</p> <p>Chaired by Payam/Block (P/B) DC Chair</p> <p>UNOPS Community Mobilisation Assistant (CMA) - Secretary</p> <p>P/B ED/Administrator-Deputy Secretary</p> <p>All Technical Team of the Payam/Block as Ex-Officio</p>	<p>Work with Boma and village leaders during beneficiary targeting, and sub project identification and prioritisation.</p> <p>Work with UNOPS in the development of subproject proposals.</p> <p>Manage allocation of day-to-day tasks for efficient and effective use of the available labour force and resources.</p> <p>Report to the County Executive Director through the secretary (UNOPS CMA)</p> <p>Work toward sustaining the management of created assets during and after completion.</p> <p>Ensure the security and maintenance of hand tools, inputs industrial goods, etc.</p> <p>Ensure quality of work output.</p>
<p>Boma/Quarter (B/Q) Council Development Committee</p>	<p>B/Q Council DC Members as members</p> <p>Chaired by the B/Q DC Chair</p> <p>UNOPS Community Mobilisation Clerk (CMC) as Secretary</p> <p>Deputy secretary B/Q Administrator where they exist</p>	<p>Facilitate identification of target beneficiaries and validation by the community.</p> <p>Facilitate the identification and prioritisation of sub-projects.</p> <p>Supervises the subproject implementation.</p> <p>Together with local chief maintain peace and stability at project and payment sites.</p> <p>Monitor the daily attendance and ensure quality of work</p>

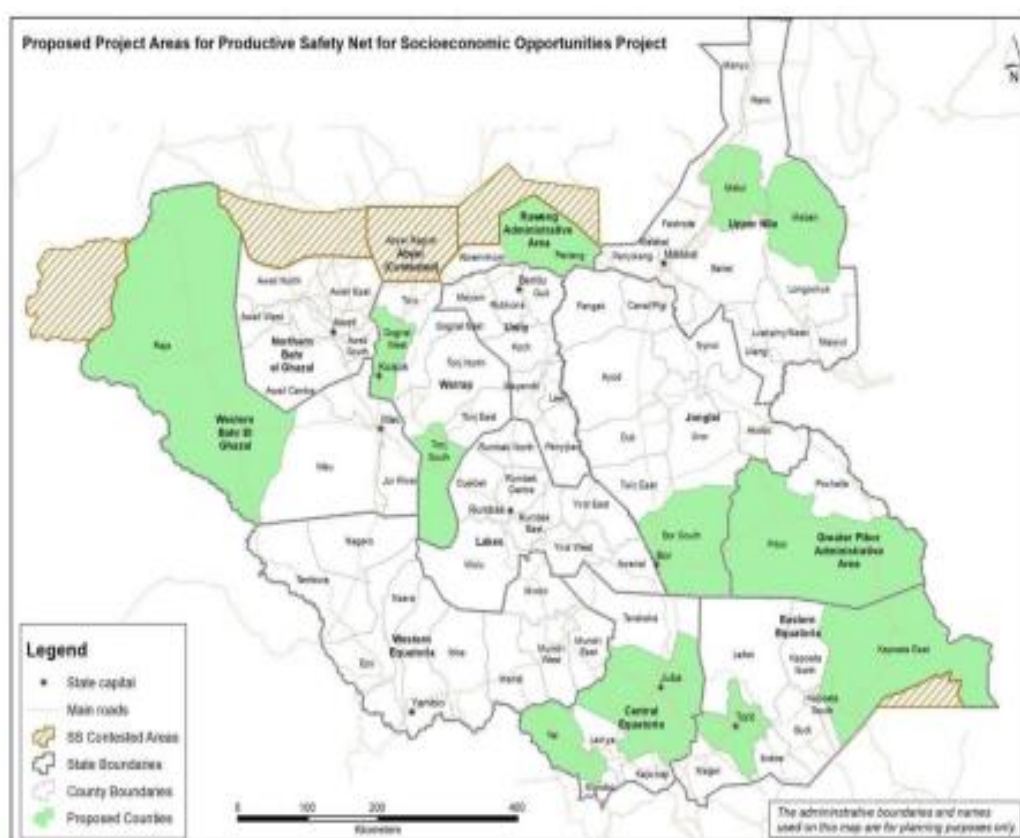
Institution	Composition	Roles and Responsibilities
		<p>output.</p> <p>Ensure the safekeeping of hand tools, inputs (industrial goods, etc.) provided by the project.</p> <p>Ensure the approved beneficiary list is posted in public places.</p>
Boma/Quarter Council Appeal Committee (AC)	<p>Chair-Elected among the beneficiaries.</p> <p>Secretary – identified by the Appeal Committee members.</p> <p>50% will be women.</p>	<p>Supervise the identification and registration of beneficiaries.</p> <p>Receive, record, and resolve complaints related to project implementation.</p> <p>Complaints that will not be resolved at this level will be escalated up the institutional management structure (to the relevant level).</p> <p>Monitor project implementation at the project localities.</p>
Community Supervision Team (CSTs) and Group Leaders	Five members per location selected from the beneficiaries.	<p>Enforce work norms and beneficiary norms and responsibilities.</p> <p>Receive and handle site-related complaints and passes them to ACs.</p> <p>Guides the implementation of the public works activities.</p> <p>Oversee implementation progress, oversee measurement of work and payment of wages, and certification of work completion.</p>

1.4 Project Location and Target Beneficiaries.

The SNSOP parent project is implemented in 15 counties i.e. Juba, Torit, Bor, Pibor, Kapoeta East, Tonj South, Gogrial West, Yei, Melut, Raja, Aweil west, Mundri west, Pochalla, Maban, Pariang and expanding it to 5 new

counties which includes Yambio, Rubkona and 3 other counties that will be identified by the Government. The selection of the other 3 new locations/counties for the additional financing will be based on the established Project Targeting Index (PTI) which was agreed between the World Bank and the Government in July 2021 following intensive consultation and consists of the following seven vulnerability indicators (i) poverty rate; (ii) food insecurity ratings; (iii) Share of children in severe and moderate acute malnutrition; (iv) share of IDPs/refugees; (v) number of conflicts; (vi) number of functional clinics per 1,000 people; and (vii) number of primary schools per 1,000 people. Refugee population and new influx will also be considered.

Figure 1: Proposed Project Areas for the SNSOP



Adopted from MAFS-South Sudan Social Assessment Report March 2023 <https://mafs.gov.ss/wp-content/uploads/2023/04/SNSOP-South-Sudan-Social-Assessment-final.pdf>.

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

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

actors.

The specific objectives of the SEP are to:

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

Implementation of project activities is expected to be completed in June 2026. A number of engagements and consultation on the SNSOP design and planned activities as well as on implementation arrangements have been conducted by the WB and Government of the Republic of South Sudan with key safety net partners, namely the UNOPS, United Nations Children’s Fund (UNICEF), World Food Programme (WFP), United States Agency for International Development (USAID), United Kingdom, Foreign, Commonwealth and Development Office (FCDO), United Nations High Commissioner for Refugees (UNHCR), Commission for Refugee Affairs (CRA) and relevant Government agencies. In addition, information drawn from stakeholder consultations on other planned projects, such as the ELRP, and lessons learned from ongoing Bank-funded projects have been incorporated in the design of the SNSOP to ensure that the Project responds to all previous and current concerns. While the SNSOP is generally viewed as a positive development that builds on previous Bank interventions and aims to contribute to the establishment of the longer-term sustainable SP sector for South Sudan, a few concerns by some stakeholders remain to be addressed. Among the notable ones are:

1. **Youth unemployment:** Given the high rates of youth unemployment in the country, expectations for job opportunities and skills development under the Project are high. During the implementation of the SSSNP, there have been several incidents of youth protests (in Torit, Pibor and Raja counties) over perceived unfair recruitment practices by humanitarian agencies and NGOs.
2. **Incentives for oversight committees:** Despite the provision of non-monetary incentives for project committee members, there continues to be low participation and a high turnover of committee members because they want monetary incentives.
3. **Disclosure of beneficiary selection criteria:** Due to the high levels of vulnerability among communities, demands for inclusion in the project remain high. While the vulnerability assessment and targeting processes

are participatory processes involving key stakeholders, communities not targeted may complain against perceived exclusion by the Project.

Additional engagements will be conducted with the beneficiary communities with a focus on vulnerable groups within the communities (youths, child-headed households, female-headed households, people living with HIV/AIDS and PLWD). Upon project effectiveness, priority for engagement will be given to communities in the new locations where there have been no previous engagements, such as the formerly opposition held areas and refugee settlements. Consultation with vulnerable groups will be maximized through targeted consultations for those groups, or ensuring their views are well represented on their behalf through key spokespersons of their choice.

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

To address the key interests and concerns raised during project design, the SNSOP will have to make a deliberate involvement of youth through meaningful consultation and giving them a stake in the project activities. Component 2 of the project is specifically designed to provide economic opportunities to vulnerable youths by targeting a subset of eligible cash transfer beneficiaries, with priority given to 'idle' male youth, and support them to strengthen their livelihoods and income generating opportunities for enhanced economic welfare. A beneficiary stakeholder selection methodology will be updated but key emphasis will be placed on the disclosure of the document and MAFS commitment to application. Furthermore, the project will invest in exploring other non-monetary incentives such as provision of T-Shirts, Gumboots, Raincoats, Caps, Half-Jackets to address the complaints of incentives by the oversight communities. Five (5) counties will be identified for additional financing which includes Yambio, Rubkona and three others that will be selected. The selection of these counties will be done by NTC based on the Project Targeting Index (PTI). The additional financing targets 61,500 households; . SPCU and UNOPS will discuss with the local government authorities at county level, CRA and UNHCR to come up with implementation modalities which include, but not limited to establishment of oversight committees, community mobilization strategy, selection, and implementation of LIPW sub-projects, targeting and registration of beneficiaries in the host and refugee community. One inception workshop will be conducted at the county level that will bring together representatives from CRA, UNHCR on behalf of refugees and local government authorities. All the established oversight committees will be trained on their roles and responsibilities including the GBV Focal persons.

A summary of stakeholder engagements during the parent project and additional financing project.

Table 1: Stakeholder consultation and Engagement Activities undertaken in the Parent project.

Stakeholder Group	Institutions	Date of Consultation	Topic of consultations	Summary of Deliberations for the additional Financing.
Government Agencies	Ministry of Finance and Planning (MoFP), Ministry of Gender and Social Welfare (MGSW) Ministry of Agriculture and Food Security (MAFS), Single Project Coordination Unit in MAFS.	5 th – 9 th September 2022.	(i) Discuss the advance readiness of the SNSOP following the approval by World Bank Board. (ii) Follow up on the project effectiveness conditions that is preparation of the Project Operation Manual (POM) and establishment of project implementation unit at MAFS & MGCSW status towards declaration of effectiveness. (iii) Review progress status towards achievements for disbursement condition (iv) Discuss the transition from SSSNP to SNSOP and agree on next steps for project implementation,	-Discuss the implementation strategies for the SNSOP. -Establishment and functionality of project oversight structures at local government levels.

<p>Donor and SP Development Partners</p>	<p>World Bank, MAFS, MGCSW, UNOPS and other development Partners</p>	<p>17th August 2023.</p>	<p>-National Inauguration (Launching) of SNSOP at Pyramid Hotel in Juba.</p> <ul style="list-style-type: none"> -Discussed the SNSOP overview. -Discussed on the implementation modalities and arrangement. -Deliberated on the roles of the MAFS, MGCSW, UNOPS and shared success stories and lessons learnt from the previous project SSSNP implementation. 	<ul style="list-style-type: none"> -Discussed overview of the SNSOP. -Discuss implementation modalities and arrangement. - Shared success stories and lessons learnt from the previous implementation of the SSSNP.
<p>World Bank, PMU Staffs from MAFS, UNOPS, Specialists from UNOPS, MAFS/SPCU & MGCSW</p>	<p>World Bank, MAFS/SPCU, MGCSW, UNOPS</p>	<p>6th – 8th November 2023.</p>	<p>Community Engagement and Capacity Building (CECB) Hybrid training of trainers.</p> <ul style="list-style-type: none"> -Discussed on the roles of community engagement and capacity building across the SNSOP delivery chain. -Understanding Fragility, Conflict and Violence context; Conflict sensitive community engagement and beneficiary outreach across SNSOP -Cross cutting role of GBV sensitive community 	<ul style="list-style-type: none"> - Introduction of SNSOP Project cycle, Community Engagement and Capacity Building (CECB) Plan and Salient features.

			<p>engagement.</p> <ul style="list-style-type: none"> -Role of stakeholders, social profiling and community engagement process including role and sensitization of project committee. -Supporting complementary Social Measures through CECB. -Rolling out GRM through CECB. -Rolling on LIPW through CECB, addressing associated community engagement challenges. -Rolling out of DIS; Associated with community engagement challenges. -Rolling out SNSOP payment circle 	
<p>Stakeholders Engagement and Inception Workshop at State and County level.</p>	<p>MAFS, MGCSW, UNOPS, STC's, CCT's, PDC's, BDC's and AC's</p>	<p>August 2023 – 5th April 2024.</p>	<p>-Stakeholders Engagement and Inception Workshop.</p> <p>-Stakeholders Engagement with authorities at State and County level as well as Inception Workshops conducted in 14 Counties (Juba, Kapoeta East, Torit, Yei, Raja, Mundri West, Pibor,</p>	<p>Discussed on the project objectives, implementation modalities, roles, and responsibilities of MAFS, MGCSW and UNOPS in the implementation of the SNSOP.</p> <p>Formed and trained the oversight committees (STC and CCT, PDC) in the new county where inception workshop was conducted (Mundri West) and reactivated the oversight committees in the</p>

			<p>Tonj South, Gogrial West, Melut, Bor, Aweil West, Maban and Pariang). Inception in Pochalla is planned for April 2024.</p> <ul style="list-style-type: none"> -Sensitized the Stakeholders on SNSOP project and its development objectives at County, Payam and Boma levels. -Enlightened the stakeholders on SNSOP implementation modalities at County, Payam and Boma level. - Deliberated on roles and responsibilities of MAFs, MGCSW, UNOPS, State, Counties, Payams, Bomas and beneficiaries in the implementation of the project. 	<p>previous 10 SNSOP locations (Juba, Kapoeta East, Torit, Yei, Raja, Pibor, Tonj South, Gogrial West, Melut, Bor) then trained them on their roles and responsibilities.</p> <p>Explained to the stakeholders on the delay of registration of beneficiaries. A letter written by the management of MAFS/SSPCU signed by the undersecretary of Agriculture was sent to the stakeholders explaining the reasons for the delay of registration of beneficiaries.</p>
<p>Stakeholders meeting with community. (Mass community mobilization).</p>	<p>MAFS, UNOPS, CCT's, PDC's, BDC's, AC's and community.</p>	<p>October 2023.</p>	<p>-Mass Community mobilization.</p> <ul style="list-style-type: none"> -Sensitized the community on SNSOP project and its development objectives -Enlightened the community on SNSOP implementation modalities. 	<p>Sensitization of community on SNSOP Project and its development objectives, implementation modalities and deliberation on the roles and responsibilities of MAFS/SSPCU, MGCSW and UNOPS.</p>

<p>Stakeholders Consultation</p>	<p>MAFS/SSPCU, MGCSW, UNOPS and National Technical Committee (NTC).</p>	<p>22nd February 2024.</p>	<p>-Pretesting of the Arabic names for branding SNSOP logo from the community.</p> <p>- NTC Meeting.</p> <p>-Discussed on selection of one common Arabic name for branding from the three names submitted to NTC.</p> <p>-Discussed the selection and approval of the SNSOP Logo for printing of visibility materials.</p> <p>-Elaborated on the selection criteria for the selection of 3 counties for Economic Opportunities (Juba, Pibor and Pariang)</p> <p>-Discussed on the selection of the 3 counties for complementary Social Measures (Pariang, Melut and Gogrial West).</p>	<p>One name was selected “Shabaka Meisha” and approved by NTC as the official brand name for SNSOP.</p> <p>Discussed on the selection of SNSOP Logo, selection of 3 Counties for Economic Opportunities and 3 Counties for Intensive complementary Social Measures.</p> <p>Option one Logo was selected and approved by the NTC.</p> <p>Juba, Pibor and Pariang were selected and approved by NTC as the counties for implementation of Economic Opportunities.</p> <p>Pariang, Melut and Gogrial West were selected and approved by NTC as counties for implementation of Intensive Complementary Social Measures.</p>
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Community and Stakeholders engagement	UNHCR, UNOPS, CRA, MAFS & local authorities in Maban	2 nd May 2024.	<ul style="list-style-type: none"> • _Conducted two consultative meetings with CRA to understand operations in the two refugee’s camps of Maban and Pariang. • Conducted a meeting in Maban with the camp management (Camp Executives, Umdas, Sheks), UNOPS, UNHCR, CRA and ACTED in Kaya and Doro camps to discuss on implementation modalities and allocate caseload for the two selected camps (Kaya and Doro) for project implementation. 	<ul style="list-style-type: none"> • _Agreed with CRA and UNOPS that the project will be implemented in two camps in Maban (Doro & Kaya) and two camps in Pariang (Ajoungthok & Pamir). • _Agreed with the local authorities (Camp management), CRA, UNOPS that in Kaya Camp the project will target 1,500 HH’s in three (3) Blocks instead of covering all the 6 Blocks due to limited resources and the selection of the Zones will be done with UNOPS with the involvement of CRA, UNHCR and ACTED as well agreed that 2,000 HH’s will be targeted in Doro covering 2 Zones out of 4 Zones due to limited caseload and UNOPS in collaboration with CRA, UNHCR will facilitate the selection of the two zones out of the 4 for project implementation based on criteria set for geographical targeting.
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Stakeholders' engagement	Juba City Council authorities	27 th March 2024.	Conducted a meeting with the authorities of Juba City Council to discuss on implementation modalities of LIPW activities and it was agreed that the City council authorities should write a commitment letter to MAFS/SPCU to give assurance about the availability of trucks to transport garbage to dumping sites.	<ul style="list-style-type: none"> The Juba City Council authorities accepted to support in the implementation of LIPW activities within Juba City but no commitment letter was written to the MAFS/SPCU by Juba City Council authorities as a way of committing themselves to avail trucks to transport garbage meaning activities that requires a lot of garbage collection will be screened out.
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Table 2: Stakeholder consultation and Engagement Activities during additional financing.

Stakeholder Group	Institutions	Date of Consultation	Topic of consultations	Summary of Deliberations for the additional Financing.
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Government Agencies	Ministry of Finance and Planning (MoFP), Ministry of Gender and Social Welfare (MGSW) Ministry of Agriculture and Food Security (MAFS), Single Project Coordination Unit in MAFS.	January 16 th -19 th ,2024.	(i)Discussed and agreed on the detailed designs of the proposed SNSOP additional financing, including components and activities; implementation arrangements; safeguards and fiduciary requirements; and results framework. (ii) Undertake consultations with stakeholders to solicit their input in the project design and identify potential areas for coordination and collaboration. (iii)Agreed on next steps in project preparation.	- Establishment and functionality of project oversight structures at local government level including. - options for incentives. Utilization/ Transfer of assets from previous interventions. - GRM
Donor and SP Development Partners	World Bank,MAFS/SPCU UNHCR, FCDO, WFP, UNICEF UNOPS and CRA.	Week of January 15 2024	Same as above.	-Increasing the caseload in selected SNSOP counties because of challenges associated with hosting refugees. -Expanding the parent SNSOP to up to three additional counties factoring the impact due to refugee influx and poverty indicators. -All new beneficiaries under additional financing will benefit from light and in-depth Complementary Social Measures. -If there social issues that are specific to refugees that may warrant an additional CSM, a decision to add a module will be

				<p>considered.</p> <p>-Support for institutional capacity strengthening was discussed and agreed.</p> <p>-AF will support the efforts of CRA to deploy integrated approach to refugees and returnees through coordination with other WHR funded WB Projects.</p> <p>- Use of existing systems delivery channels under the parent project for implementation.</p>
Donor and SP Development Partners	World Bank, MGCSW and MAFS/SPCU.	15 th -24 th April and 2 nd May 2024	<p>(i)The Word Bank discussed with the government on project design including geographical targeting.</p> <p>(ii)Implementation, E&S and Fiduciary arrangement.</p> <p>(iii) Revision of result framework.</p>	<p>-The AF of US \$70 million comprised of US \$ 50 million for Window for Host communities and Refugees and US \$ 20 million from Performance Based Allocation (PBA).</p> <p>-US \$ 57.5 Million for Component 1, US \$ 7 Million for Component 2, US \$ 2.5 Million for Component 3 and US \$ 3 Million for Component 4 and the total caseload = 61,500 HH's.</p>

Table 3: Planned Stakeholder consultation and Engagement Activities for additional financing.

Stakeholder Group	Institutions	Date of Consultation	Topic of consultations	Summary of Deliberations for the additional Financing.
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Selection of 3 new counties for AF.	NTC, SPCU, IPs	May 2024	Display of county selection criteria by using project targeting index (PTI), with consideration of high refugee population and new influx into the county.	3 new counties for AF selected.
Inception Workshops for 3 new counties for additional financing (AF)	MAFS, MGCSW, UNOPS, STC's, CCT's, PDC's, BDC's and AC's	June to – September 2024.	<ul style="list-style-type: none"> -Stakeholders Engagement and Inception Workshop. -consultation with state and county authorities of the new counties, Conduct Inception workshop and training of STC and CCT, Conducting VAM- to select payams and Boma as well as Caseload allocation to the payams and Boma. -Enlighten the stakeholders on SNSOP implementation modalities at County, Payam and Boma level. - Deliberate on roles and responsibilities of MAFs, MGCSW, UNOPS, State, Counties, Payams, Bomas and beneficiaries in the implementation of the project. 	Inception workshop to conducted, stakeholders trained on their roles and responsibilities, Payams and Bomas selected, and caseloads distributed.

<p>Stakeholders meeting with community. (Mass community mobilization).</p>	<p>MAFS, UNOPS, CCT's, PDC's, BDC's, AC's and community.</p>	<p>August-October 2024</p>	<p>-Mass Community mobilization. -Sensitize the community on the project and its development objectives, category of beneficiaries, cash transfer modality, selection criteria, -Enlighten the community on LIPW implementation modalities.</p>	<p>Sensitization of community on SNSOP Project and it's development objectives, implementation modalities and deliberation on the roles and responsibilities of MAFS/SSPCU, MGCSW and UNOPS.</p>
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1.8 Development Partners.

- Foreign, Commonwealth and Development Office (FCDO)
- World Food Programme (WFP)
- European Union (EU)
- United Nations Children’s Fund (UNICEF)
- United States Agency for International Development (USAID) United Kingdom,
- United Nations High Commissioner for Refugees (UNHCR)
- United Nations Office for the Project Services (UNOPS) Jan/ Feb 2022.

Project designs, objective, scope, and implementation modalities Collaboration with other agencies on the following:

- Avoiding duplication of beneficiaries.
- Security matters and emergency response.
- Gender and GBV/SEA /Child protection issues.
- Issues affecting refugees/ IDP.

1.9 Community Stakeholders.

- Target beneficiaries Vulnerable Groups (Women Groups, Youths, PLWD, IDPs/Refugees etc).
- Traditional Leaders Faith-based organizations.

Ongoing Project designs, objective, scope, and implementation modalities Selection criteria.

- Establishment of community-based oversight structures.
- Incentives for oversight structures
- Youth employment
- Subproject selection criteria.
- Distribution, use, storage, and record Keeping of tools and equipment.
- GRM.

2.0 Objectives of the Stakeholder Engagement Plan (SEP).

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

The specific objectives of the SEP are to:

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

2.1 Policy and Legislative Framework.

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

2.1.1 Access to Information Act No. 65 of 2013.

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

2.1.2 ESS10: Stakeholder Engagement and Information Disclosure.

The World Bank's ESS10: Stakeholder Engagement and Information Disclosure recognizes the importance of open and transparent engagement between the Borrower and project stakeholders as an essential element of good international practice. Effective stakeholder engagement can improve the environmental and social sustainability of projects, enhance project acceptance, and make a significant contribution to successful project design and implementation. It is a requirement under this standard that the Borrower will engage with stakeholders throughout the project life cycle, commencing such engagement as early as possible in the project development process and in a timeframe that enables meaningful consultations with stakeholders on project design. The nature, scope, and frequency of stakeholder engagement will be proportionate to the nature and scale of the project and its potential risks and impacts. Where properly

designed and implemented, it supports the development of strong, constructive, and responsive relationships that are important for successful management of a project's environmental and social risks. Additionally, in consultation with the Bank, the borrower will develop and implement a SEP proportionate to the nature and scale of the project and its potential risks and impacts. The SEP also outlines the establishment of a functioning project-level grievance redress mechanism (GRM) in addition to specific GRMs under ESS2 and the GBV/PSEA and Child Protection Action Plan.

2.1.3 Legislative Gap Analysis.

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

3. STAKEHOLDER IDENTIFICATION AND ANALYSIS.

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

3.1 Stakeholder Analysis

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

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

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

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

- Ministry of Gender and Social Welfare (MGSW)
- Ministry of Agriculture and Food Security (MAFS)
- Ministry of Finance and Planning (MoFP) Ministry of Health (MoH)
- Ministry of Labor (MoL)
- Ministry of Land, Housing and Urban Development (MoLHUD)
- Ministry of Roads and Bridges (MoRB)
- Ministry of Environment and Forestry (MoEF)
- UN Agencies (UNOPS, UNOCHA, UNMISS, UNDSS)
- South Sudan Relief and Rehabilitation Commission (RRC)
- Civil Society and Community Groups - include but not limited to Women and Youth groups.

Non-Governmental Organizations (NGOs) - include but not limited to CARE International, International Medical Corps (IMC), Médecins Sans Frontières (MSF) as well as GBV referral service providers and GBV Helpline operators such as Lulu Care South Sudan and Crown the Women.

3.2 Affected Parties.

Table 5: Directly or Indirectly Project-Affected Parties /Disadvantaged and Vulnerable Groups.

Stakeholder	Limitations to participation in/consultation with the Project	Expected SNSOP Engagement/Interest
Women and Girls	They are typically left out of decision-making processes and political representation, leading to local and community-based decisions that do not account for their unique needs and capacities. This produces a ripple effect on labor or economic opportunities and educational opportunities. Customary land tenure systems block women from securing and owning property. The risk of sexual violence negatively affects women’s ability to access income and resources.	Although women play a critical role in the maintenance of household livelihoods and provision of labor in agriculture, they generally have less access to productive resources, services, and employment opportunities. Women and girls in South Sudan suffer from significant discrimination, including in education, economic empowerment, and public participation, and are subject to widespread GBV, including domestic violence, gang rape and other abuses.
Widows and female- headed households	Women suffer greater food insecurity due to their cultural and social roles as caregivers and they may forego or pass on food within families. This places up to 80 percent of displaced households at risk, as they are predominantly female headed. They are also limited in land tenure and access to productive assets for agricultural production.	Given that more men die in the protracted conflict in South Sudan, a continuous increase in widows and female- headed households is taking place. This has resulted in changes of the intra-household roles. Widows are often marginalized and vulnerable in host communities as well as among the Internally Displaced People (IDP) and returnee populations.
Vulnerable groups - orphans/people living with HIV/AIDS, people living with physical/mental impairments	They are marginalized and struggle to access basic services, particularly health care. They are also discriminated against when it comes to economic opportunities and generally in social life.	These groups are marginalized and struggle to access basic services, while suffering discrimination that hinders their participation in social, political, and economic life. There are also a significant number of persons with disabilities, including those injured during conflict. Women with disabilities experience higher

		levels of physical, psychological, and sexual violence. Elders with disabilities face greater challenges due to less access to food, wash facilities and other support.
Ethnic minority groups (eg. Murle, Toposa, Moru, Otuho and Luo)	The Project will work in areas that are both government and opposition controlled, conflict-affected or have significant minority populations. Ethnic minorities may occur at different levels, in the state or even inside the county. Here they may be dominated by authorities from other groups and may have little decision-making power.	Some of these groups have suffered historic discrimination and economic and political marginalization and more recently, the brunt of the conflict. They will need special attention.
Potential community workers	Given the high rates of unemployment, there will be expectations for employment opportunities on the project. Some of the community members may lack or have limited skills required under the project. The Project will apply the selection criteria in the selection of beneficiaries. Some of the members of the communities in the target location who are not vulnerable and do not meet the selection criteria will not be selected and may feel excluded. Additionally, some of the sub	Within the communities, some individuals with some level of education exist, but not enough to take up jobs in the cities. Therefore, they are important resources that could be used. The project will need to sensitively manage expectations among affected communities in relation to the actual numbers of persons who can be hired to work for the project. Often tension is reported between IDPs, refugees and their host communities. In the thirteen respective counties there are several locations where IDPs meet host communities. It is therefore important to also attend to the needs of host communities.
Host communities	projects may be implemented on public land or shared resources such as public roads and drainages thereby affecting host communities either positively or negatively.	

Local community leaders including religious leaders	Local leaders may have the desire to include their locations/ subjects in the project. However, where these do not meet the selection criteria, they may feel excluded.	With formal administration systems only developing and non-existent in some areas, community leaders including clan and religious leaders play a vital role in community entry and the attainment and social license to operate. They need to be engaged in community consultation and the endorsement of community decisions.
Refugee Community	Refugees fleeing violence and returnees going back to their places of origin are also more likely to encounter competition in accessing basic resources like shelter and water, hindering their ability to participate in development activities.	Since the outbreak of conflict in Sudan's South Kordofan and Blue Nile states in 2011, an estimated 200,000 Sudanese have become refugees in South Sudan, with most of them staying in Pariang and Maban Counties in Unity State and Upper Nile state and would likely return to their places of origin as soon as stability and security is restored. The demand for basic services continues to increase in these areas. Among refugees are persons who have suffered disabilities because of the conflict.
Ministry of Agriculture and Food Security (MAFS) and UNOPS	Potentially Influencing Party	MAFS is the Borrower/Project Manager and UNOPS is the third-party Implementing Agency to be contracted by MAFS. The Ministry will receive technical assistance and capacity building support in various areas related to the core Project activities. Staff at County level will also have responsibility for extension service delivery to beneficiary communities.
Line Government ministries, UN	Potentially Influencing Party	All organizations working in project locations are stakeholders and close coordination would add value e.g., security,

agencies, and other development partners		GBV referral service providers, (UNDSS, UNOCHA, etc.) and others.
International NGOs, local and national CBOs and NGOs operating in the health, education, livelihood sectors	Interested Party	With most having invaluable experience in the successful delivery of a wide range of humanitarian services, their networks, delivery systems and knowledge of intricate community dynamics will need to be tapped for use by the project.
South Sudan Relief and Rehabilitation Commission (RRC)	Potentially Influencing Party	The RRC is an independent entity established through the RRC Act, 2016. It is responsible for coordinating, monitoring, and evaluating humanitarian programmes undertaken by Non-Governmental Organizations in South Sudan. RRC also facilitates partnership and coordination between NGOs and the government.
World Bank	Influencing Party	Donor
Suppliers of goods and services in target locations	Interested parties	Local business operators (mainly those supplying necessities such as food) in the target locations would be interested in the business opportunities that will result from increased income among the beneficiary communities. New businesses are also likely to be set up by some of the beneficiaries through their income.

4. STAKEHOLDER ENGAGEMENT PROGRAM.

4.1 Purpose and timing of stakeholder engagement program.

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

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

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

- **Openness and life-cycle approach:** community meetings will be arranged to discuss the status of the Project throughout its implementation; discussions will be carried out openly, free of manipulation, interference, coercion, or intimidation.

- **Informed participation and feedback:** information will be provided to all stakeholders in an appropriate format, in English or local languages, to ensure the accessibility and effectiveness of the medium and space for addressing comments and concerns; opportunities will be provided for constructive discussions of stakeholders' feedback.

- **Inclusiveness and sensitivity:** stakeholder identification is undertaken to support better communication and build effective relationships. The participation process for the Project will be inclusive. Stakeholders will be encouraged to be involved in the consultation process, ensuring equal access to information for all. Sensitivity to stakeholders' needs will guide the selection of engagement methods. The cultural sensitivities of diverse ethnic groups will be considered, and special attention will be given to marginalized

or at-risk groups and others with vulnerabilities, such as women, children, the youth, persons with physical disabilities and the elderly. Method for engagement is listed in Table 6 below.

Table 6 SNSOP Stakeholder Engagement Methods.

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

	<p>project activities and proposed mitigation measures, as well as compliance with COVID-19 protocols should the pandemic persist. Social Accountability Fora Community Level Social Accountability fora will be organized with project beneficiaries and non- beneficiaries to solicit feedback on project activities and progress. The outcomes of these fora will be fed into the project management cycle for improvement.</p>	
Correspondence by phone/ email/ written letters	Distribute project information to government officials, organizations, agencies, and companies and invite stakeholders for meetings	Donors, Government officials, line ministries, consultants, contractors and Development Partners
Printed media Advertisement	<p>This will be used to disseminate and disclose project documents intended for general readers and audiences.</p> <p>Advertise project procurements, as applicable</p>	General public
Distribution of printed public materials: Project information leaflets,	This will be used to convey general information on the Project and to provide regular updates on its progress to local, regional and national stakeholders. Materials may include FAQs and IEC	General public

	(pamphlets, banners, leaflets, etc) materials on GRM	
Social media	This platform will be used to provide key highlights and milestones about the project to the public.	General public
Meetings & Workshops	These platforms will be used to conduct consultation, discuss project progress and provide capacity building to parties involved in project implementation.	Donor, Government officials, Community based oversight. structures, consultants,

4.2 Proposed strategy for information disclosure supplies and Development Partners.

Stakeholder engagement under the SNSOP will follow the standard project management cycle, which are: Preparation and Design phase; (ii) Implementation phase; (iii) Monitoring phase; and (iv) Completion and Evaluation phase. The strategy for information disclosure is presented in Table 7 below.

Project stage	List of Information to be disclosed	Methods proposed	Timetable: Location	Target Stakeholders	Topic of consultation	Responsibility
Preparation/ Project design	SEP, ESCP, ESMF	Newspaper publication, emails, official websites, and stakeholder meeting/ workshops/	Prior to project appraisal and Effectiveness	National, state, county and community level stakeholders and the public	Environmental & social Safeguards management, procurement, stakeholder engagement, project concept, mode of selection of	MAFS & MGSW, WB, UNOPS

		consultations and distribution of printed documents in relevant. Institutions			subprojects, project benefits and impacts	
Implementation Phase	Project design and implementation Communicating Project interventions Sensitization on project interventions ESMP, Labor Management Procedure, Occupational Health & Safety plan, emergency preparedness & response Project monitoring &	Project inception stakeholder meetings Community meetings/workshops, Radio, and Newspaper publication, official websites, social media Email, websites, radio, community meetings, church/mosque, markets etc Email, websites,	Prior and during the project effectiveness Continuous Prior and during the project Effectiveness Continuous Quarterly, Annually	Project staff, beneficiary communities All stakeholders Beneficiary communities Beneficiary communities and all the vulnerable groups International, National, State and County stakeholders	Project concept and implementation modalities Project concept and implementation modalities Project implementation Modalities Subprojects benefits, impacts (Community health and Safety, Occupational health and Safety, Labor Management Procedures, Security, GRM, GBV issues and mitigation	MAFS & MGSW, WB, UNOPS MAFS and UNOPS (Safeguards team) MAFS and UNOPS

	Safeguards compliance report Project progress reports	radio, community meetings, church/mosque, markets,			Project progress	
Operational Phase	Annual Sector Performance Reports Environmental and Social Audit reports Updates on project activities	Notice boards, and official websites	Bi-annual	State and County stakeholders	Performance of subprojects, grants, GRM, GBV Education	MAFS, MGSW, and UNOPS
Completion Phase	Project Completion Report	Institutional completion reports	Final year of the project	All Stakeholders	Project results	MAFS, MGSW and UNOPS

4.3 Proposed strategy for consultation

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

Consultations prior to disclosure will be conducted with various high level key stakeholders. These include discussions on selection of target locations, project design and objectives, financing and budgeting and roles and responsibilities. Some of these have already been undertaken between MAFS and other key government Ministries and departments, the World Bank, UNOPS and other agencies. The local government structures including the respective community groups such as the, community leaders, youth and women groups, religious leaders and people with disabilities have been consulted and engaged through inception workshops, committees capacity building, community mobilizations as well as involvement during LIPWs and beneficiary payments. Prior to household targeting and registration, PDC, BDCs and ACs participated in sensitizing the community on beneficiary selection criteria for both LIPW and DIS beneficiaries. During registration, these committees will be involved meanwhile the community vulnerable groups are encouraged to lodge any complaint on the registration process if any, to ensure fair selection of vulnerable.

In case of COVID-19 outbreak or any other life-threatening disease, short-term adaptation of the consultation approach will be required. The project will therefore follow (i) WHO guidance on prevention of the spread of COVID-19 virus or the disease; (ii) respective instructions by the Government of South Sudan; (iii) international good-practice on consultations under Covid-19 and innovative approaches will be established by World Bank, UN, and other development agencies.

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

The approaches taken will thereby ensure that information provided is meaningful, timely, as complete as possible, and accessible to all affected stakeholders, use of different languages including addressing cultural sensitivities, as well as challenges deriving from illiteracy or disabilities, tailored to the differences in geography, livelihoods, and way of life. The project will also ensure the establishment of a Grievance Redress Mechanism. The project will also establish a worker grievance mechanism in line with ESS2, to enable all direct workers and contracted workers to raise workplace concerns, including in relation to workplace sexual harassment. For details on stakeholders' consultation done in the parent project see table 1, and planned consultations for AF, visit table 2, section 2 above.

4.4 Proposed strategy to incorporate the view of vulnerable groups.

MAFS, MGSW and UNOPS will ensure that women, persons living with disabilities, ethnic minorities and other members of vulnerable groups are participating effectively and meaningfully in consultative processes and that their voices are not ignored. This will require specific measures and assistance to afford opportunities for meetings with vulnerable groups in addition to general community consultations. For

example, women are usually more outspoken in women-only consultation meetings than in general community meetings. Similarly, separate meetings need to be held with young people, persons with disabilities or with ethnic or other minority groups. The more dominant groups will be sensitized so that they can accept the voices of the vulnerable. Further, it is important to rely on other consultation methods as well, which do not require physical participation in meetings, such as social media, SMS, or radio broadcasting, where feasible, to ensure that groups that cannot physically be present at meetings can participate. Where this is not possible, community facilitators will visit households of vulnerable people, in particular the elderly and persons with disabilities that are not able to attend communal meetings.

In view of promoting women's empowerment, it is most important to engage women's groups on an ongoing basis throughout the lifetime of the project. Women voicing their concerns and contributing to the decision-making process on issues such as community infrastructure should be encouraged, especially in governmental or traditional committees predominantly consisting of men. IPs are similarly encouraged to deploy female staff, where staff interface with community members. GRMs will be designed in such a way that all groups identified as vulnerable (see below) have access to the information and can submit their grievances and receive feedback as prescribed.

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

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

4.5 Timelines

The project is planned for a duration of four years. The stakeholder consultations shall be conducted throughout the project lifecycle. Information disclosure and consultations during project implementation will include monthly visits and meetings with community leaders and regular meetings with county authorities. Activities under each sub-component will include further consultations prior to their commencement to ensure a good selection of beneficiaries, transparency and accountability on project modalities, and to allow community voices to form the basis of the concrete design of every intervention and consultations will continue throughout the project cycle.

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

4.6 Review and Integration of Stakeholder Consultations

The SPCU implementing different sub-components of the project will gather all comments and inputs originating from community meetings, SMS, GRM outcomes, surveys and FGDs. The information gathered will be submitted to the Environment and Social Safeguards team - to ensure that the project has general information on the perception of communities, and that it remains on target. This will then be shared with the SPCU for oversight purposes. It will be the responsibility of the Implementing Partners IPs to respond to comments and inputs, and to keep open a feedback line to the communities, as well as the local authorities.

Training on environmental and social standards facilitated by WB will be provided soon after the project becomes effective to ensure that all implementing staff are equipped with the necessary skills. This SEP provides the overarching guidelines for the rolling out of stakeholder engagements. The Environmental and Social Safeguards team within the SPCU and PIU will continue to monitor the capacity of the IPs, and recommend appropriate actions, e.g., refresher training.

4.7. Future Phases of Project

Stakeholders' identification and analysis will be updated and kept informed on an ongoing basis with project progress. This includes monitoring and reporting on the project environmental and social performance and implementation of the SEP including the GRM on a quarterly basis. This is important for the wider public, but specifically critical for the directly impacted community members.

5. RESOURCES AND RESPONSIBILITIES FOR IMPLEMENTING STAKEHOLDER ENGAGEMENT ACTIVITIES

5.1 Resources

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

be an overall budget administered by the MAFS SPCU to monitor the SEP and other ESMF activities, UNOPS and IPs will have dedicated budget resources to implement the SEP as part of the integral project costs for each activity.

Estimated Budget for SEP Implementation

No	Budget categories	Total costs (Dollar)
1	Technical Support for the implementation of the SEP	80,000
2	Consultations/ Participatory Planning, Decision-Making Meetings	50,000
3	Trainings	40,000
4	Grievance Mechanism	25,000
	TOTAL:	195,000

5.2 Management functions and responsibilities.

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

UNOPS and other IPs will identify dedicated staff responsible for the implementation of the SEP within the organization. Staff names will be submitted to the SPCU. Selected staff must have ample qualifications to implement the SEP. The reporting lines between community liaison staff and senior management will be defined by the MAFS SPCU organizational structure. UNOPS and other IPs will also commit to

communicate the stakeholder engagement strategies for their respective sub-components, in accordance with the principles laid out in this SEP. Contracted local companies for construction work, or local NGOs or CSOs for the implementation of their activities will submit SEPs to the SPCU Social, Environmental Risk Management and Gender Officers, who will verify the implementation of those plans as well as their alignment to this SEP during field visits.

6. GRIEVANCE REDRESS MECHANISM.

6.1 Objectives.

The SNSOP ESMF provides for the establishment of a functional Grievance Redress Mechanism (GRM). The main objective of a GRM is to assist resolve complaints in a timely, effective, and efficient manner. Project-level GRMs can provide the most effective way for people to raise issues and concerns about projects that affect them. The project-level GRM will be culturally appropriate, effective, accessible and should be known to all affected population. MAFS in collaboration with UNOPS has conducted awareness raising for the affected communities about the presence of the GRM and inform their right to file any concerns, complaints, and issues they have related to the SNSOP. This awareness on GRM will also be conducted in the 3 new counties for additional financing. T The GRM provides a transparent and credible process for fair, effective, and lasting outcome. It also builds trust and cooperation as an integral component of broader community consultation that facilitates corrective actions.

Status of GRM implementation.

GRM oversight committees have been established at all government and community levels in 10 counties. So far, 744 appeals committee members (355 Females and 389 Males) from 10 counties were trained on their roles and responsibilities.

135 GBV focal persons were selected in 10 counties and trained on how to support and refer GBV survivors. GBV service mapping and referral pathways was conducted in 10 counties,

Non-monetary incentives such as T-shirts, caps, Gumboots, and raincoats were considered instead of monetary incentives and currently under procurement process. Refund for Acs transportation and lunch is being provided by IP. Similar arrangements will be done in the remaining 5 counties, including the 3 proposed new counties for additional financing.

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

Generic elements of a GRM should contain the following steps:



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

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

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

The GRM for the SNSOP will therefore be further strengthened by building on the enhancements that have already been established under the SSSNP. Throughout the project lifecycle, a continuing enhancement based on lessons learned from SNSDP and SSSNP by the GRM will be implemented including provision of non-monetary incentives to oversight. The Project will ensure proper documentation, tracking and timely resolution of grievances. The recommended timelines for handling and addressing grievances are shown in table 8 below:

MAFS will establish a central unit (contacts) reporting to the SPCU, and units in the states/Counties, to handle project activity-related complaints. The GRM units will report to the SPCU director, and every unit will have three dedicated focal points – Complaints team manager, Investigation Officer, and Registration

Officer. The following table presents key roles and responsibilities for running and sustaining a GRM within the SNSOP.

Table 8: Grievance handling steps and timelines.

Grievance Process	Actions	Timeline/ Frequency	Responsibility
Step 1: Assess and clarify.	<ul style="list-style-type: none"> ● The Appeal Committee checks whether the submission from the complainant can be clarified and addressed at the point of submission or requires verification, investigation and/or further action. 	Daily	Appeals Committee
	<p>Sensitive grievances such as those related to GBV/SEA/SH/ Child abuse will be referred to the GBV focal point of the Appeals Committee or the AAP Officer</p>		
Refugee Community	Refugees fleeing violence and returnees going back to their places of origin are also more likely to encounter competition in accessing basic	Since the outbreak of conflict in Sudan’s South Kordofan and Blue Nile states in 2011, an estimated 200,000 Sudanese have become refugees in South Sudan, with	Refugee Community

	resources like shelter and water, hindering their ability to participate in development activities.	most of them staying in Pariang and Maban Counties in Unity State and Upper Nile state and would likely return to their places of origin as soon as stability and security is restored. The demand for basic services continues to increase in these areas. Among refugees are persons who have suffered disabilities because of the conflict.	
Step 3: Acknowledge and follow-up	<ul style="list-style-type: none"> • The Grievance Register shall be checked on a weekly basis by the AAP Officer who will collect all Grievance registration forms, compile Grievance Records, and update the information in the MIS GRM Module. • GBV-related and other sensitive grievances will be escalated to the IA Senior Project Manager and SPCU Director immediately they are reported. The 	Weekly	Appeals Committee/AAP Officers

	<p>SPCU Director shall notify the World Bank within 24 hours of receiving a GBV-related grievance.</p>		
<p>Step 4: Verify, Investigate and Act</p>	<ul style="list-style-type: none"> ● This step involves the verification, analysis and investigative processes that shall be undertaken to enable the resolving party to make an informed decision in resolving the grievance. The grievances shall be analyzed, investigated, and resolved by the Appeals Committee and resolutions documented. ● The Appeals Committee shall meet on a weekly basis to review and resolve the grievances registered in the week. ● Where after review by the Appeals Committee it is established that they are not able to resolve the complaint, it shall be forwarded or escalated to the 	<p>1 week</p>	<p>Appeals Committee/AAP Officers</p>

	<p>appropriate structure above the Appeals Committee or to the IP or SPCU Safeguards team.</p>		
<p>Step 5: Monitor and evaluate</p>	<ul style="list-style-type: none"> • This step involves tracking and monitoring progress on the resolution of the complaint. It also involves the assessment of how efficient and transparent the GRM process is. • The IA Safeguards Team (UNOPS) through the AAP Officers shall keep track of the resolution of all grievances and make the necessary follow-ups with the Appeal Committee and other relevant structures to ensure grievances are fully addressed. The AAP officer is also responsible for updating the MIS with developments 	<p>Daily</p>	<p>IP Safeguards team (UNOPS)</p>

	<p>regarding complaints including investigation, appeals and closure.</p>		
<p>Step 6: Feed-back</p>	<ul style="list-style-type: none"> ● All ordinary complaints must be fully and satisfactorily resolved and closed within a maximum period of fourteen days. ● Where a complainant is not satisfied with the outcome, they have the right to appeal to the Appeals Committee or to a higher authority (i.e. structures above the Appeals Committee) for reconsideration of their grievance. 	<p>2 weeks</p>	<p>Appeals Committee/ AAP Officers</p>

Table 9: Proposed GRM roles and responsibilities.

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

6.2 Communication Channels

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

Table 10: Communication channels for the SNSOP GRM.

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

6.3 Guiding Principles.

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

6.4 World Bank GRM Services

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

6.4 Promotion of the GRM.

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

7. MONITORING AND REPORTING.

7.1 Participatory Monitoring.

Adequate institutional arrangements, systems and resources will be put in place to monitor the application of stakeholder engagement in line with this SEP across the whole project. The goals of monitoring will be to measure the success rate of the activities, determine whether interventions have handled negative impacts, identify ideas for improvement of interventions, and whether further interventions are required, or monitoring is to be extended in some areas. The goal of inspection activities is to ensure that sub-component activities comply with the plans and procedures laid out in the ESCP and ESMF. The ESMF will lay out environmental and social risks mitigation measures, with a dedicated E&S monitoring and reporting plan.

The main monitoring responsibilities will be with the SPCU, as the administrator of the GRM, and overall project-related environmental and social monitoring and main implementer of the SEP. The SPCU Project Manager will be overall responsible for the implementation of the environmental and social mitigation measures, including the SEP and location- or activity- specific SEP, as well as for monitoring and inspections for compliance with the SEP.

The GRM will be a distinct mechanism that will allow stakeholders, at the community level, to provide feedback on project impacts and mitigation programs. The project will also establish and operate a separate grievance mechanism for beneficiaries to lodge GBV-related grievances and workplace concerns, as provided under ESS4 and ESS2, respectively.

In addition, UNOPS and/or other IPs will have their own dedicated means of monitoring impacts, administering mitigating measures and stakeholder involvement in consultation with MAFS to ensure consistency in quality. These will be launched and implemented within the partners' specific subcomponent activities. UNOPS/ IPs will share these means with the SPCU and integrate stakeholder inputs into their regular monitoring and reporting activities. UNOPS/IPs will report the number, locations

and results of their SEP or SEP-related activities to the SPCU monthly. The MAFS SPCU will then consolidate these reports for submission to the Bank quarterly.

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

MAFS will also liaise with UNOPS to provide an annual review of project implementation, with the aim to: (i) assess the project performance in complying with ESMF procedures, learn lessons, and improve future performance; and (ii) assess the occurrence of, and potential for, cumulative impacts due to project-funded activities. Project stakeholders will be engaged in the review process. In addition, data from the GRM will be analyzed and presented. These reports will be the main source of information for the World Bank supervision missions, MAFS, UNOPS and national authorities, as needed.

Project activities Monitored.

From project commencement, SPCU monitored and participated in the project inceptions done in 14 counties by UNOPS. Key stakeholders including STC and CCT of respective counties were involved. UNOPS-PMU supervised stakeholders' selection, training, and community mobilization in the 10 counties, and reports submitted to SPCU and in turn to the world Bank.

Currently, SPCU is carrying out monitoring of the household targeting and registration process that started in Juba County on 2nd April 2024. This will continue until accomplishment of registration in all counties to resolve some post registration complaints. Monitoring and supervision of subproject screening exercise is planned for April 2024. The SPCU together with CCT will support UNOPS in conducting the screening process.

7.2 Reporting back to stakeholder groups.

Results of stakeholder engagements will be reported back to the affected communities, as well as the relevant local authorities and other stakeholders through quarterly project reports produced by MAFS. MAFS, in collaboration with the IPs engages the relevant stakeholders like STC and CCT through meetings, workshops, writing letters and joint field visits. This is to update the respective stakeholder of status of project implementation and address possible challenges. The reporting will include feedback on how stakeholders' concerns are being addressed, and all stakeholders including the community are being reminded of the availability of the GRM in case of any issue. It will be the responsibility of the MAFS to

ensure that all relevant reports are shared through the above-defined public means. At a sub-component and activity level, UNOPS and/or other IPs will be responsible for disclosing their stakeholder engagement results and relevant reporting on a quarterly basis.

Due to the delay in project activities including beneficiary registration in the various counties, MAFS leadership wrote a letter in February 2024, to project stakeholders in the states and county level expressing readiness of the project to conduct beneficiary registration in March 2024. This enabled other committees like PDC, BDC and Acs to support UNOPS in community briefing and mobilization for the registration process. Several meetings were also held with the same committees including CRA and UNHCR on how best their support SNSOP implementation process in both host and refugee communities.

Some Limitation in stakeholders' engagement and GRM

Local government transfers of personnel affect the already constituted committees at county and Payam level. Once it happens, UNOPS in close collaboration with SPCU will reconstitute or replace the already transferred member of the committee through county or Payam leadership respectively. Lack of monetary incentives has made some committee members reluctant, and not will perform their roles freely and actively. This is exacerbated by current economic crisis in the country. For this reason, the project is planned for non-monetary incentives to be provided to all oversight committees to motivate them in doing their respective roles and responsibilities.

Annex 1: Sample GRM Form.

Grievance Registration Form.

QC/Boma _____ Payam _____ Reporting Date: __/__/__

Details of the complainant	Details of the accused
Name:	Name:
Gender:	Gender:
Age:	Age:
Address:	Address:
Tel:	Tel:
ID No:	ID No:

Complaint details

Date when the event /activity /incident happened	
Describe the complaint or issue reported.	
How was the complaint addressed?	
Feedback from complainant	

Complaints recorded by: _____ Title: _____

Signature: _____ Date of Feedback/resolution: _____

THIS SECTION IS FOR MIS USE ONLY

MIS Serial Number: _____

Entry generated by: _____

Signature: _____ Date of entry: _____