STAKEHOLDER ENGAGEMENT FRAMEWORK

East Africa Girls' Empowerment and Resilience Project (P179293)

PHASE 1 OF THE

MULTI-PHASE PROGRAMMATIC APPROACH

April 2023

Contents

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ABBREVIATIONS

AFE	Eastern and Southern Africa
AES	Sexual abuse and exploitation
AP	Action Plan
CoC	Code of Conduct
CSOs	Civil Society Organizations
ESCP	Environmental and Social Commitment Plan
ESF	Environmental and Social Framework
E&S	Environment and Social specialist
ESIA	Environmental and Social Impact Assessment
ESIR	Environmental and Social Incident Response Toolkit
ESMF	Environmental and Social Management Plan
ESSs	Environmental and Social Standards (of World Bank)
GRM	Grievance Mechanism
GRS	Grievance Redress System
ILO	International Labour Organization
IA	Implementing Agency
IPF	Investment Project Financing
LMP	Labour Management Procedures
M&E	Monitoring and Evaluation
MEN	Ministry of Educational
MPA	Multi-Phase Programmatic Approach
NGO	Non-governmental Organization
OIP	Other Interested parties
PAP	Project Affected People
RPF	Ressetlement Policy Framework
UFP/UFP	Project Implementation Unit/Unity Facilitation Project
PMU	Project management Unit
PDO	The Project Development Objective
SEA/SH	Sexual Exploitation and Abuse, Sexual Harassement
SEF	Stakeholder Engagement Framework
SEP	Stakeholder Engagement Plan
SEL	Stakeholder Engagement Log
GBV	Gender-based violence
WB	World Bank

1. INTRODUCTION

1.1. Project Description and Context

The proposed regional Multi-Phase Programmatic Approach (MPA) aims to increase girls' and women's economic empowerment in Eastern and Southern Africa (AFE). The proposed program will be structured as a horizontal MPA, where countries with similar levels of readiness and capacity will join in phases. Criteria to identify and group participating countries into the different phases include technical considerations (gender gaps, common underlying challenges and synergies with the existing country portfolios), operational capacity (implementation experience), and client demand (government's demonstrated ownership of the agenda). Phase I will include Mozambique and Madagascar, and the AUC as regional partner. Subsequent phases of the MPA are expected to include Comoros, Ethiopia, Lesotho, Malawi, Tanzania, Zambia, and Zimbabwe.

1.1.1. PDO and Components

The Program Development Objective (PDO) is to To increase girls' and women's educational attainment, labor earnings and decision-making power in the program areas**.** It will be measured through the following indicators: (i) increase in labor earnings; (ii) increase in Gender Parity Index in completion of selected grades; (iii) increase in decision-making power.

The Project components are:

Component 1. Boosting Human Capital Accumulation aims to support girls in fully taking advantage of adolescence to accumulate human capital and get ready to enter the labor market. It addresses key drivers of school drop-out and early fertility, including financial constraints to access health and education services, distance from services, poor quality of services (perceived or real), and lack of information on returns to education, nutrition and sexual and reproductive health

- o **Sub-component 1.1. Keep girls in school**. *Keep Girls in School* programs deploy various instruments to tackle those constraints to education that disproportionately affect girls, mainly arising from gender norms and trickling down to issues of affordability, distance, hygiene and sanitation, safety.
- o **Sub-component 1.2. Safe spaces for out-of-school girls.** Safe Spaces provide life skills training and pathways back into education, training, or employment for girls who left school because of early marriage, early pregnancies, poverty, or other barriers.

Component 2. Enabling Access to Productive Employment. The objective of this component productivity of disadvantaged women who are either transitioning into the labor market or are already active in the labor market as wage employee or entrepreneurs.

- o **Sub-component 2.1. School-to-work transition:** This sub-component will strengthen skills of young women ages 18-24 who are entering the labor market through active learning (learning by

doing) and training in strategic areas that could enhance employability, productivity and opportunity entrepreneurship (e.g. financial literacy, climate change awareness). It will finance training in critical skills, including psychosocial and behavioral training, training in the use of digital technology, and technical training on financial literacy and other areas that are critical for productivity enhancement. This subcomponent will also finance internships and returnable small grants to enable the active and practical learning during the training.

- o **Sub-component 2.2. Economic inclusion**: This sub-component will finance economic inclusion programs targeting poor women who are either not working or engaging in self-subsistence work, in geographical areas where lack of access to wage jobs is most critical. Economic inclusion programs are defined as a bundle of coordinated, multidimensional interventions that support individuals and households in increasing their incomes and assets. The package to be financed usually includes a combination of consumption support, asset transfer, access to a saving scheme, technical skills and/or entrepreneurship training, life-skills training, and behavioral change interventions with both households and their communities at large. A gender-intentional program design will allow promoting empowerment while mitigating unintended household and community risks, including gender-based violence.
- o **Sub-Component 2.3 E*conomic transformation of disadvantaged women entrepreneurs***: Activities will boost adoption of digital technology to increase women's earnings, and to help them transition to more productive and profitable entrepreneurship activities that could also create jobs opportunities for other women (economic transformation). This subcomponent will finance the provision behavioral entrepreneurship training. purchase and distribution of generic smart phones, subsidies for digital connectivity access, and the development of gender-friendly of applications and digital platforms.

Component 3. Building the Enabling Environment. This component aims at supporting women's agency by building an enabling environment conducive to gender equality. Activities will engage diverse government and community stakeholders to address the root causes of gender inequality.

- o **Sub-Component 3.1. Policies, markets, and institutional capacity.** This sub-component aims at accelerating progress towards the gender equality objectives set by reference regional WGE protocols and strategies. Dedicated financing will be allocated to economic ecosystem more gender-friendly and directly support the objectives set by the *AU decade on Women's Financial and Economic Inclusion* Activities towards the achievement of this regional objectives will be implemented at both regional and national level in coordinated action. Interventions will include:
  - o Technical assistance towards ratification and implementation of existing national and regional conventions on gender equality.
  - o Activities will benefit regional networks and local organizations that provide support to women to strengthen their ability to provide upskilling programs and support services to women entrepreneurs and job-seekers.
  - o Technical assistance, training and purchase of services and goods to increase operational capacity of regional and national institutions to implement complex, multi-sectoral WGE programs.
- o **Sub-Component 3.2. Strengthening GBV service provision:** Under this sub-component, the program will strengthen access and availability of GBV services with particular emphasis on services delivered at the community level.

- o **Sub-Component 3.3. WGE Knowledge hub.** Activities in this sub-component would support knowledge generation and exchange, leveraging the program's regionality and unique position to convene partners from different countries.

1.1.2. Timeline and Budget for the entire Project

The project is expected to be approved in June 2023, and it will have a duration of 6 years (closing date in June 2029). Phase I will finance activities for a total budget of $372m, to be distributed across the three grant recipients as follows: $180m to the Republic of Madagascar; $180m to the Republic of Mozambique; $12m to the Africa Union.

1.2. World Bank's Environmental and Social Standard on Stakeholder Engagement (ESS10)

Operations and activities for which the World Bank`s Investment Project Financing (IPF) is sought after October 1, 2018, fall under the application of the Environmental and Social Framework (ESF). The ESF comprise, inter alia, the 10 Environmental and Social Standards which set out mandatory requirements for the Borrower and the Project. The Environmental and Social Standard (ESS) 10 targets "*Stakeholder Engagement and Information Disclosure*". The provisions of the Standards are to be read in conjunction with other applicable ESSs.

Objectives of ESS10 are the following:

- To establish a systematic approach to stakeholder engagement that will help identify stakeholders and build and maintain a constructive relationship with them, in particular project-affected parties.
- To assess the level of stakeholder interest and support for the project and to enable stakeholders' views to be taken into account in project design and environmental and social performance.
- To 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.
- To 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.
- To provide project-affected parties with accessible and inclusive means to raise issues and grievances, and allow Borrowers to respond to and manage such grievances

According to the definition provided in the ESS10, "stakeholder" refers to individuals or groups who:

i. are impacted or likely to be impacted directly or indirectly, positively or adversely, by the Project (also known as 'affected parties'); and

ii. may have an interest in the Project ('interested parties'). They include individuals or groups whose interests may be affected by the Project and who have the potential to influence the Project outcomes in any way.

The specific requirements set out by ESS10 are highlighted below:

- Borrowers will commence with stakeholder engagement as early as possible in the project development process and in a timeframe that enables meaningful consultations with stakeholders on project design and shall maintain such engagement throughout the Project cycle. 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.
- Borrowers will engage in meaningful consultations with all stakeholders. Borrowers will provide stakeholders with timely, relevant, understandable and accessible information, and consult with them in a culturally appropriate manner, which is free of manipulation, interference, coercion, discrimination and intimidation.
- The process of stakeholder engagement will involve the following: (i) stakeholder identification and analysis; (ii) planning on ways to engage; (iii) disclosure of information; (iv) consultation with stakeholders; (v) addressing and responding to grievances; and (vi) reporting to stakeholders.
- The Borrower will maintain and disclose a stakeholder engagement log as documented record of stakeholder engagement, including a description of the stakeholders consulted, a summary of the feedback received and a brief explanation of how the feedback was taken into account, or the reasons why it was not.
- The Borrower should also propose and implement a grievance mechanism to receive and facilitate the resolution of concerns and grievances of project-affected parties related to the environmental and social performance of the project in a timely manner.

1.3. Objectives and Scope of this Stakeholder Engagement Framework

Under the ESS10, a Stakeholder Engagement Plan (SEP) should be developed that sets out the principles and procedures for stakeholder engagement in a manner that is consistent with ESS10 and implemented proportionate to the nature and scale of the project and its potential risks and impacts.

In certain instances where the specifics for creating a detailed Stakeholder Engagement Plan are not available, a stakeholder engagement framework (SEF) may be adopted. Considering the MPA approach, as specifics such as project location, technical and technological details, and other key factors are not yet known and will be decided at a future date, which is why a SEF is deemed appropriate. This initial SEF is being developed as a roadmap and part of an iterative process in communicating with stakeholders, laying down the path of how the project will interact with stakeholders, external and internal alike. The document will be disclosed as early as possible, and before project appraisal. This SEF is the starting point of an iterative and is complemented by a more comprehensive stakeholder engagement strategy and plan, which will be the country-specific Action Plans (APs). The SEF will be updated periodically as necessary. This SEF should be also updated if the project architecture related circumstances change significantly. This includes changes in significance of identified Stakeholder groups, allocation of risks and responsibilities between institutional stakeholders, etc. To allow uptake of Stakeholders concerns and problems during the project planning stage, guidance on how to develop a fully functional Grievance Mechanism is developed and presented in details in chapter 5.

In order to meet good practice approaches, the project will apply the following principles for stakeholder engagement:

- *Openness and early on and life-cycle approach*: public consultations for the project will be arranged during the whole life-cycle starting during project planning, carried out in an open manner, free of external manipulation, interference, coercion or intimidation;
- *Informed participation and feedback*: information will be provided to and widely distributed among all stakeholders in an appropriate format; opportunities are provided for communicating stakeholders' feedback, for analyzing and addressing comments and concerns. Stakeholders should have sufficient knowledge on the different themes to be able to give sound, adequate and appropriate feedback;
- *Inclusiveness and sensitivity*: stakeholder identification is undertaken to support better communications, build effective relationships and sensitize the engagement methods tailored to meet the needs, expectation and divergence of various stakeholder groups and individual. The participation process for the project is inclusive. All stakeholders at all times are encouraged to be involved in the consultation process. Equal access to information is provided to all stakeholders. Sensitivity to stakeholders' needs is the key principle underlying the selection of engagement methods. Special attention is given to vulnerable groups, in particular women, youth, elderly and the cultural sensitivities of diverse ethnic groups. Therefore, stakeholders must be inculcated, integrated and be provided with the capacities, conditions and motivated to participate; .
- *Adaptive engagement management:* engagement strategies shall be adapted if mismatch of expectations amongst various stakeholders becomes evident (e.g. institutional and NGOs) or if the strategy shows shortcomings in soliciting and enabling feedback for various reasons (inadequate transparency, inappropriate format, etc.).

1.4. Development of Country-Specific Action Plans

As mentioned above, this SEF serves as a roadmap for development of country-specific APs. These will propose targeted stakeholder engagement programs which largely depend on the details, including the footprint, geographic location and timing of the Project activities. The scope and level of detail of the APs should be commensurate with the nature and scale, potential risks, and impacts of the project and the level of concern in the project and might be prepared for a certain group of project activities in the same area. The methodology for developing the APs shall adopt a participatory approach in consultation with all the stakeholders concerned by the project at the level of the intervention zones and at the level of the various institutions involved (national and regional). The analysis carried out takes into account the local context, the existing situation and values the good practices and requirements linked to inclusive, responsible and constructive consultations.

A draft of the APs will also be disclosed as early as possible, and before project appraisal, and the views of stakeholders on the AP shall be sought, including on the identification of stakeholders and the proposals for future engagement. The AP shall be updated if significant changes are identified. The AP describes the timing and methods of and Borrower's engagement with stakeholders throughout the life-cycle of the project as agreed with the Bank, distinguishing between project-affected parties and other interested parties. The AP also describes the range and timing of information to be communicated to project-affected parties and other interested parties, as well as the type of information to be sought from them. According

to ESS10 the information will be disclosed in relevant local languages and in a manner that is accessible and culturally appropriate, taking into account any specific needs of groups that may be differentially or disproportionately affected by the project or groups of the population with specific information needs.

The Borrowers are required to develop within the AP a procedure on receiving, addressing and responding to grievances (grievance mechanism to receive and facilitate resolution of PAPs concerns and grievances). It is required to implement the grievance mechanism and respond to concerns and grievances of project-affected parties related to the environmental and social performance of the project in a timely manner.

The AP should be clear and concise and focus on describing the project and identifying its stakeholders. The Development of the APs will be based on a screening to ensure relevant information that may be useful to understand the characteristics of people/communities that will be impacted by the project is included. This may for instance include: environmental data, census data, socio-economic data (information on income, employment…), gender data, levels of poverty, vulnerability, etc. and their implications from an environmental and/or social point of view will be explained. The Project description shall be kept targeted and relevant to understand the types of stakeholder groups impacted by the project. Each AP shall have the list of identified stakeholders and their analysis and will ensure that those (i) that are affected or likely to be affected by the project (project-affected parties); and (ii) may have an interest in the project (other interested parties) are adequately identified and classified. Some groups may be interested in the project because of the sector it is in, and others may wish to have information simply because public finance is being proposed to support the project. It is not important to identify the underlying reasons why people or groups want information about a project—if the information is in the public domain, it should be open and accessible to anyone interested. Based on the analysis the APs adopt the engagement strategies based on stakeholder needs and analysis of their Interest and Influence.

The drivers of vulnerability will be in details assessed and identified during development of the sub-project specific AP building upon the groups identified hereunder. The following can help outline an approach to understand the viewpoints of these groups:

- Identify vulnerable or disadvantaged individuals or groups and the limitations they may have in participating and/or in understanding the project information or participating in the consultation process.
- What might prevent these individuals or groups from participating in the planned process? (For example, language differences, lack of transportation to events, accessibility of venues, reduced mobility, lack of understanding of a consultation process).
- How do they normally get information about the community, projects, activities?
- Do they have limitations about time of day or location for public consultation?
- What additional support or resources might be needed to enable these people to participate in the consultation process? (Examples are providing translation into a minority language, sign language, large print or Braille information; choosing accessible venues for events; providing transportation for people in remote areas to the nearest meeting; having small, focused meetings where vulnerable stakeholders are more comfortable asking questions or raising concerns.)
- If there are no organizations active in the project area that work with vulnerable groups, such as persons with reduced mobility, contact medical providers, who may be more aware of marginalized groups and how best to communicate with them.

- What recent engagement has the project had with vulnerable stakeholders and their representatives?

A summary of stakeholder needs will be identified readying inter alia on the drivers of vulnerabilities but also other barriers requiring adaptation of the common communication and engagement tools.

The AP will Summarize the main goals of the stakeholder engagement program and the envisaged schedule for the various stakeholder engagement activities: at what stages throughout the project's life they will take place, with what periodicity, and how people's comments and concerns are taken into consideration in the decision-making processes.

The APs will briefly describe what information will be disclosed in what formats, and the types of methods that will be used to communicate this information to each of the stakeholder groups. Methods used may vary according to target audience. The focus will be on segregating what the key information will be in public domain, in what languages, and where it will be best accessible to allow inclusive access. The AP needs to be targeted and should demonstrate the ability to develop a strategy that is stakeholder specific, concise yet comprehensive and should explain the opportunities for information access, public consultation, provide a deadline for comments, and explain how people will be notified of new information or have opportunities to provide feedback including how these will be assessed and taken into account.

A Strategy for Consultation will be adopted with methods varying according to targeted audience (e.g. interviews surveys, public meetings, participatory methods). A strategy to incorporate the view of vulnerable groups and how the views of vulnerable or disadvantaged groups will be sought will be developed.

Details of what resources will be devoted to managing and implementing the Stakeholder Engagement Plan and what budget is allocated to ensure implementation including the monitoring and evaluation activities will demonstrate the capacity and commitment to implement the AP and activities thereunder.

The AP will expand on the GRM identified in this SEF and identify and advertise local grievance entry points as part of the awareness building campaign. Commitments to releasing routine information on the project's environmental and social performance, including opportunities for consultation and how grievances will be managed shall be made.

The APs shall be prepared in consultation with the stakeholder and disclosed and consulted on in line with the disclosure and consultation requirements outlined in this SEF.

2. STAKEHOLDER IDENTIFICATION AND ANALYSIS

The identification and mapping of stakeholders facilitates targeted engagement mechanisms and understanding the objectives, interests, and incentives of key stakeholders. For consultations, representative stakeholders, including representatives of marginalized and vulnerable groups, need to be identified at the national, regional, and local levels as applicable. For participatory approaches, target groups and champions need to be identified. Underlining principles, as laid out in the methodology

section, such as inclusiveness and representation, might be influenced by the capacity and willingness of the identified target groups to get engaged.

ESS 10, read in conjunction with ESS1, recognizes the following categories of stakeholders:

a. **Project Affected Parties**. These includes those likely to be affected by the project because of actual impacts or potential risks to their physical environment, health, security, cultural practices, wellbeing, or livelihoods. These stakeholders may include individuals or groups, including direct project beneficiaries and local communities. They are the individuals or households most likely to observe/feel changes from environmental and social impacts of the project.

b. **Other Interested parties (OIPs)** refers to: individuals, groups, or organizations with an interest in the project, which may be because of the project location, its characteristics, its impacts, or matters related to public interest. For example, these parties may include regulators, government officials, the private sector, the scientific community, academics, unions, women's organizations, other civil society organizations, and cultural groups. The stakeholder identification has been expanding to a wider area than the project will affect, since the locations have not all been identified and important details of project activities are still under development.

c. **Disadvantaged/Vulnerable Individual or Groups**. Includes those who may be more likely to be adversely affected by the project impacts and/or more limited than others in their ability to take advantage of a project's benefits. Such an individual/group is also more likely to be excluded from/unable to participate fully in the mainstream consultation process and as such may require specific measures and/ or assistance to do so. This will take into account considerations relating to age, including the elderly and minors, and including in circumstances where they may be separated from their family, the community or other individuals upon whom they depend.

2.1.   Project Affected Parties (PAPs)

Identify individuals, groups, local communities, and other stakeholders that may be directly or indirectly affected by the project, positively or negatively. The APs should focus particularly on those directly and adversely affected by project activities. Mapping the impact zones by placing the affected communities within a geographic area can help define or refine the project's area of influence. The APs should identify others who think they may be affected, and who will need additional information to understand the limits of project impacts.

2.2. Other Interested Parties (OIP)

'Other Interested Parties' constitute broader stakeholders who may be interested in the project because of its location, its proximity to natural or other resources, or because of the sector or parties involved in the project. These may be local government officials, community leaders, and civil society organizations, particularly those who work in or with the affected communities. While these groups may not be directly affected by the project, they may have a role in the project preparation and implementation(for example, government permitting) or be in a community affected by the project and have a broader concern than their individual household.

Moreover, civil society and nongovernmental organizations may have in-depth knowledge about the environmental and social characteristics of the project area and the nearby populations, and can help play a role in identifying risks, potential impacts, and opportunities for the Borrower to consider and address in the assessment process. Some groups may be interested in the project because of the sector it is in (for example, mining or health care), and others may wish to have information simply because public finance is being proposed to support the project. It is not important to identify the underlying reasons why people or groups want information about a project—if the information is in the public domain, it should be open to anyone interested.

2.3. Disadvantaged/ Vulnerable Individuals and Groups

Disadvantaged / vulnerable individuals or groups are potentially disproportionally affected and less able to benefit from opportunities offered by the project due to specific difficulties to access and/or understand information about the project and its environmental and social impacts and mitigation strategies.

It is particularly important to understand project impacts and whether they may disproportionately fall on disadvantaged or vulnerable individuals or groups, who often do not have a voice to express their concerns or understand the impacts of a project. The following can help outline an approach to understand the viewpoints of these groups:

- Identify vulnerable or disadvantaged individuals or groups and the limitations they may have in participating and/or in understanding the project information or participating in the consultation process.
- What might prevent these individuals or groups from participating in the planned process? (For example, language differences, lack of transportation to events, accessibility of venues, reduced mobility, lack of understanding of a consultation process).
- How do they normally get information about the community, projects, activities?
- Do they have limitations about time of day or location for public consultation?
- What additional support or resources might be needed to enable these people to participate in the consultation process? (Examples are providing translation into a minority language, sign language, large print or Braille information; choosing accessible venues for events; providing transportation for people in remote areas to the nearest meeting; having small, focused meetings where vulnerable stakeholders are more comfortable asking questions or raising concerns.)
- If there are no organizations active in the project area that work with vulnerable groups, such as persons with reduced mobility, contact medical providers, who may be more aware of marginalized groups and how best to communicate with them.
- What recent engagement has the project had with vulnerable stakeholders and their representatives?

Within the project, the vulnerable or disadvantaged groups may include and are not limited to the following:

- Elderly 65+, people with chronic medical conditions,
- Women,
- Girls from 10 to 17 years old;
- Young people aged 18 to 35 who have not attended school;

- Young people aged 18 to 35 with the capacity to design and carry out projects;
- Young people aged 18 to 35 with the capacity to design and carry out income-generating projects;
- People with reduced mobility of any nature regardless if under permanent care or self-cared,
- Single parent headed households, male and female;
- Female heads of low-income household or with young children (under 5 years);
- Economically marginalized and disadvantaged groups,
- Communities in remote and inaccessible areas with low communication,
- All of the above categories above residing in geographically challenging areas,
- Migrant workers accommodated in worker camps,
- Persons with limited literacy and education levels,
- People living of the ecosystem services without diversified livelihoods
- Internal displaced people
- LGBT+

Vulnerable groups within the communities affected by the project will be further confirmed and consulted through dedicated means, as appropriate. Description of the methods of engagement that will be undertaken by the project is provided in the following sections.

2.4 Project Stakeholder Categories

The country-specific Action Plans prepared will expand the list of projects affected parties and include for each sub-project those likely adversely by the project activities. These may also include parties affected by beneficial impacts, but the focus of engagement shall lie on drivers of the adverse impacts.

2.5. Summary of stakeholder engagement needs and Analysis of their Interest and Influence

Identified stakeholder groups and their level of influence cross-referenced with their interest they may have in the project will determine the type and frequency of engagement activities necessary for each group. Using the color coding of interest and influence matrix below will help determine where to concentrate stakeholder engagement efforts and why.

The table below identifies the key stakeholder groups and categories, the nature of their interest in the project and their level of interest in and influence over the project:

Table 1: Stakeholders analysis Matrix

Activity	Stakeholder	Potential participation/ interaction with the project	Level of interest	Level of Influence	Level of Engagement

The key Identified stakeholder groups and their level of influence cross-referenced with their interest they may have in the project will determine the type and frequency of engagement activities necessary for each group. By using the color coding of interest and influence matrix above and as applied below will determine where to concentrate stakeholder engagement efforts and why.

2.6 Stakeholder expansion

The project will have prevalent number of groups of people and economically differentiated groups who are interested in the project on different levels and may need to revisit the list of stakeholders and verify if there is a need to expand the list and engage with other stakeholders. This will be facilitated by filling out the stakeholder expansion questionnaire below at critical points during project implementation (e.g. at beginning of the design, the construction, at operation commencement, and periodic time interval thereafter). A potential update will be part of the Monitoring & Evaluation (M&E) segment of the Project.

Table 2: Expansion and update questionnaire

STAKEHOLDER EXPANSION AND UPDATE NEED QUESTIONNAIRE	
□ YES □ NO *If No the Project needs to expand the Stakeholder list*	Is our current list focused on relevant stakeholders who are important to our current and future efforts? *(Answers should be based on knowledge of the Project, feedback received and grievances registered tackling inadequate outreach, and feedback from Extension Services and TA during their Engagement)*
□ Yes □ No *If No the Needs assessment should be revisited or a supplementary conducted and Stakeholder list revisited*	Do we have a good understanding of where stakeholders are coming from, what they may want, whether they would be interested in engaging with the Project, and why? *(The answers should be based on the frequency of stakeholders approaching through communication channels other than the Projects, with suggestion for inclusion of groups or eligible activities etc.)*
□ Yes □ No *If No the Stakeholder list should be revisited as well as admission and evaluation criteria should be revisited*	Does the current engagement strategy focus adequately on potential beneficiaries of the Project from vulnerable groups? *(Answers should be based on the Stakeholder engagement log relative to the gender aspects and grievances received by women focusing on insufficient inclusion and/or access to Project benefits)*

3. STAKEHOLDER ENGAGEMENT PROGRAM

3.1. Purpose and Timing of Stakeholder Engagement

Stakeholder engagement is a key pillar for the success of the project, including the sustainability of the interventions and outputs achieved. Thus, this approach is adopted for all phases of the project, i.e. development and implementation. Stakeholder mobilisation is an inclusive process initiated and conducted throughout the project life cycle. Project stakeholders will be mobilised in distinct and appropriate ways, depending on their different interests and circumstances, to meet the objectives of the 'stakeholder engagement plan' which are

- Establish a systematic approach to stakeholder engagement that will enable the Project Facilitation Unit/ Project Coordination Unit (UFP/PCU) to properly identify stakeholders and establish and maintain a constructive relationship with them, particularly those affected by the project;
- Assess the level of stakeholder interest and buy-in and enable their views to be taken into account in the design of the project and its environmental and social performance;
- Encourage the effective engagement of all parties affected by the project throughout its lifetime on issues that may affect them and provide the means to do so;
- Ensure that stakeholders receive timely, understandable, accessible and appropriate information on the environmental and social risks and impacts of the project.

The stakeholder engagement program will therefore inform, disclose and consult on various project documents and activities early on to establish a dialogue with Project Stakeholders from project planning though implementation and operation. All safeguard documents prepared, disclosed and consulted on before the beginning of relevant activities. In anticipation of site specific SEPs drafts of ESF documents (i.e. ESIA, ESMF , ESCP, LMP, RPF and SEF) will be publicly disclosed at least 15 days before Public Consultations on the websites of the implementing agency, websites of the Borrowers implementing agencies. The disclosure packages will include:

- Project announcements,
- Brief description of project activities, zones of intervention and duration of interventions,
- The project activities' calendar
- Eligibility criteria for PAPs and vulnerable groups
- Description of public consultation arrangements (time, place…)
- Ways of submitting comments and feedback
- Key deadlines
- The respective draft ESF documents

- Information on the GBV sensitive Grievance Redress Mechanism (its objectives, the grievances management committees set up, the modes of referral to the committees, the complaints handling process, etc.);

Project information and schedule of activities will be shared with what periodicity, and what decision is being undertaken on which people's comments and concerns. If decisions on public meetings, locations,

and timing of meetings have not yet been made, provide specific information on how people will be made aware of forthcoming opportunities to review information and provide their views

3.2. Proposed Strategy for Outreach and Information Disclosure

The APs shall describe what information will be disclosed, in what formats, and the types of methods that will be used to communicate this information to each of the stakeholder groups. Methods used may vary according to target audience. The selection of disclosure—both for notification and providing information—should be based on how most people in the vicinity of the project routinely get information, and may include a more central information source for national interest. A variety of methods of communication should be used to reach the majority of stakeholders. The project should select those that are most appropriate and have a clear rationale for their choices. The plan should include a statement welcoming comments on the proposed engagement plan and suggestions for improvement. For remote stakeholders, it may be necessary to provide for an additional newspaper outlet or separate meeting, or additional documents that should be placed in the public domain. The public domain includes:

- Newspapers, posters, radio, television;
- Information centers and exhibitions or other visual displays;
- Brochures, leaflets, posters, nontechnical summary documents and reports;
- Official correspondence, meetings;
- Website, social media.

Written information will be disclosed to the public via a variety of **communication materials**, which shall include brochures, flyers, posters, etc. A public relations kit will be designed specifically and distributed both in print and online form. The implementing entity will also update its website regularly (at least on a quarterly basis) with key project updates and reports on the project's environmental and social performance both in English, French, Portuguese and local language. The website will also provide information about the grievance mechanism for the project. The communication material shall be in substance, content and information range adapted to respond adequately to the following questions:
- the relevant phase of the project,
- which stakeholder or group of stakeholders are targeted,
- type of information to be shared,
- feedback requirements influencing the project design and architecture,
- is immediate action to be taken,
- adverse social and environmental impacts.

The APs shall propose an **Information Disclosure Strategy** consider the specific needs of stakeholder as well as:

a. Project stage
b. List of information to be disclosed

c. Methods proposed
d. Locations/ date
e. Target stakeholders
f. Percentage reached
g. Responsibilities

3.3. Proposed strategies for consultation

Public consultations need to be properly structured and well managed: For public hearings to constitute an effective form of consultation, it is advisable to set the rules early on (refer to text box).

The consultations should begin early in the project preparation process when the design options, potential impacts or changes in implementation are known: During project preparation, there is no fixed prescription as to when consultation. Good practice recommends consultations to be initiated as early as possible, and certainly when key elements of project design and associated impacts are identified. The earlier the consultations are held, the more useful they can be to influence project design. During project implementation, it is advisable to consult periodically to communicate project progress to key stakeholders and obtain feedback from them. In addition, consultations should be organized when there is a request to have meetings or when there are changes in project design leading to different or new types of impact.

The Table below depicts the essence of the Consultation process.

Table 3: The consultation Pillars

WHAT	• Design alternatives • Impacts (positive and negative, cumulative, intangible, legacy) • Design changes • Mitigation measures • Implementation arrangements
WHO	• Project affected people • Indirectly affected people • Beneficiaries • Interest groups • NGOs/CSOs (local and international) • Local governments • Institutional stakeholders • Local Community • Implementing partners
WHEN	• During Project Design; • When impacts are identified (mostly during preparation) and continued during implementation, as agreed during preparation

	• Sufficiently before project appraisal • Part of preparation of safeguard instruments • For projects where designs are not final at the time of project approval, during implementation • When design changes lead to new impacts (implementation) • For complex projects, throughout implementation
WHERE	• Close to stakeholders • Transportation if far or for vulnerable groups • Safe place • Multiple locations for large projects • All directly affected stakeholders should have an opportunity to attend
HOW	• Public hearings • Focus groups • Individual interview, face-to-face, individual consultations • Household surveys • Electronic consultations / COVID 19 recalibrated • Establish project mechanisms to receive comments and suggestions from stakeholders • Document and disseminate • Reflect results
WHY	• Help to identify opportunities and risks • Required by WB Standards / Borrower regulations • Improve project design / implementation • Increase project ownership and sustainability
FOLLOW UP	• Document and disseminate results to stakeholders • Reflect results in project documentation

The consultations shall follow these principles:

i. Explain objectives of consultations.
ii. Manage Expectations.
iii. Agree on the agenda
iv. Provide advance information.
v. Provide sufficient time for people to voice their concern – manage time adequately.
vi. Use right moderators with skill and accepted by the community.
vii. Don't allow a single stakeholder domination.
viii. Assess the need for interpretation.
ix. Make special efforts to ensure that vulnerable – women, people with reduced mobility – are consulted in settings where they can express their views openly
x. Conclude the meeting by reiterating how the comments and suggestions received are proposed to be used

3.4. Consultations and Stakeholder Engagement when there are constraints on conducting public meetings

The foreseen level of consultations elaborated in the table above demonstrate the regional and relatively high-level nature of engagements which can be managed relatively easily without physical contact especially in time of pandemics like the ongoing COVID-19. It is however acknowledged that the success of the project at regional level will heavily rely on successful engagements with stakeholders from the Member States who experience various impacts of pandemics. The following guidelines drawn from the "Technical Note: Public Consultations and Stakeholder Engagement in WB-supported operations when there are constraints on conducting public meetings" are relevant for consideration during this COVID-19 pandemic and during project implementation:

- Review the country COVID-19 spread situation in the project area, and the restrictions put in place by the government to contain virus spread;
- Review the draft Action Plan (AP, if it exists) or other agreed stakeholder engagement arrangements, particularly the approach, methods and forms of engagement proposed, and assess the associated potential risks of virus transmission in conducting various engagement activities;
- Be sure that all task team and UFP members articulate and express their understandings on social behavior and good hygiene practices, and that any stakeholder engagement events be preceded with the procedure of articulating such hygienic practices.
- Avoid public gatherings (taking into account national restrictions), including public hearings, workshops and community meetings, and minimize direct interaction between project agencies and beneficiaries / affected people;
- If smaller meetings are permitted, conduct consultations in small-group sessions, such as focus group meetings. If not permitted, make all reasonable efforts to conduct meetings through online channels, including webex, zoom and skype meetings;
- Diversify means of communication and rely more on social media and online channels. Where possible and appropriate, create dedicated online platforms and chatgroups appropriate for the purpose, based on the type and category of stakeholders;
- Employ traditional channels of communications (TV, newspaper, radio, dedicated phone-lines, public announcements and mail) when stakeholders do not have access to online channels or do not use them frequently. Such channels can also be highly effective in conveying relevant information to stakeholders, and allow them to provide their feedback and suggestions;
- Employ online communication tools to design virtual workshops in situations where large meetings and workshops are essential, given the preparatory stage of the project. Webex, Skype, and in low ICT capacity situations, audio meetings, can be effective tools to design virtual workshops. The format of such workshops could include the following steps:
  a. *Virtual registration of participants*: Participants can register online through a dedicated platform.

b. *Distribution of workshop materials to participants, including agenda, project documents, presentations, questionnaires and discussion topics*: These can be distributed online to participants.

c. *Review of distributed information materials*: Participants are given a scheduled duration for this, prior to scheduling a discussion on the information provided.

d. *Discussion, feedback collection and sharing*:
   - ✓ Participants can be organized and assigned to different topic groups, teams or virtual "tables" provided they agree to this.
   - ✓ Group, team and table discussions can be organized through social media means, such as webex, skype or zoom, or through written feedback in the form of an electronic questionnaire or feedback forms that can be emailed back.

e. *Conclusion and summary:* The chair of the workshop will summarize the virtual workshop discussion, formulate conclusions and share electronically with all participants.

- In situations where online interaction is challenging, information can be disseminated through digital platform (where available) like Facebook, Twitter, WhatsApp groups, Project weblinks/ websites, and traditional means of communications (TV, newspaper, radio, phone calls and mails with clear description of mechanisms for providing feedback via mail and / or dedicated telephone lines. All channels of communication need to clearly specify how stakeholders can provide their feedback and suggestions.

- *Engagement with direct stakeholders for household surveys*: There may be planning activities that require direct stakeholder engagement, particularly in the field. One example is resettlement planning where surveys need to be conducted to ascertain socioeconomic status of affected people, take inventory of their affected assets, and facilitate discussions related to relocation and livelihood planning. Such survey activities require active participation of local stakeholders, particularly the potentially adversely affected communities. However, there may be situations involving indigenous communities, or other communities that may not have access to the digital platforms or means of communication, teams should develop specially tailored stakeholder engagement approaches that will be appropriate in the specific setting.

- *In situations where it is determined that meaningful consultations that are critical to the conduct of a specific project activity cannot be conducted in spite of all reasonable efforts on the part of the sub-grantee, SADC-GRMI shall discuss with the sub-grantee whether the proposed project activities can be postponed by a few weeks in view of the virus spread risks. This would depend on the COVID-19 situation in the country, and the government policy requirements to contain the virus spread.*

3.5. Proposed strategy to incorporate the view of vulnerable groups

The project will take special measures to ensure that disadvantaged and vulnerable groups have equal opportunity to access information, provide feedback, or submit grievances.

Engagement begins as early as possible in project preparation because early identification of and consultation with affected and interested parties allows stakeholders' views and concerns to be

considered in the project design, implementation, and operation. An array of strategies can be deployed to mitigate these obstacles by focusing on issues of accessibility, communication, empowerment, and/or confidentiality. In cases where literacy levels are low, additional formats like location sketches, physical models, and film presentations may be useful to communicate relevant information. The Borrower should help the public to understand technical documents, for instance, through the publication of simplified summaries, nontechnical background explanations, or access to local experts. Special efforts shall be made tailored to address the identified vulnerabilities to inform, engage with, and understand disadvantaged or vulnerable groups with regard to the impacts of the project on them.

It is advisable to conduct discussions with representatives of the stakeholders identified and with persons knowledgeable about the local, country, and sector contexts. Various types of barriers may influence the capacity of disadvantaged or vulnerable groups to articulate their concerns and priorities about project impacts. These barriers can be linked to sociopolitical, societal conflict, educational, or practical factors. For example, barriers can exist for ethnic, linguistic, and religious minorities; low-income households; women; youth; persons with limited mobility; or persons with reduced mobility.

Work with organizations supporting people with reduced mobility to develop messaging and communication strategies to reach them. Prepare local messages and pre-test through participatory process, especially targeting key stakeholders, vulnerable groups and at-risk populations. Special arrangements may need to be made for the transportation of women, the elderly and other vulnerable groups: In some socio-cultural settings, women may need to be transported separately. Elderly and other vulnerable groups may need special assistance in reaching the consultation location.

The project will carry out targeted consultations with vulnerable groups to understand concerns/needs in terms of accessing information, facilities and services supported by the project and other challenges they face at home, at work places and in their communities. Some of the strategies that will be adopted to effectively engage and communicate to vulnerable group will be towards:

a. Where literacy levels are low, additional formats such as location sketches, physical models, and film presentations may be useful to communicate relevant information.
b. The Borrower should assist the public in understanding technical documents, for example by publishing simplified summaries, non-technical background explanations, or access to local experts.
c. Women: ensure that community engagement teams are gender-balanced and promote women's leadership within these, design online and in-person surveys and other engagement activities so that women in unpaid care work can participate in the engagement teams. Separate meetings should also be scheduled for girls and women at different levels, in addition to the general assembly meetings. It is appropriate to bring them together in focus groups, rather small, at each stage of the project to freely discuss aspects of gender-based violence and issues that are specific to them. Consultations with women and girls should be conducted independently, in safe and confidential spaces, and with trained female facilitators.
d. Young Women (Specific Characteristics): ensure community engagement teams are gender balanced and promote women's leadership within them, design online and face-to-face surveys and other engagement activities so that women in unpaid care work can participate in the

engagement teams. Consultations with young women in this group should be conducted independently, in safe and confidential spaces, and with trained female facilitators.

e. Girls and Adolescent Girls (Specific Characteristics): ensure community engagement teams are gender balanced and promote women's leadership within these, design online and face-to-face surveys and other engagement activities so that women in unpaid care work can participate in the engagement teams. Consultations with young women in this group should be conducted independently, in safe and confidential spaces, and with female facilitators specially trained to work with these groups. As a general matter, focus groups with minors should not be conducted unless there is a specific need to be addressed; advocacy groups working on behalf of minors, and especially girls, should be engaged first before engaging directly with minor girls.

f. People with reduced mobility: provide information in accessible formats, like braille, large print; offer multiple forms of communication, such as text captioning or signed videos, text captioning for hearing impaired, online materials for people who use assistive technology.;

Based on further vulnerable groups identified during development of country-specific APs and identification of particular drivers of their vulnerabilities the strategy toward engaging with vulnerable groups will be adapted accordingly

3.6 Stakeholder Engagement Log and Review of Comments

The comments on all disclosed data and ESF documents will be reviewed immediately upon arrival by the UFP E&S specialists. Major comment will be incorporated in the final version of the ESF documents and disclosed, together with a report on the feedback, i.e. (i) list of media the announcement was disclosed, (ii) content of the announcement, (iii) time of publishing, (iv) list of received feedback.

3.7. Regional Communication and Cooperation

Advocacy and communication plans to facilitate partnerships between participating countries to stimulate knowledge sharing and capacity building while implementing activities related to regional dialogue and studies will be prepared and utilized in addition to the mainstream methods. Joint progress monitoring meeting bringing together national stakeholders to monitor project progress, review and adjust overall program implementation, promote knowledge exchange and good practices will be held regularly under AUC supervision and coordination. The meetings shall facilitate exchange of progress, information, identify any bottlenecks in communication or action, identify delays in decision makings and identify the root cause and take actions to remedy these.

3.8. Future Phases of the Project

Stakeholders will be kept informed as the project develops, including reporting on project environmental and social performance and implementation of the Action Plan and grievance mechanism. During the Project development and construction phase, the Social and Environmental specialists will prepare trimestral reports on E&S performance for the UFP and the WB which will include an update on implementation of the stakeholder engagement plan Monthly reports will be used to develop quarterly and annual reports reviewed. The quarterly and annual reports will be disclosed on the Project website and made available at the level of project.

4. RESOURCES

An adequate budget has been allocated under all APs of this project to fully implement all the foreseen activities of this SEF.

5. GRIEVANCE MECHANISM SENSITIVE TO SEA/SH

In compliance with the World Bank's ESS10 requirement, a specific GBV-SEA/SH grievance mechanism (GRM) will be set-up for the project at the country-level.

The social assessment conducted under the ESMF during early project implementation during early project implementation shall survey for existing institutional, formal and informal GRMs, assess their adequacy and formalize and/or improve existing structures of grievance. The mechanism shall be scaled to the project's risk and impact.

The Project level GRM shall rely on the following principles[1]:

Principle 1. Proportionality: A mechanism scaled to risk and adverse impact on affected communities

To assign the risk rating the results of the environmental and social assessment will be used to scale a grievance mechanism to risk and adverse impact on affected communities and decide on the complexity of the grievance features. This will give an understanding on who will be affected and what the impacts on them are likely to be, what the greatest challenges of the Project are.

Principle 2. Cultural Appropriateness: Designed to take into account culturally appropriate ways of handling community concerns

To achieve this, projects should: 1) seek input on culturally acceptable ways to address grievances from significantly different groups within affected communities, including different ethnic or cultural groups within the project-affected area; 2) understand cultural attributes, customs, and traditions that may influence or impede their ability to express their grievances, including differences in the social and gender roles and responsibilities of subgroups (especially women) and cultural sensitivities and taboos; and 3)

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[1] Principles

agree on the best way to access grievance mechanisms, taking into consideration the ways communities express and deal with grievances.

Principle 3. Accessibility and affordability: A clear and understandable mechanism that is accessible to all segments of the affected communities at no cost

Grievance procedures work only if they present no (or low) barriers to access by communities. Accessibility depends on: 1) clear communication—availability of easy-to-understand information about the grievance process and how the mechanism works; 2) ease of use—simple, convenient, culturally appropriate means for filing complaints, at no cost to complainants (this may involve encouragement and assistance for affected communities to make complaints when problems arise) and 3) continuous support in understanding, raising and formally submitting grievances.

Principle 4. Transparency and Accountability to All Stakeholders

The GRM shall demonstrate to the stakeholders: 1) who in the organization is responsible for handling complaints and communicating outcomes, and who is in charge of the mechanism oversight; 2) they will have input into its development; 3) sufficient information on how to access it; and 4) have power to ensure that the process is adhered to by those directly responsible for managing it.

Principle 5. Voluntarily, Freely and without retaliation: A mechanism that prevents retribution and does not impede access to other remedies

The entire engagement process not only Grievance awareness building will encourage stakeholders to share their concerns freely, with the understanding that no retribution will be exacted for participation. The GRM can be triggered in parallel to seeking remedy from formal national authorities. Non-project recourse mechanisms present a reasonable alternative in some circumstances but do not replace a working project-level grievance mechanism.

Dedicated communication materials (GRM pamphlets, posters) will be created to help stakeholders familiarize themselves with the grievance redress channels and procedures. A GRM guidebook/manual will also be developed and suggestion boxes installed in affected municipalities and near the construction sites of the HPP. In order to capture and track grievances received under the project, a dedicated GRM Management Information System/database is planned. The GRM shall also serve as an opportunity for Citizen Engagement entry point as it will allow uptake of project specific questions, queries, comments and positive feedback.

Principle 6. Survivor centricity and safety, confidentiality and anonymity

The survivor-centered approach is a set of five principles that aims to create a supportive environment in which each survivor's rights are respected and in which the person is treated with dignity and respect. The five principles are: 1) confidentiality and informed consent; 2) safety; 3) non-discrimination; 4) respect; 5) access to services.

A GBV sensitive GRM will apply the survivor-centered approach principles by having procedures and measures to deal with such allegations in a safe, timely, and ethical manner. The GRM will determine steps for handling and reviewing this type of allegations for each stage of the process; procedures for

review of complaints or incident reports, including information on the investigation and verification process; confidentiality requirements for dealing with cases (e.g., consent and information sharing protocols); internal reporting of allegations, for case accountability. Protocols will include a pathway to refer survivors to appropriate support services and how disciplinary actions are determined for project actors following requirements of local labor legislation, relevant national regulations, as well as mandatory reporting requirements for SEA/SH incidents for adults and children in each country.

5.1. Raising Grievances

Effective grievance administration strongly relies on a set fundamental principle designed to promote the fairness of the process and its outcomes. The grievance procedure shall be designed to be multiple, accessible, effective, easy, understandable, confidential and without costs to the complainant. Any grievance can be brought to the attention of the GRM personally or by telephone or in writing by filling in the grievance form by phone, e-mail, post, fax or personal delivery to the addresses/numbers to be determined. All grievances can be filled anonymously. The multiple access points and details on local entry points shall be publicized and shall be part of the awareness building once further micro locations of the Sub-Projects are known.

At the level of the project intervention sites, a complaints register book, complaints forms and a grievance box will be made available to the public on a permanent basis (information about SEA/SH grievances will be maintained separately and in a secure and confidential location with strictly limited access). The latter will be deposited at the administrative office (mayor's office, fokontany, district) or at the project liaison office.

Complaints can be received directly at the Project Coordination Unit via telephone calls or free SMS (through the project's toll-free number), through social networks (Facebook page, WhatsApp,..), the project's website, email (dedicated specifically to receive complaints) where the project's technical team and especially the specialist in environmental and social risk management will proceed to process complaints.

The subsequent APs shall have details on each Grievance entry point, grievance administration processes, timelines, investigation activities, the 2nd tier appeal process for unresolved grievances before referring to legal recourse and closure conditions.

Further details on Grievance admission channels and points shall be publicized in the APs and shall be part of the awareness building campaign.

5.2. Grievances Administration

Generally, all claims from affected communities should be accepted and no judgement made prior to investigation, even if complaints are minor. Any query or complaint related to project activities can be submitted and shall constitute a valid claim to be deliberated and responded on as per the specified GRM

procedure. However, judgement calls should be made to exclude some of the grievances unrelated and not attributable to project impacts. These might require special consideration and possible redirection to other mechanisms and institutions. These can be recognized belonging to any of the grievances below (the list is not exhaustive and is provided as an example):

- Complaints clearly not related to the project: It is sometimes difficult to determine which issues are related to the project and which are not. If in doubt, employees designated to receive grievances should accept the complaint and assess its legitimacy. Making upfront agreements with communities as to which types of claims are and are not project related will help avoid misunderstandings in individual cases.
- Complaints constituting criminal activity and violence reporting: In these cases, complainants should be referred to the formal justice system.
- Labor-related grievances: A separate mechanism should be established through human resources policies or pursuant to collective bargaining agreements.
- Commercial disputes: Commercial matters should be stipulated for in contractual agreements and issues should be resolved through a variety of commercial dispute resolution mechanisms or civil courts.
- SEA/SH grievances: specific protocols and procedures should be established to handle this type of grievance following the survivor centered approach and national laws.

Any grievance shall follow the path of the following mandatory steps: receive, assess and assign, acknowledge, investigate, respond, follow up and close out.

- **STEP 1**: Submission of grievances: either orally, in writing via suggestion/complaint box, through free telephone hotline/mobile, mail, SMS, social media (WhatsApp, Viber, Facebook, etc.), email, website, at community levels. The GRM will also allow anonymous grievances to be raised and addressed. The updated Country-specific APs shall include details of Grievance entry points and focal points while the interim avenues are available and provided below.
- **STEP 2**: Recording of grievance, classifying the grievances based on the typology of complaints and the complainants in order to provide more efficient response, and providing the initial response immediately if possible. The typology will be based on the characteristics of the complainant (e.g., vulnerable groups, persons with reduced mobility, people with language barriers, etc.) and also the nature of the complaint.
- **STEP 3:** Within 5 days from logging it will acknowledge that the case is registered and provide the grievant with the basic next step information.
- **STEP 4**: Investigating the grievance and due diligence. The validity of the query, feedback or complaint will be assessed by the GRM team. Investigation involves gathering information about the grievance to determine its eligibility and to generate a clear picture of the circumstances surrounding the issue under consideration. This process normally includes site visits, document reviews, a meeting with the GRM user (if known and willing to engage) and meetings with individuals and/ or entities who can assist with resolving the issue. Reasonable efforts will be taken to address the complaint. If the grievance is vague and not clear enough, the GRM is obliged to help and provide counsel and even help in redrafting the submission, in order for the grievance/

to become clear, for purposes of an informed decision by the GRM, in the best interests of persons affected by the Project. If the GRM is not able to address the issues raised by immediate corrective action, a long-term corrective action will be identified. The decision shall give a clear assessment on the grievance/complaint, clear ruling and recommendations for fair remedy and propose measures to modify future conduct that caused the grievance as well as proposed measures to compensate if mitigation measures cannot remedy the harm or injury. The decision shall be in writing and shall be delivered to the person who filed the grievance as well as to any other person or entity to which the recommendation and measures shall apply or is under obligation by Law. The person who filed the grievance can express his/her personal satisfaction to the outcome of the grievance resolution procedure. Unilateral decision shall be an exception and resolution shall be sought through a dialogue between the GRM and the Grievant. The composition details of this Team will be determined in the country-specific APs.

- o In case of anonymous grievance, after acknowledgment of the grievance within three days from logging, the GRM will investigate the grievance and within 30 days from logging the grievance, issue the final decision that will be disclosed on the UFP's website.
- **STEP 5:** Communication of the decision within 10 to 30 days, depending on the complexity of the investigation;
- **STEP 6:** Complainant Response: either grievance closure or taking further steps if the grievance remains open. Before any closure of complaints/grievances, the GRM shall:
  - o Confirm that the required GRM actions have been enforced, that the grievance resolution process has been followed and that a fair decision has been made;
  - o Organize meeting(s) within 10 days of being contacted by the concerned parties to discuss how to resolve the issue, if not previously conducted;
  - o Recommend the final decision on the mitigation measure to the complainant/aggrieved party;
  - o Implement the agreed mitigation measure;
  - o Update the Grievance Report Form and have it signed by the complainant/aggrieved party;
  - o Sign the Grievance Report Form and log the updated information of the grievance into the Grievance Registry; and
  - o Send copies of relevant documents (e.g. completed Grievance Report Form, mitigation measure, minutes of the meetings, if appropriate) to the concerned parties.
- **STEP 7:** If the grievance could not be resolved in amicable endeavor, the grievant can resort to the formal judicial procedures, as made available under national legal framework. Logging a grievance with the GRM does not preclude or prevent seeking resolution from an official authority, judicial or other at any time (including during the grievance process) provided by the national legal framework. Even when an agreement is not reached, or the grievance was rejected, the results will be documented, actions and effort put into the resolution.
- SEA/SH grievances cannot be resolved in and informal manner and should never be the subject of a mediation. Disciplinary sanctions for violation of a CoC or Behavioral Standards should form part of a process that is internal and under the responsibility of the employer. Employer sanctions

should be appropriate to the seriousness of the misconduct and are a separate and independent process from the criminal proceedings, as this rests with the national justice system.

5.3. Grievance and Beneficiary Feedback Reporting

The role of the GRM, in addition to addressing grievances, shall be to keep and store comments/grievances received and keep the Central grievance log administered by the UFP. In order to allow full knowledge of this tool and its results, quarterly updates from the GRM shall be available on the UFPs website. The updates shall be disaggregated by gender, type of grievances/complaints and updated regularly.

In addition to this detailed data, the system will file and store quarterly Reports analysing the data obtained in all the channels used for receiving and forwarding complaints for resolution.

5.4. Grievance Log

The UFP will maintain grievance log to ensure that each complaint has an individual reference number and is appropriately tracked and recorded, as well as near and long-term actions are followed up and completed. The log should contain the following information:
   i.   Name of the grievant, location and details of the grievance (e.g. location, who was involved, how it occurred, complainant's story and expectation), previous records of similar incidents evidence, supporting documents and statements;
  ii.   Date of submission;
 iii.   Date of receipt acknowledgement returned to the complainant;
  iv.   Date when the Grievance Log was uploaded onto the project database;
   v.   Details of corrective action proposed (including details on how these were arrived at);
  vi.   Date when the proposed corrective action was sent to the complainant (as appropriate);
 vii.   Date when the grievance was closed out;
viii.   Date when the response was sent to the grievant
  ix.   Notice of dissatisfaction with the resolution notice raised by the grievant;
   x.   Information if the case had been referred to the court (if available);
  xi.   Closing the grievance.

In case a grievance cannot be resolved in manner satisfactory to the complainant he/she has the right for an appeal. In such cases the resolution of the grievance will be reviewed by a commission at the level of the implementing agency. This will serve as second tier grievance level. The commission will acknowledge the receipt of the appeal within 3 days and issue the final decision within 5 days of the receipt of the appeal. The decision of the commission will entail a detailed explanation of the grievance resolution process as well as the explanation of the final decision and guidance on how to proceed if the outcome is still not satisfactory for the complainant.

Information about SEA/SH allegations won't be disclosed, records of SEA/SH survivors will be stored separately from other general complaints and in a safe cabinet and systems accessible only to the Safeguard Focal Person and the project lead.

5.6. Monitoring and Reporting on Grievances

The E&S specialist at the country-level UFP will be responsible for:

- Collecting data from the national implementing agencies on the number, substance and status of complaints and uploading them into the single regional database;
- Maintaining the grievance logs on the complaints received;
- Monitoring outstanding issues and proposing measures to resolve them;
- Disclosing quarterly reports on GRM mechanisms;
- Summarizing and analyzing the qualitative data received from the local Grievance Admission points on the number, substance and status of complaints and uploading them into the single project database;
- Monitoring outstanding issues and proposing measures to resolve them.
- The regular social monitoring reports to the WB shall be submitted through the UFP, which shall include a section related to GRM which provides updated information on the following:
- Status of GRM implementation (procedures, training, public awareness campaigns, budgeting etc.);
- Qualitative data on number of received grievances (applications, suggestions, complaints, requests, positive feedback) and number of resolved grievances;
- Quantitative data on the type of grievances and responses, issues provided and grievances that remain unresolved;
- Level of satisfaction by the measures (response) taken;
- Any corrective measures taken.

5.7. Sexual Exploitation and Abuse/ Sexual Harassment (SEA/SH) Complaints

With respect to complaints relating to sexual exploitation or abuse (SEA) and sexual harassment (SH), because of the risk of stigma, reprisals and rejection that can be associated, it is very important for GM to put in place specific procedures that can ensure grievances are registered, recorded and handled in a safe, anonymous and confidential manner. These procedures need to balance the need to be survivor-centered while ensuring due process by considering the alleged perpetrators' rights to privacy and presumption of innocence. Global best practice recognizes that it is essential to respond appropriately to a survivor's complaint by respecting the survivor's choices. This means that the survivor's rights, needs and wishes are prioritized in every decision related to the incident. Every effort should be made to protect the safety and wellbeing of the survivor and any action should always be taken with the survivor's consent.

As part of the project's ESMF, a specific Action Plan will propose measures to prevent and response to risks of GBV/SEA/SH, including an Accountability and Response Framework and a Referral Pathway. The

Accountability and Response Framework[2] and the Referral Pathway will detail how allegations of SEA/SH will be handled (investigation procedures) and disciplinary action for violation of the codes of conduct (CoC) by workers. The Accountability and Response Framework should include at a minimum:

- How allegations will be handled, in what timeframe, and the range of possible disciplinary actions for violation of the CoC by workers, taking account of due process;
- Procedures to report SEA/SH allegations internally for case accountability;
- A referral pathway to refer survivors to appropriate support services; and
- Procedures that clearly lay out confidentiality requirements for dealing with cases.
- A redress mechanism

For SEA/SH, the GRM should primarily serve to: (i) refer complainants to the GBV service provider;[3] and (ii) record resolution of the complaint.

5.7.1. Definitions

For the purpose of this Project's GRM, the following terms are defined as:

- **Sexual exploitation** is understood as any actual or attempted abuse of a position of vulnerability, differential power or trust for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another (UN Glossary on Sexual Exploitation and Abuse 2017, pg. 6).[4]
- **Sexual abuse** is understood as actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions (UN Glossary on Sexual Exploitation and Abuse 2017, pg. 5).[5]
- **Sexual harassment (SH)** is understood as any unwelcome sexual advances, request for sexual favors, and other verbal or physical conduct of a sexual nature.[6]

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[2] The Accountability and Response Framework is recommended for all projects, while the SEA/SH Prevention and Response Action Plan is recommended for Moderate, Substantial and High-risk projects. The SEA/SH Prevention and Response Action Plan outlines how the project will put in place the necessary protocols and mechanisms to minimize the risk of exacerbating SEA/SH in the project, as well as to address any SEA/SH issues that may arise.
Sample SEA/SH Prevention and Response Action Plans and other materials to support implementing the recommendations are available at:
https://worldbankgroup.sharepoint.com/sites/gsg/SPS/Pages/FocusAreas/GenderBased%20Violence.aspx
[3] GBV service providers can be an NGO, community-based organizations or other organizations that are able to support the project in addressing any case of SEA/SH, while also working to proactively prevent such cases. It is any agency that provides services to respond to sexual exploitation, abuse and harassment, including clinical care and counselling. Specific guidance on how to find and select GBV service providers is available at the World Bank.
[4] Also see World Bank Good Practice Note, Environmental & Social Framework for IPF Operations
Addressing Sexual Exploitation and Abuse and Sexual Harassment (SEA/SH) in Investment Project Financing involving Major Civil Works, Second Edition, February 2020.
[5] Ibid
[6] Ibid.

- **Whistleblower:** The International Labour Organization (ILO) defines it as "the reporting by employees or former employees of illegal, irregular, dangerous or unethical practices by employers."[7]
- **Gender based violence** is violence directed against a person because of that person's gender or violence that affects persons of a particular gender disproportionately[8].

5.7.2. SEA/SH Procedure

When a SEA or SH type grievance is submitted, measures set out in the Accountability and Response Framework should be applied and GBV focal person in the GRM at the UFPs central level or project level (in those projects where a focal person is hired) who is trained in managing SEA and SH type grievances should handle the complaint.

It is therefore essential that prior to SEA/SH complaints being received, all projects clearly identify who specifically will be responsible for handling the complaint: who will assess the nature of the complaint, the appropriate sanction to be applied to the perpetrator, confirmation that the survivor has received support, and that sanctions have been enacted, etc. If projects are unable to train or hire a GBV focal person, they should at minimum train persons in the complaint uptake channels on how to appropriately and confidentially record complaints in line with the principles set out herein and subsequently immediately refer the same to the GBV focal person at the SADC-GRMI central level.

When the complaint is received, the procedures set out in under Section 6. Grievance Process should be adapted to ensure the following:

1. Confidentiality of Information: Confidentiality is essential throughout the process. Otherwise, the survivor risks retaliation and a loss of security. No identifiable information on the survivor should be stored in the GRM database. The GRM should not ask for, or record, information on more than the following related to the SEA/SH allegation:
   - The nature of the complaint (what the complainant says in her/his own words without direct questioning);
   - If, to the best of the survivor's knowledge, the perpetrator was associated with the project;
   - If possible, the age and sex of the survivor; and
   - If possible, information on whether the survivor was referred to services.
2. After recording the above information, the complaint should be referred to the GRM GBV focal person should provide survivors with immediate information regarding options for reporting and responding including referral to existing GBV service providers.[9] No attempt should be made by GRM GBV focal

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[7] International Labour Organization Thesaurus (2005).
[8] https://ec.europa.eu/info/policies/justice-and-fundamental-rights/gender-equality/gender-based-violence/what-gender-based-violence_en
[9] Data Sharing: The GBV service provider should have its own case management process to gather the necessary detailed data to support the complainant and facilitate resolution of the case referred by the GRM operator. The GBV service provider should enter into an information-sharing protocol with the GRM operator to close the case. This information should not go beyond the resolution of the incident, the date the incident was resolved, and the closing of the case. Service providers are under no

person to investigate the complaint. It is to be accepted and immediate referral should be provided to GBV service providers.

3. The GRM should have in place processes to immediately notify both the Implementing Agency (IA) and the World Bank of any SEA/SH complaints, with the consent of the survivor. For World Bank reporting protocol refer to the Environmental and Social Incident Response Toolkit (ESIRT).

4. The decision of reporting to the GRM and whether or not to access services should be at the discretion of the survivor based on the information provided. Thus, if the survivor simply wants to access services and not file a formal complaint, this should also be accepted. The GM should serve primarily to refer complainants to GBV service providers (whether related to the project or not) immediately after receiving a complaint. In addition, survivors should be informed of any mandatory reporting requirement and limits of confidentiality based on the country's legislation.

5. When determining GBV service providers, considerations should be given to organizations that can provide support to: (i) health; (ii) psychosocial; and (iii) legal support. Services should follow global standards and guidelines.

6. Any survivor reporting GBV through a reporting mechanism in a World Bank Investment Project Financing (IPF) should receive care regardless of whether the perpetrator is known to be associated with the project or not. This is because often, the specifics of the perpetrator may not be known at the time that support services start, and once started, a survivor should be able to continue to access care.[10]

7. SEA/SH allegations shall be handled within 24h from the reception of the grievance. Where the complainant consents, the GRM should initiate procedures to determine whether disciplinary measures should be implemented, as set out in the Accountability and Response Framework.

5.7.3. Processing, Resolving and Closure of Grievance

Processing, Resolving and Closure of Grievance should be adapted in the case of SEA/SH type grievances keeping in mind the following:

1. As described earlier, when a complaint is received, it is registered in the project GRM and referred to the GBV focal person at the project level and subsequently to the relevant GBV service provider with the consent of the complainant. The service provider initiates accountability proceedings with the survivor's consent. If the survivor does not wish to place an official complaint with the employer, the complaint is closed. When the survivor proceeds with the complaint, the case is reviewed through the established SEA/SH resolution mechanism that will be developed at the sub-project level and a course of action is agreed upon; the appropriate party who employs the perpetrator (i.e., the contractor, consultant, or IA) takes the agreed disciplinary action in accordance with local legislation, the employment contract and the codes of conduct. Within the

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obligation to provide case data to anyone without the survivor's consent. If the survivor consents to case data being shared the service provider can share information when and if doing so is safe, meaning the sharing of data will not put the survivor or service provider at risk for experiencing more violence. For more information on GBV data sharing see: http://www.gbvims.com/gbvims-tools/isp/.

[10] The increased SEA/SH sensitization activities linked to Bank-financed projects in the communities adjoining the project may lead survivors in these communities to seek services through the project, regardless of whether the perpetrator was linked to the project or not.

established SEA/SH resolution mechanism, it is confirmed that the action is appropriate, and the GRM is then informed that the case is closed.

2. With regard to the support given to the survivor by the GBV service provider, under the survivor-centered approach the case is only closed when the survivor no longer requires support.

3. All SEA/SH survivors who come forward before the project's closing date should be referred immediately to the GBV service provider for health, psychosocial and legal support. If a project is likely to close with SEA/SH cases still open, prior to closing the project appropriate arrangements should be made with the GBV service provider to ensure that there are resources to support the survivor for an appropriate time after the project has closed, and at a minimum for two years from the time such support was initiated. Funding for this cannot be provided by the project after the closing date, so other arrangements will need to be made, such as financing by the Borrower, involving other projects within the portfolio that may have aligned objectives and budget flexibility—or in extreme circumstances the project closing date may need to be extended.

4. For SEA/SH allegations, the Accountability and Response Framework will detail how these allegations are handled (administrative investigation procedures) and how disciplinary actions for violation of the required behaviors are determined. Some SEA/SH allegations may be referred to local or national authorities for the purposes of criminal investigation, in accordance with the wishes of the survivor or in compliance with mandatory reporting requirements in the relevant jurisdiction. To address security, retaliation, and safety of survivors, the project and the GBV service providers will ensure confidential handling of all data and information relating to survivors, and confidentiality in all processes leading to support for survivors and the resolution of each case.

5.8 World Bank Grievance Redress Service

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

For information on how to submit complaints to the World Bank's corporate Grievance Redress Service (GRS), please visit http://www.worldbank.org/en/projects-operations/products-and-services/grievance-redress-service. For information on how to submit complaints to the World Bank Inspection Panel, please visit www.inspectionpanel.org.

6. MONITORING AND REPORTING

6.1. Monitoring Reports during Implementation of Activities

The Project will support monitoring and evaluation (M&E) activities to track, document, and communicate the progress and results of the project, including monitoring of this SEF and any subsequent document expanding on engagement activities. The UFP's within each country shall assign internal responsibilities for overall compilation of progress and results.

Monitoring reports documenting the environmental and social performance of the Project will be prepared by the UFPs and submitted to the World Bank quarterly as part of the overall progress reporting requirements as set forth in the Grant Agreement (to be signed). These reports will include a section regarding stakeholder engagement and grievance management.

Regional communication, activities on advancement of implementation of relevant activities which are expected to take place at the early offset prior to formal engagement of financing partners including the World Bank shall be subject to documenting requirements of each of the national systems. Notwithstanding, the commitment is to go beyond and adequate records shall be kept in line with this SEF. The feedback and grievances received through the project GRM will be aggregated and included in periodical reports the frequency and substance of which shall be determined at financing close stage. This will be reflected in the APs.

Table 4 proposes a comprehensive set of indicators related to stakeholder engagement performance at this stage. The achievement of indicators shall rely on information from the SEL and the Grievance Log.

Table 4: Monitoring indicators

Indicator	How will it be monitored	Responsibility	Frequency
Engagement with affected parties			
Number and location of formal meetings	Minutes of Meetings	UFP's E&S Specialists	Quarterly
Number and location of informal/ spontaneous meetings	Minutes of Meetings	UFP's E&S Specialists	Quarterly
Number and location of community awareness raising or training meetings	Minutes of Meetings	UFP's E&S Specialists	Quarterly
Number and % of men and women that attended each of the meetings above	List of Attendees	UFP's E&S Specialists	Quarterly

For each meeting, number and nature of comments received, actions agreed during these meetings, status of those actions, and how the comments were included in the Project environmental and social management system	Minutes of Meetings	UFP's E&S Specialists	Quarterly
Engagement with other stakeholders			
Number and nature of engagement activities with other stakeholders, disaggregated by category of stakeholder (Governmental departments, municipalities, NGOs)	Minutes of Meetings	UFP's E&S Specialists	Quarterly
Grievance Resolution Mechanism			
Number of grievances received, in total and at the local level, on the website, disaggregated by complainant's gender and means of receipt (telephone, email, discussion)	Grievance Log	UFP's E&S Specialists, Grievance Focal Point	Quarterly
Number of grievances received from affected people, external stakeholders	Grievance Log	UFP's E&S Specialists, Grievance Focal Point	Quarterly
Number of grievances which have been (i) opened, (ii) opened for more than 30 days, (iii) those which have been resolved, (iv) closed, and (v) number of responses that satisfied the complainants, during the reporting period disaggregated by category of grievance, gender, age and location of complainant.	Grievance Log	UFP's E&S Specialists, Grievance Focal Point	Quarterly
Average time of complaint's resolution process, disaggregated by gender of complainants and categories of complaints	Grievance Log	UFP's E&S Specialists, Grievance Focal Point	Quarterly
Trends in time and comparison of number, categories, and location of complaints with previous reporting	Grievance Log	UFP's E&S Specialists, Grievance Focal Point	Quarterly

Note: Minutes of meetings of formal meetings and summary note of informal meetings will be annexed to the quarterly report. They will summarize the view of attendees and distinguish between comments raised by men and women.

6.2. Involvement of Stakeholders in Monitoring Activities

The Project provides several opportunities to stakeholders, to monitor certain aspects of Project performance and provide feedback. Some projects include a role for third parties in monitoring the project or impacts associated with the project. The APs shall describe any plans to involve project stakeholders (including affected communities) or third-party monitors in the monitoring of project impacts and mitigation programs. The criteria for selection of third parties should be clear. For further information, see the World Bank's Good Practice Note on Third-Party Monitoring.

6.3. Reporting Back to Stakeholder Groups

This SEF and APs will be periodically revised and updated as necessary in the course of project implementation in order to ensure that the information presented herein is consistent and is the most recent, and that the identified methods of engagement remain appropriate and effective in relation to the project context and specific phases of the development. Any major changes to the project related activities and to its schedule will be duly reflected in the country-specific APs.

Results of stakeholder engagement activities will be reported back to both affected stakeholders and broader stakeholder groups at various platforms. Quarterly summaries and internal reports on public grievances, enquiries and related incidents, together with the status of implementation of associated corrective/preventative actions will be collated by responsible staff and referred to the senior management of the project. The Quarterly summaries will provide a mechanism for assessing both the number and the nature of complaints and requests for information, along with the Project's ability to address those in a timely and effective manner. Information on public engagement activities undertaken by the Project during the year may be conveyed to the stakeholders in two possible ways:

- Publication of a standalone annual report on project's interaction with the stakeholders.
- Adopt software solutions to scale up the two-way interaction and feedback, by using survey platforms, preferable using one dashboard to make it easy to measure and understand the feedback (any platform in use and central governmental or Ministry of Health level, or alternatively /in addition (as required) SurveyMonkey or alternative online platform can be applied), in order to meet citizens' expectations for change created by their engagement, use their input to facilitate improved development outcomes;
- Monitoring of a beneficiary feedback indicator on a regular basis. The indicator will be determined in the updated SEP and may include: number of consultations, including by using telecommunications carried out within a reporting period (e.g. monthly, quarterly, or annually); number of public grievances received within a reporting period (e.g. monthly, quarterly, or annually) and number of those resolved within the prescribed timeline; number of press materials published/broadcasted in the local, regional, and national media.

7. DISCLOSURE AND CONSULTATION REQUIREMENTS

In compliance with the WB standard on Stakeholder Engagement and Information Disclosure 10 ("ESS10") this SEP document guiding the Regional Stakeholder Engagement Activities shall be disclosed and in public domain for 15 days followed by public consultations.

Given that the SEF is intended to reach out to all Borrowers the SEF will be disclosed in English, Portuguese and French at the websites of the implementing entity together with invitations to the Public Consultations. Given the importance of Project, its scale and geographical spread the Public invitation shall be announced in a reputable printed media with national coverage to allow a wide range of Stakeholders to be included in the Consultation process. This will provide the Stakeholders with opportunities to express their views on project risks, impacts, and mitigation measures and allow the implementing entity to consider and respond to them.

The Invitation shall indicate how the document to be consulted on may be accessed, the Project details, date, time and venue of the consultations, and contact information details for feedback and /or questions.

Once the Consultations have been completed, Minutes of the Meeting shall be prepared and annexed to the SEF. The Minutes shall reflect on the feedback received, questions raised and how these were incorporated into the final document. The attendance of Stakeholders shall be verified through a signed attendance log, preferable with contact details of the attendees and photographs with permission to disclose.

8. ESTIMATED BUDGET

Based on the needs of the country-specific APs, the stakeholder engagement/communication budget will cover the following activities: (i) development of communication strategy, (ii) development of Project web-site administered by the UFP, (iii) sample-based beneficiary survey (after each round), (iv) media coverage expenditures; (v) printed outreach materials and project documents (leaflets, ads, manuals, brochures, posters, etc.); (vi) regional workshops/consultation activities, (vii) regional communication, translation services. The tentative budget for these activities shall be provided in the updated SEF.

Detailed budgets will be further specified in the country-specific APs and may include budget categories listed in table below. The APs will make a fair and accurate estimation on the required budget to ensure implementation of the engagement strategies.

Table 5: Tentative budget Categories for effective implementation of engagement activities

Budget categories	
1. Staff salaries and related expenses	4. Trainings
1a Environmental and Social Consultant	4a. *Training on social/environmental issues for UFP and contractor staff*

1b. E.g. Travel costs for staff

2. Events
2a. Project launch meetings
2 b Sub-Project launch meetings
2b. Organization of focus groups
2c Conducting surveys
3. Communication campaigns

3a. Posters, flyers
3b. Social media campaign
3c Workshops

4b. *Training on GBV for UFP and contractor staff*
5. Beneficiary surveys
5a. Mid-project perception survey
5b. End-of-project perception survey
6. Grievance Mechanism
6a. Training of GRM committees
6b Constitution of local admission points
6c. GRM communication materials
7. Other expenses
7a. …

ANNEXES

Project Grievance Form

Designation (entered by the Regional UFP)	
First name and Surname (not obligatory) ☐ I would like to lodge a complaint anonymously. ☐ Please do not disclose my identity without my consent.	
Contact data Signify the desired manner of contact (by mail, by telephone, by email).	☐ By mail: *Provide an address for mail delivery:* _____ _____ _____ ☐ By telephone: _____ ☐ By email: _____
Description of event to which the complaint relates	What occurred? Where did it happen? To which person did it happen? What came out as a consequence of the problem?
Date of the event / complaint	
	☐ Event that occurred once/complaint (date _____) ☐ It occurred more than once (how many times? _____) ☐ Ongoing (a problem that currently exists)
What would you want to be undertaken?	

Signature: _____

Date: _____

Please send this Form to the following address:

1. Description des activités du Projet

Les piliers et les activités du projet sont décrits ci-après :

Pilier 1: Se concentrer sur le maintien des filles à l'école, en accordant une attention particulière à l'inscription et à la rétention dans l'enseignement secondaire, au développement des compétences et à l'amélioration des moyens de subsistance des filles non scolarisées, ainsi qu'à la lutte contre les taux élevés de fécondité et de mariage des adolescents.

Activités au niveau national:

P. 1.1 Garder les filles à l'école et améliorer les résultats des filles non scolarisées

- Recherche sur les causes de l'abandon scolaire : Évaluation visant à identifier les causes profondes de l'abandon scolaire des garçons et des filles.

- Des espaces sûrs ciblant les garçons et les filles dans les écoles secondaires et les écoles d'enseignement et de formation professionnelles (EEFP): Les activités comprendront le mentorat et l'apprentissage entre pairs, l'accent étant mis sur la promotion des aspirations et de la confiance (y compris la promotion des sciences, à la technologie, à l'ingénierie et aux mathématiques (STIM) dans l'éducation et des aspirations plus axées sur la carrière/le travail, en soulignant la valeur de l'éducation) ainsi que des informations sur le planning familial. Les activités seront mises en œuvre dans les écoles secondaires ainsi que dans les Centres de Formation Techniques Professionnels (CFTP).

- Transferts en espèces/bourses d'études : pour promouvoir l'inscription et le maintien des filles dans l'enseignement secondaire.

- Programmes de rattrapage/espaces de sécurité pour les filles non scolarisées : Fourniture de cours de rattrapage et d'opportunités de mentorat similaires à celles des espaces sécurisés pour les filles scolarisées. Le programme identifiera également les filles susceptibles de retourner à l'école et soutiendra leur retour (lien potentiel avec l'activité de transfert d'argent/de bourses d'études).

- Changement de comportement/mobilisation communautaire : impliquant les parents pour leur faire comprendre l'importance de garder les enfants, en particulier les filles, à l'école, et promouvoir la réinsertion des filles non scolarisées.

P. 1.2 S'attaquer aux taux élevés de fécondité des adolescents et de mariage des enfants

- Éducation sexuelle complète (ESC) : Mise à l'échelle du programme ESC actuellement mis en œuvre par le Projet Jeune Leaders, dans le cadre de sa collaboration avec le MEN, dans les écoles rurales de deux provinces de Madagascar. Le projet pourrait soutenir l'expansion de la formation des enseignants et du programme d'éducation ESC pour couvrir les écoles secondaires dans toutes les régions.

- Améliorer l'accès aux services de santé génésique pour les adolescents: Accroître l'accès et l'utilisation des Centres Amis des Jeunes par la formation d'agents de santé locaux, la diffusion de messages communautaires et la sensibilisation, notamment en exploitant les activités proposées dans les espaces sécurisés. La fourniture de contraceptifs et la remise à neuf de certains Centres Amis des Jeunes sont toujours en cours de discussion.

Activités au niveau régional:

P.1.3 Santé et hygiène menstruelle : Fourniture de kits d'hygiène menstruelle et formation/sensibilisation à l'hygiène menstruelle (assistance technique et formation de formateurs).

P.1.4 Mobilisation communautaire et changement de comportement: Assistance technique pour le développement de matériel et la formation de formateurs pour les activités de mobilisation communautaire et de changement de comportement.

Pilier 2: l'accent est mis sur l'amélioration des compétences générales et techniques des femmes ainsi que sur la promotion de meilleures opportunités économiques.

Activités au niveau national:

P.2.1 Recherche

- Cartographie des compétences/programmes/centres de formation pertinents à Madagascar: L'évaluation sera utilisée pour déterminer comment améliorer les compétences des filles en âge

de fréquenter l'école secondaire (liens avec les activités du pilier 1) ainsi que pour identifier le stock et la portée des centres de formation et des programmes de formation formelle et entrepreneuriale. L'évaluation fournira des données pour le développement d'une feuille de route de formation et soutiendra l'identification des partenaires potentiels de mise en œuvre (secteur privé, Organisation des Société Civile (OSC), fournisseurs de développement commercial, etc.)

- Cartographie des entrepreneurs sociaux: Identifier les secteurs dans lesquels ils opèrent, les groupes ciblés et les besoins.

P.2.2 Formation et lien avec l'emploi

- Mise à l'échelle des programmes de formation professionnelle pour les jeunes femmes en vue d'un emploi formel et du développement de l'esprit d'entreprise : Mise à l'échelle du programme de formation professionnelle existant du METFP en élargissant potentiellement la formation fournie (y compris en établissant des liens avec les programmes de formation PIC), en développant des liens avec le secteur privé et les entrepreneurs sociaux pour soutenir l'emploi des femmes après la formation, en fournissant des services de développement commercial pour améliorer les compétences en matière d'entrepreneuriat et développer l'esprit d'entreprise, en fournissant des kits de démarrage pour les diplômés des programmes d'entrepreneuriat.

Activités au niveau régional:

P.2.3 Appariement des emplois : L'allocation régionale sera utilisée pour financer une plateforme régionale d'appariement des emplois pour le secteur informel.

P.2.4 Développement de matériel de formation et formation des formateurs: Assistance technique fournie au niveau régional pour partager les coûts de développement du matériel et de formation des formateurs. Les plateformes de formation en ligne existantes seront promues.

Pilier 3: Se concentrer sur la réalisation de changements transformateurs aux niveaux individuel, communautaire et institutionnel.

Activités au niveau national:

P. 3.1 Améliorer l'accès et la qualité des services de lutte contre la VBG

- Cartographie des prestataires de services liés à la VBG dans tout le pays (y compris les centres de services intégrés, les centres gérés par les donateurs et les services offerts par les organisations de la société civile).

- Étude de faisabilité et évaluation des lignes d'assistance existantes. Renforcement des capacités et assistance technique pour améliorer les services et leur portée. Y compris la formation du personnel à la Thérapie d'Exposition Narrative (TEN) pour améliorer le soutien en matière de santé mentale.

- Déploiement des Procédures Opérationnelle Standard (POS) et formation des agents de santé et des OSCs sur ces SOPs et sur l'approche centrée sur les survivants.

- Réhabilitation des guichets uniques (par exemple, pour inclure un espace permettant de fournir des services aux enfants et jeunes victimes de violence liée au sexe).

- Renforcer les organisations communautaires par le biais d'un financement dédié aux OSC fournissant des services ou mettant en œuvre des activités de prévention de la VBG, de masculinité positive et de changement des normes sociales au niveau local ; intégrer les OSC dans la filière d'orientation vers les services de lutte contre la VBG.

P.3.2 Changer les normes sociales

- Mobilisation de la communauté/changement des normes sociales par le développement de réseaux de leadership de femmes, d'hommes et de jeunes (y compris des chefs de folklore, des chefs religieux et d'autres chefs locaux) qui seront formés pour sensibiliser et délivrer des messages, des discussions de groupe et d'autres activités d'engagement communautaire sur la masculinité positive, la prise de décision partagée dans le foyer, l'acceptation de la violence, le mariage des enfants, le planning familial et l'autonomisation des femmes.

Activités au niveau régional :

P. 3.3 Améliorer l'accès et la qualité des services de lutte contre la VBG

- Assistance technique pour préparer des procédures opérationnelles standardisées et des modules de formation sur l'approche centrée sur les survivants.

- Assistance technique pour une meilleure utilisation des espaces et améliorer la fourniture de services aux enfants victimes de VBG.

- Formation de formateurs sur le TEN.
- Assistance technique pour réviser/renforcer la procédure d'orientation en matière de VBG.

P.3.4 Changement des normes sociales

- Assistance technique pour l'identification/adaptation du programme de normes sociales/mobilisation communautaire qui prend en compte les autres programmes existants (SASA !, GALS, EMAP, etc.).
- Achat de tablettes/ordinateurs portables et développement de contenu numérique pour accompagner d'autres activités de mobilisation communautaire.

P.3.5 Promouvoir les réformes politiques

- Assistance technique pour finaliser la politique nationale en matière de genre, ratifier le protocole de Maputo et mettre en place une structure de coordination pour la mise en œuvre de la loi sur la violence liée au sexe.
- Formation des acteurs gouvernementaux sur la politique nationale de genre

P. 3.6 Améliorer la collecte et la gestion des données

- Assistance technique pour la mise en place d'un système d'information sur la violence liée au sexe et d'un système de gestion des cas.

2. Résumé Des Activités De Mobilisation Des Intervenants Antérieures

Les activités antérieures de mobilisation des parties prenantes se sont déroulées en deux étapes ; à savoir la consultation des responsables sectoriels ou parties prenantes institutionnelles et la consultation des communautés ciblées par le projet.

La consultation et la participation des parties prenantes reposent sur une démarche inclusive, itérative et participative conduite durant tout le long du cycle du projet, dans le but de construire entre des parties prenantes, une adhésion et un engagement effectifs et efficients pour l'évaluation et la gestion des risques et impacts environnementaux et sociaux du projet.

Sans être exhaustif, le processus d'information, de consultation et de participation des parties prenantes comprendra les activités suivantes :

    o identification et analyse des parties prenantes ;

    o planification de la stratégie de consultation et de participation des parties prenantes ;

    o stratégie de diffusion de l'information ;

    o exécution de la consultation et la participation des parties prenantes ;

    o gestion des plaintes ;

    o stratégie de la rétroactivité (retour de l'information aux parties prenantes).

A cette étape de la préparation du projet, certaines activités de consultation et de participation des parties prenantes sont déjà engagées et d'autres seront planifiées.

Des assemblés communautaires avec les représentants des communautés ciblés par le projet ont permis de mobiliser la population locale sur la préparation du projet. Cette mission de consultation publique avait pour objectif principal de partager les informations sur le projet et sa consistance et de continuer la définition du concept du projet, y compris les implications liées aux sauvegardes environnementales et sociales ; et d'identifier les partenaires clés et le plan d'action pour la préparation du projet en considérant les avis de toutes les parties prenantes.

Les résultats de la consultation publique sont synthétisés ci-après et sont détaillés en Annexe avec les pièces y afférentes : A l'issue des diverses consultations, aucune objection n'a été exprimée quant à la mise en œuvre du Projet.

Le tableau suivant résume ces activités de consultation.

Tableau 1: Activités antérieures de consultation du Projet

Date	Activités	Objet	Parties prenantes mobilisées
09 Et 13 février 2023	- Réunion de concertation ; - Elaboration des documents	- Réflexion sur le design du projet ; - Identification des Parties Prenantes (PP)	Equipe Sauvegarde environnementale et sociale (Banque Mondiale et UFP)

14 février au 03 mars 2023	Visite de courtoisie	- Information sur le projet et sa mise en œuvre - Recueillir les points de vue des parties prenantes, - Mise en place d'un protocole de collaboration avant la mise en œuvre du Projet -	- Secrétaire Générale (SG) MEN ; - Les Directeurs du MEN ; - Directeur de la Promotion de la femme, du ministère de la Population, de la Protection Sociale et de la Promotion de la Femme (MPPSPF) - Directeur de l'enfance du MPPSPF - Directeur de la santé au ministère de la Santé - Directeur de METFP - UNFPP ; - Divers ONG et OSC ouvrants sur la promotion « genre » et ou promotion de la femme ;
15 février au 04 mars 2023	- Assemblée générale - Focus group ; - Entretien individuel ;	- Partage d'information aux communautés ; - Collecte des avis et préoccupations par rapport au Projet	- Communauté locale dans les sites du projet d'appui de l'éducation de base (PAEB), - Association féminine ; - Association des jeunes, - Autorités locale, leaders associations...

3. Engagement citoyen

En plus d'avoir des Mécanisme de Gestion de Plainte MGP pour saisir les griefs, y compris avec un processus spécifique pour gérer les cas potentiels d'EAS/HS, le projet adoptera une approche large de l'engagement des citoyens. Une attention particulière sera accordée à la collaboration avec les acteurs communautaires, notamment les 17 000 chefs de folklore qui deviendront des champions et des mobilisateurs communautaires. Le projet s'engagera également avec les femmes et les jeunes leaders, ainsi qu'avec les parents. Des tableaux de bord communautaires seront utilisés pour évaluer l'efficacité et l'impact des interventions, en particulier celles qui relèvent du premier pilier.

4. Identification et Analyse Des Parties Prenantes

Cette section identifie les principales parties prenantes qui seront informées et consultées au sujet du projet, notamment les individus, les groupes ou les communautés qui :

a. Sont affectés ou susceptibles d'être affectés par le projet (parties affectées par le projet) ; et
b. Peuvent avoir un intérêt dans le projet (autres parties intéressées).

- Les bénéficiaires du Projet,
- Les **personnes vulnérables et défavorisées: les chefs de ménages femme, les femmes avec les enfants de 5 ans, les personnes handicapées, les personnes illettrées, les femmes survivantes de VBG, les jeunes souvent exclus du processus de consultation, les jeunes filles et femmes habitant dans les zones enclavées,** les femmes chefs de ménages à faible revenu, les filles orphelines.

4.2. Parties Concernées par le Projet

Les parties prenantes susceptibles d'être affectées, directement ou indirectement, lors de la mise en œuvre du Projet d'autonomisation des femmes sont constituées par :

4.2.1. Parties prenantes impliquées dans la gestion du projet au niveau central :

Les parties prenantes impliquées dans le pilotage, la coordination, l'appui technique et la mise en œuvre du projet au niveau national, constituées par :

- Le Comité de Coordination et de Suivi (CCS) présidé par le Secrétaire générale (SG) du MEN qui assure plus particulièrement l'orientation stratégique au cours de la mise en œuvre du projet. Le CCS est composé par les directeurs du MEN et les staffs de l'UFP (Coordonnateur et les pools de spécialistes)
- Unité de facilitation du projet (UFP) qui assure le pilotage, la coordination et la gestion proprement dite du Projet. Elle est composée d'un Coordonnateur du Projet et de pools de spécialistes (Gestion des risques environnementaux et sociaux, genre, suivi évaluation passation de marché, finance, ….) ;

4.2.2. Parties prenantes impliquées dans la mise en œuvre du projet

- Les Directions techniques auprès du MEN et les Services qui y sont rattachés : Direction du Patrimoine foncier et de l'infrastructures (DPFI), Direction de la Planification et de l'Etude (DPE), …
- Directeurs du ministère de l'Enseignement technique et de formation professionnelle (METFP)
- Les directeurs techniques auprès du MPPSF
- Les Services Techniques Déconcentrés : les Directions régionales de l'éducation nationale (DREN), les Chefs de Circonscription scolaire (CISCO), les Chefs de Zone d'Administration Pédagogique

(ZAP) ;

- Les prestataires de services (ONG, consultants, entreprises, cabinets d'études, …) qui ont qui ont des responsabilités directes dans la réalisation et le suivi selon les activités générées par les sous-composantes;

4.2.3 Autres parties intéressées

- Les autres parties intéressées sont:
- Les Collectivités Territoriales Décentralisées (CTD) : région, district et commune ;

Les autres Services déconcentrées régionales : direction régionale de la population, santé, justice

- La Communauté locale
- Les leaders communautaires : les chefs fokontany, notables, chefs religieux, ….
- Les associations de femmes
- les associations de jeunes
- Les enseignants, membres FEFFI, parents d'élevés
- Organisation des Sociétés Civiles (OSC) engagés dans le plaidoyer pour plus de ressources sur le secteur population, santé et environnement, meilleur accès, plus de transparence
- Organisations internationales engagées dans le financement du secteur éducation et environnement (OMS, UNICEF, UNFFP…)

4.3. Personnes ou groupes défavorisés / vulnérables

Les discussions et entretiens avec les acteurs ont permis de dégager des catégories d'acteurs reconnus comme étant des groupes vulnérables :

- Les jeunes qui fréquentent les centres peuvent y avoir un accès limité durant la rénovation des centres
- Les femmes chefs de ménage avec des enfants de bas âge (moins de 5 ans). Dans certaines régions, les femmes sont souvent placées au second plan lors des réunions et assemblées publiques. Elles n'ont pas le droit de parole et n'entrent pas dans les discussions, sauf dans les réunions spécifiquement destinées à des femmes ;
- Les jeunes (chômeurs, déscolarisés …) qui ne participent pas volontairement ou non à des discussions sur le développement économique et social local

• Les analphabètes, car ils rencontrent des difficultés à accéder à l'information, aux mécanismes de participation et aux formations

• Les femmes chefs de ménages à faible revenu

• Les personnes victimes de Violences Basées sur le Genre (VBG) dont l'accès aux services de prise de santé laisse à désirer

• Les filles orphelines

Les filles et femmes habitant dans les zones enclavées où elles auront un accès limité aux services offerts par le Projet

4.4. Résumé des Besoins des Intervenants

Tableau 2: les besoins des intervenants

Groupe de parties prenantes	Principales caractéristiques	Besoins linguistiques	Moyens de notification préférés (e-mail, téléphone, radio, lettre)	Besoins particuliers (accessibilité, , , réunions)
Structure de pilotage et coordination	CCS, UFP	Langue officielle	Informations transmises par écrit, par email, par téléphone	Réunion par visio-conférence ou présentiel
Ministères concernés, STD, Autorités locales	Directeurs (MEN, MPPSF, MSANP), Régions, districts, communes, fokontany ,	Langue officielle, malagasy	- Lette d'invitation officielle par le projet Informations transmises par email, par téléphone et renforcées par une lettre officielle. Information diffusée sur réseau social est envisageable	Réunion en une journée et pas plus de trois jours selon objets et ordre du jour de la réunion Atelier, partage d'expérience, réunion de réflexion Prise en charge des frais de déplacement et indemnités
ONG, OSC, Association	Les ONG, OSC et Association œuvrant et interviennent dans le projet	Langue officielle	Lette d'invitation officielle par le projet Informations transmises par écrit, email, téléphone	Réunion en une journée, réunion en ligne
Communauté locale touché par le projet		Langue malagasy	Informations transmises par radio. Informations expliquées oralement ou schémas par affichage, réunion de groupe	Assemblée générale, Focus group, visite à domicile, entretien
Groupes vulnérables		Langue malagasy,	Informations expliquées oralement ou sous forme de schémas réalisées par une approche porte à porte	Messages illustrés. Actions de sensibilisation et d'IEC. Campagne de porte à porte

5. Programme de mobilisation des intervenants

5.1. Calendrier u programme de mobilisation des intervenants

Tableau 3: Calendrier de mise en œuvre du PA

Phase	Objectifs d'activité	Outils de consultation	Cibles	Responsables	Période
Préparation des conditions préalables d'approbation du projet	Elaboration et validation des documents environnementaux et sociaux du projet [Plan d'Engagement Environnemental et Social (PEES), Plan de Mobilisation des Parties prenantes (PMPP), Procédures de Gestion de Main d'Œuvre (PGMO), etc]	Réunions d'échanges et de travail entre la partie nationale et la Banque mondiale	Ministère : MEN et Min population et promotion de la femme	- UFP/DPFI - Equipe de la Banque mondiale	Février – mars 2023
Préparation des conditions préalables d'approbation du projet	Elaboration et validation des documents de sauvegarde [Cadre de Gestion Environnemental et Social (CGES), Plan d'action EAS/HS]	Consultation des parties prenantes sur les impacts et mesures d'atténuation des activités du projet	- Personnes potentiellement affectées, - Autorités locales - Populations - Bénéficiaires	- Spécialiste sauvegarde UFP PAEB - Consultants	Mars 2023
Démarrage	Lancement du projet Mise en œuvre des actions de gestion de risques environnementaux et sociaux, stipulées dans les PEES, PMPP, PGMO, etc Elaboration et approbation des PGES	- Réunions formelles, - Emissions radiophoniques - Affiches sur les lieux publics	- Personnes - Ménages - Groupes affectés	- CPE de l'UFP ; - Spécialistes en Gestion des risques environnementaux et sociaux s (SGRES) - Responsables d'appui composante (RAC) - Reporting & Communication de l'UFP ;Les	Toute la phase de préparation et de mise en œuvre

Phase	Objectifs d'activité	Outils de consultation	Cibles	Responsables	Période
				prestataires, - ONG, - Autorités locales	
Exécution du projet	Mise en œuvre des actions de gestion de risques environnementaux et sociaux, stipulées dans les PEES, PMPP, PGMO et PGES, plan d'action EAS/HS	- Consultation des personnes affectées et des organisations de la société civile spécialisées - Réunions formelles	- Personnes/mén ages/groupes affectés par le projet (PAP) - Autorités locales	- Consultant - SGRESde l'UFP PAEB - RSE ; - Les responsables d'appui composante ; - Les prestataires	Toute la durée du projet
Suivi et évaluation de la mise en œuvre	Elaboration des outils de suivi-évaluation Réalisation des missions de suivi, supervision, évaluation Elaboration de rapports de suivi et d'évaluation Mise à jour des instruments environnementaux et sociaux	- Descente sur terrain, - Enquêtes publiques auprès des communautés bénéficiaires, – étude d'impact du projet	Les bénéficiaires et les acteurs locaux du projet	- SGRES et - Reporting and communication du projet - RSE - Les responsables d'appui composante	Toute la durée du projet
Clôture	Evaluation globale du projet	- – Interviews et entretiens – Réunions formelles Elaboration du rapport de clôture – Etude d'impact du projet	Tous les acteurs du projet	- Evaluateurs	Fin du projet

5.2. Stratégie Proposées pour la Divulgation de l'Information

Dans le cadre de la mise en œuvre du projet, l'équipe va favoriser l'utilisation d'outils de communication et de sensibilisation sous les formats et modes suivants.

5.2.1 Assemblées avec les communautés :

Il s'agit en général de consultations publiques formelles, présidées par l'autorité locale, sanctionnées par un compte rendu dûment rédigé et signé par les parties présentes. L'inconvénient de ce type de réunions est que, seules les personnes les plus influentes exprimeront librement ou facilement leurs opinions et, par conséquent ne constituent pas une voie de consultation appropriée dans de nombreux contextes sociaux. Ces réunions sont néanmoins utiles, pour partager des informations générales sur une activité, et ne nécessite pas toujours la prise de parole de tout le monde. Dans ces cas, elles rassurent le public local sur le soutien que le projet a reçu des autorités. Elles sont aussi considérées comme un effort de transparence et de partage de l'information et offrent l'opportunité de transmettre des informations à un grand nombre de personnes. Elles complètent également les petites réunions en rassurant le public local sur le fait que la communication échangée lors de petites réunions correspond à la communication « officielle » et permettent de prendre en compte les orientations et décisions adoptées dans la conduite des activités du projet.

5.2.2 Focus Groupes

Il s'agit d'une méthode très utile pour obtenir les opinions d'un groupe de personnes sur certaines questions spécifiques. Ces rencontres ciblent en général les personnes intéressées par les mêmes questions (par exemple, l'assistance aux groupes vulnérables ou l'emploi des femmes). Ces groupes de discussion peuvent être établis par catégorie d'âge, par sexe, par type d'activité, etc et comprendre 10 à 20 personnes. Il s'agit d'une méthode très utile pour obtenir les opinions d'un groupe de personnes sur certaines questions spécifiques. En organisant des groupes de discussion, il est important de s'assurer (i) que toutes les opinions divergentes sont exprimées ; (ii) la discussion est centrée sur la question à discuter ; et (iii) conclure avec des propositions concrètes faites en tenant compte des disponibilités et possibilités du projet et les prochaines étapes s'il y a lieu.

5.2.3 Entretiens individuels

Cette approche cible en particulier les autorités locales, les élus locaux, les chefs coutumiers, les leaders d'opinion, les personnes vulnérables, etc. Cette méthode est un excellent moyen d'implication de ces acteurs. Ces entretiens concerneront toutes les couches sociales et les avis de toutes les personnes interrogées, sans discrimination, devront être pris en compte. Il est important d'établir des attentes avec l'interlocuteur sur la façon dont l'information sera utilisée et la gamme d'autres personnes à consulter, donc personne n'est déçue si toutes ses idées ne sont pas reflétées.

5.2.4 Utilisation des Médias de masse

Les médias de masse (journaux, radios, télévisions, réseaux sociaux,…) offrent des possibilités de diffusion de l'information sur une large échelle, à travers des communiqués de presse ; des reportages sur le projet ; des campagnes de lancement, des entrevues avec la direction du projet ; des visites de sites organisées ; etc. Une collaboration étroite sera établie entre l'UFP (à travers sa Cellule Reporting & Communication) et les organes de presses afin que les informations réelles soient communiquées

5.2.5 Comités de suivi ou cellules projet ou comités de gestion des plaintes

Dans le cadre de la mise en œuvre du Projet d'Appui à l'Education de Base (PAEB), des comités de gestion des plaintes (CGP) sont déjà opérationnelles au niveau des zones d'interventions du projet PAEB et pour renforcer des comités de suivi doivent être établis aussi au niveau locales (régions, districts et communes), pour surveiller certaines activités sensibles du Projet (par exemple recrutement local, suivi environnemental sur la mise en œuvre du projet et impact sur les personnes vulnérables). Ces comités mixant les représentants du Projet, les représentants de la société civile, de la communauté et les autorités administratives locales peuvent permettre un engagement régulier et efficace avec les parties prenantes.

Les comités de suivi et les comités de gestion des plaintes installés visant à participer à la mise en œuvre du projet, toutes les parties prenantes seront directement informées de l'existence de ces commissions et comités et leurs niveaux d'implication et missions dans le cadre de la mise en œuvre du projet d'autonomisation des femmes. Les capacités desdits comités seront renforcées.

5.2.6 Ateliers et séminaires

La tenue des ateliers et séminaires rassemblant diverses parties prenantes est un outil permettant de partager des informations sur le projet, établir un consensus et favoriser l'engagement des différents acteurs concernés. Des ateliers de validation ou de renforcement des capacités en matière des sauvegardes etc. peuvent être des voies où les parties prenantes concernées aux niveaux local et national sont impliquées.

5.2.7 Brochures sur le projet

Une brochure simplifiée de présentation du projet, présentant les informations suivantes :

- Objectifs du projet et caractéristiques clés,
- Les activités du projet ;
- Principaux impacts environnementaux et sociaux du projet ;
- Mécanisme de consultation du projet ;
- Mécanisme de gestion des plaintes au niveau du projet ;
- Disponibilité de la documentation (quoi, où);
- Informations de contact de l'UFP, du centre d'appel pour les plaintes et renseignement (le projet PAEB dispose sa propre ligne vert), des Comités de gestions des plaintes, des agences d'exécution, etc. Cette brochure pourrait être éditée pour une large diffusion et sera actualisée de manière périodique durant la mise en œuvre du projet en intégrant les réalisations clés du projet, les activités à réaliser, les événements importants (comme les remises de certificats, de lancements d'activités, etc), les indicateurs d'emploi (nombre d'employés locaux pour les travaux, entreprises principales et sous-traitants). Ces informations seront désagrégées par sexe et autres.

5.2.8 Gestion des feedbacks et partage d'information avec les parties prenantes

Les suggestions, réclamations et autres contributions des parties prenantes seront recueillies dans un formulaire de feedback qui sera rempli durant les rencontres de consultation. En outre, les parties prenantes auront la possibilité d'envoyer leur feedback (anonyme ou pas) par courrier électronique et courrier édité ou de manière interactive par téléphone, via les réseaux sociaux ou le site web du PAEB et de l'UFP ou en se rendant directement dans les locaux de l'UFP ou au niveau des comités locale. Les feedbacks compilés par le personnel dédié du projet sont partagés avec le management du projet pour une prise en charge rapide. Les informations confidentielles fournies dans l'anonymat seront traitées dans

la discrétion. Les parties prenantes concernées seront informés par écrit ou par voie orale des dispositions prises ou envisagées suite au traitement de leurs feedbacks dans un délai maximum de deux semaines.

5.2.9 Site web du Ministère de l'Education National

Les informations sur le projet seront mises à la disposition du public sur le site Web du MEN. Ces informations seront régulièrement mises à jour avec de nouveaux messages informatifs, communiqués de presse et offres d'emploi.

Des informations communiquées sur le site seront diffusées au travers des autres moyens de communication évoqués, par exemple de radios locales. Une fiche de commentaires ou de plainte ou numéro de téléphone où toute partie touchée ou intéressée pourra déposer une requête ou une plainte sera établie. Ces fiches seront suivies quotidiennement (alerte par e-mail aux personnes concernées de l'équipe du projet), avec l'obligation d'accuser réception dans un délai maximum de 2 jours calendaires et d'informer l'intéressé sur les dispositions prises ou envisagées dans un délai maximum de 07 jours calendaire. Pour les plaintes, le comité indiqué sera saisi pour le traitement. Si la résolution est plus difficile, l'intéressé sera informé de la prochaine étape et des délais correspondants.

Tableau 4: Stratégie pour la diffusion des informations

Phase du projet	Listes des informations à communiquer	Mode de communication proposées	Lieux et périodes	Echéance de mise en œuvre	Parties prenantes ciblées	Pourcentage atteint	Responsable
Préparation activités et sous activités	Objectifs et activités du projet	Journaux, la télévision, radios (nationale et locale), les affiches Site web, les réseaux sociaux Consultation du public ou focus groupe Correspondance et réunions officielles Brochures et dépliant	Un communiqué dans les journaux quotidien Un passage à la radio et télévision nationale (RNM et TVM) et radios locales au niveau des districts durant la période de lancement du projet	2 mois après la mise en vigueur du projet	- Toutes les PP ; - ONG/Opérateurs privés dans les domaines du sous-projet - Populations dans les Régions - Acteurs politiques dans les Régions	La télévision et la radio nationale et les journaux ont une couverture nationale Les radios locales ont une couverture locale Les sites web et les réseaux sociaux sont limitées à la zone couverte par la connexion internet.	UFP
	La durée de l'activités	Journaux, la télévision, radios (nationale et locale), les affiches Site web, les réseaux sociaux Consultation du public ou focus	Un communiqué dans les journaux quotidien Un passage à la radio et télévision nationale	2 mois après la mise en vigueur du projet		La télévision et la radio nationale et les journaux ont une couverture nationale Les radios locales ont une	UFP et les structures/organes d'exécution des activités

Phase du projet	Listes des informations à communiquer	Mode de communication proposées	Lieux et périodes	Echéance de mise en œuvre	Parties prenantes ciblées	Pourcentage atteint	Responsable
		groupe Correspondance et réunions officielles Brochures et dépliant	(RNM et TVM) et radios locales au niveau des districts durant la période de lancement du projet			couverture locale Les sites web et les réseaux sociaux sont limitées à la zone couverte par la connexion internet.	
Préparation activités et sous activités	- Les risques et impacts négatifs (environnement et sociale) et les mesures mitigations prévues - Et effets benefiques du projet sur les communautés locales	Journaux, la télévision, radios (nationale et locale), les affiches Site web, les réseaux sociaux Consultation du public ou focus groupe Correspondance et réunions officielles Brochures et dépliant	Un communiqué dans les journaux quotidien Un passage à la radio et télévision nationale (RNM et TVM) et radios locales au niveau des districts durant la période de lancement du projet	2 mois après la mise en vigueur du projet	Toutes les parties prenantes à l'échelle locale (touchées et concernées)	La télévision et la radio nationale et les journaux ont une couverture nationale Les radios locales ont une couverture locale Les sites web et les réseaux sociaux sont limitées à la zone couverte par la connexion internet.	UFP et les structures/organes d'exécution des activités en collaboration avec les Bureaux d'études (BE) agrées pour la réalisation des évaluation environnementales et sociales

Phase du projet	Listes des informations à communiquer	Mode de communication proposées	Lieux et périodes	Echéance de mise en œuvre	Parties prenantes ciblées	Pourcentage atteint	Responsable
Préparation activités et sous activités	Les critères d'éligibilité des personnes affectées et des personnes vulnérables (éventuellement en cas d'élaboration de PR)	Journaux, la télévision, radios (nationale et locale), les affiches Site web, les réseaux sociaux Consultation du public ou focus groupe Correspondance et réunions officielles Brochures et dépliant	Un communiqué dans les journaux quotidien Un passage à la radio et télévision nationale (RNM et TVM) et radios locales au niveau des districts durant la période de lancement du projet	3 mois après la mise en vigueur du projet	Collectivités territoriales, Comités de suivi, Secteur privé, Communautés locales, Société civile	La télévision et la radio nationale et les journaux ont une couverture nationale Les radios locales ont une couverture locale Les sites web et les réseaux sociaux sont limitées à la zone couverte par la connexion internet.	UFP et les structures/organes d'exécution des activités avec les BE agrées pour la réalisation des évaluation environnementales et sociales
Préparation	Les dates et lieux des réunions de consultation publiques envisagées, ainsi que le processus qui sera adopté pour les notifications et les comptes rendus de ces réunions ;	Journaux, la télévision, radios (nationale et locale), les affiches Site web, les réseaux sociaux Consultation du public ou focus groupe Correspondance	Un communiqué dans les journaux quotidien Un passage à la radio et télévision nationale (RNM et TVM) et radios	3 mois après la mise en vigueur du projet	Collectivités territoriales, Comités de suivi, Secteur privé, Communautés locales, Société civile	La télévision et la radio nationale et les journaux ont une couverture nationale Les radios locales ont une couverture locale Les sites	UFP et les structures/organes d'exécution des activités avec les BE agrées pour la réalisation des évaluation environnementales et sociales

Phase du projet	Listes des informations à communiquer	Mode de communication proposées	Lieux et périodes	Echéance de mise en œuvre	Parties prenantes ciblées	Pourcentage atteint	Responsable
		et réunions officielles Brochures et dépliant	locales au niveau des districts durant la période de lancement du projet			web et les réseaux sociaux sont limitées à la zone couverte par la connexion internet.	
Préparation	Le mécanisme de gestion des plaintes	Journaux, la télévision, radios (nationale et locale), les affiches Site web, les réseaux sociaux Consultation du public ou focus groupe Correspondance et réunions officielles Brochures et dépliant	Un communiqué dans les journaux quotidien Un passage à la radio et télévision nationale (RNM et TVM) et radios locales au niveau des districts durant la période de lancement du projet	1er trimestre de l'année de mise en œuvre.	Collectivités territoriales, Comités de suivi, Secteur privé, Communautés locales, Société civile	La télévision et la radio nationale et les journaux ont une couverture nationale Les radios locales ont une couverture locale Les sites web et les réseaux sociaux sont limitées à la zone couverte par la connexion internet.	UFP
Mise en œuvre	Enjeux environnementaux	Journaux, la télévision, radios (nationale et	Un communiqué dans les	Pendant la phase	Collectivités territoriales, Comités de suivi,	La télévision et la radio nationale et	UFP et les structures/organes

Phase du projet	Listes des informations à communiquer	Mode de communication proposées	Lieux et périodes	Echéance de mise en œuvre	Parties prenantes ciblées	Pourcentage atteint	Responsable
	et sociaux des activités	locale), les affiches Site web, les réseaux sociaux Consultation du public ou focus groupe Correspondance et réunions officielles Brochures et dépliant	journaux quotidien Un passage à radios locales au niveau des districts durant la période d'exécution du projet	de mise en œuvre	Secteur privé, Communautés locales, Société civile	les journaux ont une couverture nationale Les radios locales ont une couverture locale Les sites web et les réseaux sociaux sont limitées à la zone couverte par la connexion internet.	d'exécution des activités

Tableau 5:Stratégie de divulgation de l'information par phase du projet

N°	PHASE DE PREPARATION DES ACTIVITES ET SOUS-PROJETS DU PROJET			
1	Phase et processus	Divulgation de l'information	Calendrier indicatif	Responsabilité
1.1	Elaboration des documents du Projet (Plan d'Engagement Environnemental et Social (PEES), Plan de de Mobilisation des Parties Prenantes (PMPP),	-Correspondance officielle ; -Disponibilité des plans (PMPP, et PEES) sur le Site web du projet et de la Banque mondiale -Partage des plans élaborés (PMPP, -PEES) avec les parties prenantes	Après la validation des différents rapports	UFP

1.2	Préparation du Cadre de Gestion Environnementale et Sociale (CGES),	- Correspondance officielle - Disponibilité des rapports (CGES, PGPP) sur le Site web, du projet et de la Banque mondiale - Publication des résumés des rapports dans les journaux, brochures et dépliants - Partage des rapports avec les parties prenantes	Un mois après la validation du rapport du CIES	UFP et structures/organes d'exécution des activités (en Collaboration avec Les bureaux d'études)
1.3	Préparation du mécanisme de gestion des plaintes	- Disponibilité du manuel de gestion des plaints - Partage du manuel validé	Au cours de la préparation du projet	UFP
N°		**PHASE DE MISE EN OEUVRE ACTIVITES ET SOUS-PROJETS DU PROJET**		
2	**Phase et processus**	**- Divulgation de l'information**	**Calendrier indicatif**	**Responsabilité**
2.1	Mise en œuvre des activités et sous-projets	Rapport de suivi environnemental et social	Durant la période de mise œuvre	UFP et structures/organes d'exécution des activités et mission de suivi et du contrôle
2.2	Gestion des plaintes	- Rapport de suivi environnemental et social	Durant tout le projet	UFP et structures/organes
2.3	Renforcement de capacité	- Information sur les sous projets	Durant la période de mise œuvre	UFP, Consultants, BE

5.3. Stratégie de Consultation Proposée

Les méthodes de consultation des parties prenantes seront adaptées aux cibles visées :

- Les entretiens seront organisés avec les différents acteurs étatiques et organisations non gouvernementales ;
- Les enquêtes, sondages et questionnaires seront utilisés pour prendre les avis des personnes susceptibles d'être affectées par le projet ;
- Les réunions publiques seront régulièrement organisées à l'intention des acteurs les plus éloignés. Les parties prenantes seront bien identifiées et impliquées suivant les thématiques à débattre

Tableau 6: Stratégie pour les consultations

Activités	Sujet de la consultation	Méthode utilisée	Dates et lieux	Groupe cibles	Responsabilité
PHASE DE PREPARATION DU PROJET					
Préparation des conditions préalables à l'évaluation du projet	Elaboration des documents du Projet (Plan d'Engagement Environnemental et Social (PEES), Plan de de Mobilisation des Parties Prenantes (PMPP),	Réunions d'échanges et de travail entre la partie nationale (MEN -UFP/DPFI) et la Banque mondiale, entrevue avec divers entités Focus groups, réunion avec les parties prenantes	Tout le long de la phase de préparation et avant l'évaluation finale du projet Echéance : Mars 2023	Equipe Banque mondiale Les hauts responsables du ministère concernés ; Faitières Agences et services techniques déconcentrés ; les communautés locales	Equipe de la Banque mondiale, les responsables des MENet UFP
	et perception, préoccupations et craintes relatifs aux activités et sous-projets	Consultation des parties prenantes (réunions publiques, entretiens, focus group, etc.)		Personnes potentiellement affectées, Autorités locales, Services techniques, Populations Bénéficiaires du projet ; Les personnes	Consultants ; UFP/DPFI
	Mécanisme de gestion des plaintes	Entretiens avec les comités installés et autres organisations concernées ; Rencontres collectives sous		Comités de gestion des plaintes Communautés locales Société civile	UFP/DPFI
PHASE DE MISE EN OEUVRE DU PROJET ET DE SUIVI EVALUATION DE LA MISE EN OEUVRE DU PMPP					
Mise en œuvre des mesures de gestion des risques et impacts négatifs du projet,	Information, consultation et mise en œuvre des mesures de gestion des risques et impacts sociaux potentiels du projet	Exécution des mesures, consultations des parties prenantes (réalisation d'enquêtes, réunions, entretiens, focus groups, ateliers de restitution et de	Tout le long de la mise en œuvre du Projet,	Groupes vulnérables, Autorités locales Communautés & ONG locales	SGRES, RSE, RPM

Préconisées à l'issue de l'évaluation sociale	Enjeux environnementaux et sociaux des activités du projet	Entretiens avec les différents acteurs et organisations concernées ; Rencontres collectives sous forme de focus group	Avant le démarrage des travaux et durant toute la phase	Entreprises Bureaux de contrôle Agence d'exécution Collectivités territoriales Communautés locales Société civile	UFP et structures/organes d'exécution des activités
Suivi d'exécution du PMPP	Elaboration des Rapports de suivi de la mise en œuvre	Visites de terrain	Tout le long du cycle du Projet		SGRES RSE
Evaluation de mise en Œuvre du PMPP	Elaboration de rapport d'évaluation	Visites de terrain	Mi-parcours ou à la clôture du Projet	Toutes les parties prenantes y compris PAP	Coordonnateur, Spécialistes Sauvegardes

5.2. Stratégie Proposée pour intégrer le point de vue des groupes vulnérables

Le MEN intervient dans toutes les localités à Madagascar et dans la plupart de ces zones (Cisco, ZAP), des organisations non gouvernementales (ONG) et des centres d'écoutes et de prise en charge des familles vulnérables qui ouvrent dans la promotion de la femme existent et sont dans la défense des intérêts des groupes vulnérables. Ces groupes seront mises à contribution pour identifier cette cible et organiser les séances d'information, de sensibilisation et de collecte de leurs perceptions et requêtes. Les solutions aux problèmes identifiés et recueillis seront analysées et leur seront communiquées suivant le même canal. Les stratégies suivantes seront mises en œuvre pour éliminer les obstacles à leur participation :

- rencontres par catégories dans les groupes vulnérables, en tenant compte du genre (sexe, âge, état et nature des handicaps ; etc.)
- fourniture de services de traduction dans une langue comprise et parlée ;
- choix de lieux accessibles pour les rassemblements ;
- Services de transport vers les lieux de la réunion le plus proche pour les personnes habitant des endroits isolés ;
- tenue de réunions ciblées et de taille plus modeste durant lesquelles les parties prenantes vulnérables se sentiraient plus à l'aise pour poser leurs questions ou formuler leurs préoccupations.
- accès facile des groupes vulnérables au mécanisme de gestion des plaintes mis en place par le Projet.

5.3. Examen des Commentaires

Le SGRES avec le spécialiste en genre se chargeront de l'examen régulier des commentaires provenant des parties prenantes au projet sur une base mensuelle.

En plus des dispositions prises au niveau du UFP, le projet va recruter au niveau local des ONG d'intermédiation sociale compétente. Ces ONG seront chargées de recueillir les commentaires et les avis, de les transmettre au UFP qui les traitera en s'associant des compétences nécessaires et à revenir vers les parties prenantes pour leur rendre compte de la décision finale et de la façon dont les commentaires ont été pris en compte par l'intermédiaire de l'ONG d'intermédiation.

6. Ressources et responsabilités pour la mise en œuvre des activités d'engagement des parties prenantes

6.1. Ressources humaines

L'Unité de coordination du projet (UFP) mobilisera les ressources financières nécessaires et suffisantes qui seront consacrées exclusivement à la gestion et à la mise en œuvre du Plan de Mobilisation des Parties Prenantes (Divulgation du PMPP ; Renforcement des capacités ; Développement du plan et supports de communication ; Mise en œuvre de la communication ; Accessibilité ; Gestion des plaintes ; Gestion des feedbacks ; Suivi - évaluation du PMPP ; Staffing dans la mobilisation des parties prenantes).

A partir des ressources du projet mises à la disposition, l'UFP en tant que structure de coordination du projet, planifiera les activités.

Le SGRES et le spécialiste en développement social et genre de l'UFP sont chargés de la mise en œuvre du PMPP. D'autres spécialistes interviendront au besoin selon les contextes.

L'équipe de Reporting et Communication de l'UFP en étroite collaboration avec le SGRES et le RSE assurent le suivi et la consolidation de toutes les activités liées à la mobilisation des parties prenantes. Ils (elles) seront tenu (e)s de constituer ainsi une base de données des réalisations faites dans le cadre de l'application du PMPP.

Et pour toutes informations concernant le projet, l'UFP dispose des canaux de communication :

- ➢ les lignes verts pour appel gratuit :
  - o +261 34 30 818 88
  - o +261 32 32 038 88
  - o +261 33 65 003 33
- ➢ Site web: www.ufp – education.mg
- ➢ Réseaux sociaux: Facebook et Linkedln: Projet d'Appui à l'Education de base

6.2. Fonctions et responsabilités de la direction

Le projet suivra une approche multisectorielle pour sa mise en œuvre. Le ministère de l'Éducation sera le principal partenaire, où sera logée l'unité de coordination et de mise en œuvre du projet (Unité de Facilitation du Projet ou UFP)), qui sera responsable des garanties, de la gestion fiduciaire et de la passation des marchés. Des accords de coordination avec d'autres ministères, à savoir le ministère de la Santé, le ministère de la Population et le ministère de l'Enseignement supérieur et de la Formation, seront élaborés et décriront les plans de mise en œuvre conjointe du projet. Ceci suit le modèle du projet Mionjo actuellement actif à Madagascar, suivant cette structure, les arrangements de mise en œuvre tiendront compte des éléments suivants :

(a) la représentation de tous les ministères concernés au sein du comité directeur national du projet ; (b) la préparation d'un protocole d'accord décrivant la répartition des rôles et des responsabilités entre le MEN et les autres ministères de tutelle ; (c) l'examen et l'approbation par le MEN et les autres ministères de tutelle du budget des activités de la composante dans le cadre du plan de travail et du budget annuels globaux ; et (d) le renforcement des capacités du MEN en matière de gestion fiduciaire du projet.

L'UFP va incorporer les activités de mobilisation des parties prenantes dans le système de gestion du projet, dans le document de projet et dans le manuel de procédures du projet.

Le SGRESet le spécialiste en développement social et genre sont chargés de la mise en œuvre du PMPP et de la conduite de chacune des activités de mobilisation des parties prenantes. Pour cela, ils seront appuyés par le Responsable Administratif et Financier, le Spécialiste Passation des Marchés (SPM), le Responsable en communication et le Responsable Suivi-Evaluation (RSE) de l'UFP. Le Coordonnateur aura un rôle majeur de coordination et de supervision dans la mise en œuvre du PMPP. A cet effet, le processus sera enregistré, suivi et géré à travers la mise en place d'une base de données des parties prenantes.

Dans les localités, les structures locales et les ONG locales vont aider dans la sensibilisation et même le suivi des activités du projet.

7. Le budget prévisionnel pour la mise en œuvre du PMPP

Les coûts relatifs à la mobilisation des parties prenantes comprennent l'organisation de réunion, des consultations publiques périodiques, des réunions de réflexion thématiques, des ateliers et des stages de formation et de partage d'expériences, des actions de sensibilisation et d'IEC, des évènements cérémoniaux, de l'édition et de diffusion de rapports. D'une manière générale, ces coûts relatifs à la mobilisation des parties prenantes seront directement intégrés dans le budget de gestion du projet.

Les détails de ce budget prévisionnel de la mise en œuvre sont consignés dans le tableau ci-après :

Tableau 7: Budget prévisionnel pour la mise en oeuvre PMPP

Activités	Quantité	Coût unitaire (en USD)	Coût total (en USD)s	Observations
Atelier de présentation du PMPP auprès des parties prenantes				01 Atelier au niveau national et 02 au niveau régional
Elaboration plan de communication				
Renforcement de capacité des parties prenantes en matière de suivi				
Mise en œuvre du MGP (développement des outils, formation des PP, mise en place du numéro vert)				Cf. détails du budget en §6.8
Mise à jour PMPP[11]				
Suivi de la mobilisation des PP				
Edition et diffusion des rapports sur la mobilisation du PMPP				
S/Total				
Imprévus (10%)				
TOTAL				

8. MÉCANISME DE RÈGLEMENT DES PLAINTES

Dans le cadre du projet PAEB du MEN les dispositifs et les procédures dédiés sur le mécanisme de gestion de plaintes sont déjà opérationnels et c'est le responsable du Gouvernance citoyenne qui prend charge la mise en œuvre de ce système. Elle sera chargée d'assister les spécialistes dans l'établissement des bases de données spécifiques sur les parties prenantes, le suivi des activités spécifiques avec les parties prenantes et le rapportage des activités à travers l'administration du centre d'écoute du UFP.

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[11] si besoin, et non systématique …

Plusieurs canaux sont déjà opérationnels pour déposer les plaintes ou des informations complémentaire concernant le projet et ses activités :

- Adresse électronique et réseaux sociaux ;
- Numéros vert (Telma, Airtel et Orange) dédiés aux plaintes
- Des boîtes à doléances dans chaque site d'intervention du projet PAEB
- Des fiches de plainte disponibles dans chaque site du projet PAEB
- Des comités de gestion dans chaque zone d'intervention du PAEB sont opérationnelles Les plaignants pourront déposer dans l'anonymat des plaintes sous un code auprès des comités de gestion des plaints

8.2.Mode opératoire du MGP

Le mode opératoire de gestion des plaintes suit les étapes chronologiques suivantes :

i. Réception et enregistrement de la plainte ;
ii. Accusé de réception/Evaluation et assignation de la responsabilité (3 jours maximum) ;
iii. Elaboration d'un projet de réponse (15 jours maximum) ;

- évaluation complémentaire ;
- projet de gestion directe (médiation, conciliation, sensibilisation, mesures de dédommagement, formation) ;

iv. Information et recherche d'accord avec le plaignant/protagonistes sur le projet de réponse ;
v. Mise en œuvre et suivi de l'accord de règlement ;
vi. En cas d'échec, réexamen et nouvel accord (délai maximum de 1 mois) ;
vii. Clôture, si solution acceptée par le plaignant (par écrit ou empreinte d'un pouce) ou renvoi de la plainte à l'instance supérieure (ou une autre instance) si le plaignant n'est pas satisfait ou si le comité saisi n'a pas la compétence pour résoudre la plainte.

Il apparaît donc que le mode opératoire du MGP se fait en 7 étapes dont les directives sont ci-dessus devraient aboutir à une résolution à l'amiable. Cependant, si le désaccord persiste après ces étapes à l'amiable, le plaignant peut avoir recours à la justice

Le recours à la justice est possible en cas d'échec de la voie amiable. Mais, c'est souvent une voie qui n'est

pas recommandée pour le projet car pouvant constituer une voie de blocage et de retard dans le déroulement planifié des activités.

8.3. Rapportage

Toutes les plaintes reçues dans le cadre du MGP relatif au projet sont enregistrées dans un registre de traitement à compter de la date d'émission de la plainte. Cette opération permettra de documenter tout le processus de gestion des plaintes et de tirer les leçons nécessaires à travers une base de données simple et adaptée conçue à cet effet. La base de données signalera également la nature des problèmes soumis le plus fréquemment et les zones géographiques dont émanent le plus de plaintes, les résolutions appliquées, les suggestions ou meilleures pratiques, etc. Les différents Comités de gestion des plaintes produiront des rapports mensuels à soumettre à l'UFP qui, à son tour, produira des rapports trimestriels et semestriels à soumettre l'approbation de la Banque. Les différents rapports devront présenter de façon détaillée le processus de gestion des différentes plaintes reçues de l'enregistrement à l'extinction. En outre les rapports présenteront les statistiques désagrégées par sexe de la situation des plaintes reçues et traitées.

Le Chargée de Gouvernance citoyenne (CGC) chargé du suivi du MGP conserve toutes les informations et les documents relatifs aux plaintes.

8.4. Prise en compte des d'Exploitation Abus Sexuelle /Harcèlement Sexuelle (EAS/HS) – Violence Basée sur le Genre (VBG) et Violence Contre les Enfants (VCE) dans le MGP

Pour s'attaquer efficacement aux risques d'EAS/HS, le mécanisme de gestion des plaintes suit les procédures de la Banque Mondiale. Concernant les plaintes pour VBG et surtout l'exploitation et les abus sexuels ainsi que le harcèlement sexuel, les survivants encourent des risques de stigmatisation, de rejet et de représailles, ce qui crée et renforce une culture du silence, les survivants hésitant à saisir directement les responsables du projet. Certains survivants choisiront de s'adresser directement aux services d'aide et n'auront jamais recours au Mécanisme de gestion des plaintes, ce qui peut donner lieu à des écarts entre le nombre de cas signalés à au projet par les prestataires de services et ceux rapportés par les responsables du mécanisme. Pour permettre aux femmes un accès sans danger au mécanisme de gestion des plaintes, de multiples canaux peuvent être employés dans le but d'enregistrer les plaintes en toute sécurité et confidentialité.

➢ **Notification des plaintes EAS/HS**

Le mécanisme de gestion des plaintes devrait mettre en place des procédures permettant de notifier immédiatement une plainte pour EAS/HS -VBG et VCE à l'agence d'exécution et à la Banque mondiale, avec le consentement du survivant.

Les considérations spécifiques concernant le mécanisme de gestion des plaintes dans la lutte contre l'exploitation et les abus sexuels ainsi que le harcèlement sexuel sont les suivantes :

➢ **Traitement distinct des plaintes relatives à EAS/HS et VBG et VCE** et surtout déclaré à la Banque Mondiale au plus tard 24h ;

- Anonymats des informations, aucune information susceptible de révéler l'identité de la victime ne doit être conservée au niveau du mécanisme de gestion des plaintes.
- Le mécanisme ne doit pas demander ou enregistrer d'informations autres que sur les quatre aspects suivants relatifs aux allégations d'exploitation et d'abus sexuels ainsi que de harcèlement sexuel :
- La nature de la plainte (ce que le plaignant dit avec ses propres mots sans être interrogé directement) ;
- Si, à la connaissance du survivant, l'auteur de l'acte était associé au projet ;
- Si possible, l'âge et le sexe du survivant ; et
- Si possible, des informations permettant de déterminer si le survivant a été orienté vers des services compétents.

Prise en charge de survivant d'EAS/HS

Immédiatement après avoir directement reçu la plainte d'un survivant d'EAS/HS – VBG ou VCE, le mécanisme de gestion des plaintes doit aider ce dernier en l'orientant vers des services de lutte contre la VBG pour qu'il y soit pris en charge. Cela devrait être possible grâce à la liste et à la cartographie des prestataires qui aura été dressée durant le recensement effectué avant le démarrage des travaux. Les informations conservées par le mécanisme sont absolument confidentielles, surtout lorsqu'elles ont trait à l'identité du plaignant. En ce qui concerne l'exploitation et les abus sexuels ainsi que le harcèlement sexuel, le mécanisme de gestion des plaintes doit servir essentiellement à :
  i)   orienter les plaignants vers les services de lutte contre la VBG ; et
  ii)   enregistrer la suite donnée à la plainte.

Notons que toutes plaintes sur d'EAS/HS – VBG ou VCE doivent être déclarés à la Banque Mondiale au plus tard 24h après la déposition des plaintes.

8.5. Budget pour la mise en œuvre du MGP

Pour que le MGP soit opérationnel dans l'immédiat et efficace dans son fonctionnement, l'unité de préparation du projet mettra en place un budget de gestion des plaintes. Ce budget sera inscrit au budget consacré à la mobilisation des parties prenantes. Le tableau ci-après donne une présentation synthétique des rubriques de dépenses ainsi que des estimations des coûts correspondants (pour le traitement des plaintes non liées à la VBG/EAS/HS).

Tableau 8: Budget pour la mise en œuvre MGP

Rubriques/actions	Responsable	Acteurs associés	Échéance	Coût estimatif (en $US)
Elaboration du MGP	Spécialiste en gestion des risques sociaux	Spécialiste en gestion des risques environnementaux, Coordonnateur national du Projet, coordonnateurs régionaux du Projet, consultants	3 mois après constitution équipe du Projet	
Mise en place des comités de résolution des plaintes	Coordonnateur du projet	Spécialiste en gestion des risques environnementaux	1 mois après la finalisation du document du MGP du projet	
Formation des membres des comités de gestion sur le MGP	Spécialiste en gestion des risques sociaux	Spécialiste en gestion des risques environnementaux	2 mois après la constitution des comités de résolution	
Information/ sensibilisation et communication sur les dispositions du MGP au niveau des zones d'intervention du projet	Spécialiste en gestion des risques sociaux	Responsable communication du projet	Tout au long du projet	
Fonctionnement des comités de résolution	Spécialiste en gestion des risques sociaux	Coordonnateur national du projet, Coordonnateur régional du projet, Responsable service financier	Dès la mise en place des structures de MGP	

1. Descrição das componentes e actividades do projecto em Moçambique

O Projecto abrange e vai ser implementado pelo Ministério do Género, Criança e Acção Social (MGCAS) e pela Secretaria de Estado da Juventude e Emprego (SEJE). O objectivo principal do projecto, é de empoderar raparigas e mulheres e promover o desu desenvolvimento integral e sustentável. De forma resumida, o projecto é constituído pelas seguintes componentes e subcomponentes :

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1. **Componente 1: Impulsionar a acumulação de capital humano das raparigas adolescentes.** Esta componente visa apoiar as raparigas (idades 10-17 anos) a aproveitarem plenamente a adolescência para acumularem capital humano e se prepararem para entrar no mercado de trabalho. Aborda os principais factores de abandono escolar e fertilidade precoce, incluindo normas sociais e falta de agência, restrições financeiras ao acesso a serviços de educação e saúde, distância dos serviços, má qualidade dos serviços (percebida ou real), e falta de informação. Nesta componente, a equipe do projecto acordou em expandir as actividades do programa "*Eu Sou Capaz*" implementado pela SEJE.

   1.1. *Subcomponente 1.1. Retenção da rapariga na escola.* Nesta subcomponente, o grupo alvo são raparigas que frequentam o ensino primário e secundário nas escolas públicas. As principais actividades a serem financiadas são (i) Fornecimento de uniformes escolares gratuitos; (ii) Entrega de bicicletas para ultrapassar a barreira da distância às escolas; (iii) Fornecimento de kits e educação de higiene menstrual; e (iv) Mobilização e sensibilização comunitária (campanha de informação e actividades de mudança de comportamento com rapazes, pais e líderes locais).

   1.2. Subcomponente 1.2. *Espaços Seguros para raparigas fora da escola.* Nesta subcomponente as actividades são direcionadas as raparigas fora da escola, de modo a incentivar a sua reintegração no sistema educativo ou, alternativamente, a sua inclusão em actividades produtivas. As principais actividades a serem financiadas são: (i) Formação em habilidades para vida, informação e encaminhamento para os serviços sociais; (ii) Mentoria; (iii) Fornecimento de kits e educação de higiene menstrual; e (iv) Mobilização e sensibilização comunitária (Formação dos líderes comunitários; Escola de parceiros/pais).

2. **Componente 2: Permitir o acesso das mulheres a empregos produtivos.** O objectivo desta componente é aumentar a produtividade das mulheres (18 a 35 anos de idade) vulneráveis que estão a transitar para o mercado de trabalho ou que já estão activas no mercado de trabalho como trabalhadoras independentes de subsistência, assalariadas ou empresárias. Esta componente abordará os constrangimentos específicos de género que impedem as mulheres de ter um bom desempenho no mercado de trabalho. Nesta componente, a equipe do projecto acordou em expandir as actividades do programa "*Emprega*" implementado pela SEJE.

   2.1. *Subcomponente 21.. Apoio a productividade*. Nesta subcomponente, o grupo-alvo são mulheres vulneráveis dos 18 a 35 anos de idade, maioritariamente integradas no sector informal, mas "prontas" para assumir a formalização e as melhorias de produtividade. As

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principais actividades a serem financiadas são: (i) subsídios de acesso a bolsas formativas e tutoria fornecidos pelo sector privado, e outros serviços de apoio (transportes, serviços de acolhimento a crianças, e outros); e também (ii) subvenções para mini-planos de negócios.

2.2. *Subcomponente 2.2. Inclusão económica das mulheres mais pobres.* Esta subcomponente visa apoiar a "graduação" das mulheres pobres para fora da pobreza, com o objectivo indirecto de aliviar a dependência do sistema de assistência social. A maioria destas, serão as beneficiárias do PASP (identificadas segundo os critérios de vulnerabilidade estabelecidos pelo INAS) e raparigas participantes dos Espaços Seguros. Esta subcomponente financiará pacotes de "inclusão económica" incluindo acesso ao capital, formação, apoio psico-social e ligações a mercados.

3. **Componente 3: Reforço da capacidade institucional e dos serviços de violência baseada no género (VBG).** Esta componente visa criar um ambiente favorável à implementação da agenda do empoderamento das mulheres e raparigas, melhorando o quadro político e jurídico neste sector, reforçando os serviços e mudando as normas em torno da VBG (destacando as uniões prematuras como forma de VBG), e também, criando, trocando e absorvendo ciência empírica relevante e de implementação através de uma Plataforma Regional de Conhecimento. Para este pilar, a equipe do projecto acordou em usar como base de referências as actividades implementadas no âmbito do programa "*Spotlight*" do MGCAS e as directrizes do "Mecanismo Multisectorial de Prevenção, Combate e Mitigação dos Impactos às Vítimas de Violênci".

   3.1. Subcomponente 3.1. Políticas, dados e conhecimentos. Esta subcomponente será implementada em coordenação com a União Africana como parceiro técnico regional. Terá como objectivo eliminar as barreiras legais e regulamentares ao empoderamento das mulheres e raparigas, e acompanhar os progressos no sentido de compromissos relevantes assinados bem como as declarações regionais. Também financiará a participação de Moçambique num intercâmbio regional de conhecimentos sobre este tópico. As principais actividades a serem financiadas são: (i) assistência técnica na implementação das leis existentes (uniões prematuras, luta contra a VBG, etc.) e identificação de reformas legais conforme necessário; (ii) estabelecimento de mecanismos eficientes de coordenação interministerial na área de género, incluindo através de ferramentas digitais de gestão de informação, e processos harmonizados; (iii) recolha regular de dados, e actividades de monitoria e avaliação; (iv) participação na Comunidade de Prática Regional sobre Género. O projecto vai financiar a realização de eventos de intercâmbio de conhecimento entre os países integrantes do projecto regional na base dos tópicos prioritários e de interesse comum.

   3.2. Subcomponente 3.2. Prevenção e resposta a VBG. Esta subcomponente visa reforçar os serviços de VBG, especialmente a nível local, incluindo a prevenção, a resposta e a reintegração socioeconómica das sobreviventes da VBG. As principais actividades a serem financiadas são: (i) Estabelecimento de um mecanismo unificado para atender às queixas das vítimas de VBG de forma integrada; (ii) Apoio a integração social e económica das vítimas de VBG. (iii) sensibilização e formação especializada em VBG a administradores, funcionários públicos, líderes e prestadores de serviços sociais a nível local; (iv) prestação de serviços melhorados de VBG a nível local, incluindo através de serviços formais (melhoria dos Centros Integrados de Atendimento- CAI, Unidades de Saúde, educação e serviços prestados através de Brigadas Móveis) e serviços informais (através de Organizações Comunitárias de Base - OCB); (v) reintegração socioeconómica das sobreviventes de VBG através de transferências monetárias de emergência ad hoc a curto prazo, e referência de programas de inclusão económica a médio-longo prazo.

4. **Componente 4: Gestão de Projecto.** Esta componente visa apoiar as agências de implementação deste projecto (MGCAS e SEJE), na concepção e implementação das actividades multi-sectoriais no contexto nacional e regional. O projecto financiará o reforço das Unidades de Gestão de Projectos (UGP) existentes nas duas instituições que serão responsáveis pela gestão diária e implementação do projecto, incluindo os custos de pessoal e custos operacionais. Também, será apoiada a consolidação da nova equipe de UGP em criação no MGCAS. Adicionalmente, esta componente vai financiar acções do fortalecimento do Sistema de Resolução de Queixas e outras actividades relacionadas com Salvaguardas Sociais e Ambientais.

2. Engajamento anterior das partes interessadas

Anteriormente foram realizadas consultas em todas as fases dos projectos similares que actualmente estão a ser implementados. Na fase preliminar (fase de elaboração dos projectos), foram realizadas consultores com os potenciais beneficiários e informantes chave, a nível Distrital, Provincial e Central. Nesta fase o objectivo das consultas foi de assegurar que o projecto que estava a ser desenhado, corresponde às maiores necessidades dos grupos visados. Ou seja, garantir que os produtos, bens e serviços a providenciar, correspondem e respondem às suas maiores preocupações. Na fase de implementação as consultas asseguraram que os resultados e impactos satisfazem os beneficiários. Para garantir um maior espaço de participação, foi desenhado e colocado à disposição dos grupos alvo do projecto, um sistema de resolução de queixas. Este sistema garantiu uma maior interacção entre os implementadores e os grupos visados e beneficiários.

O engajamento anterior das pates interessadas estão agrupadas nos seguintes âmbitos e conjunto de actividades:

a. **Levantamento de dados sobre o projecto PADD, Mozlierning e Mozkillis**, neste âmbito foram realizadas reuniões com as lideranças, comunidades e grupos visados por estes Projectos, ao nível central, provincial, distrital e local.
b. **Participação na Implementação das Actividades dos Projectos, f**oram realizadas eventos de lançamento dos projectos e de distribuição de bens e serviços, assim como de anúncio de resultados de concursos e de selecção de beneficiários dos Projectos.
c. **Operacionalização de Um Sistema de Resolução de Queixas,** foi colocado à disposição das partes interessadas um Sistema de Resolução de Queixas, com diferentes canais de comunicação, nomeadamente "linha verde", "telefones directos", "caixas de reclamação" e "email".
d. **Consultas (através de entrevistas)**- Foram realizados dois tipos de consultas. As primeiras consultas foram realizadas no processo de elaboração dos instrumentos ambientais e sociais dos projectos. As segundas consultas foram realizadas ao longo dos processos de implementação dos projectos. Estas consultas apuraram o grau de satisfação dos beneficiários e as suas percepções sobre os progressos, constrangimentos e impactos dos projectos. Em média foram realizadas 2 consultas em cada projecto, nos últimos 2 anos.

3. Identificação e análise das partes interessadas

Conforme descrito, ao nível da SEJE, as principais actividades do projecto, consistem:

- Distribuição de uniformes e bicicletas para jovens e adolescentes vulneráveis, em Escolas seleccionadas;
- Formação em habilidades de vida para mulheres jovens fora de Escola;
- Distribuição de kits de higiene menstrual em Escolas seleccionadas e nos espeços seguros;
- Financiamento de raparigas e mulheres jovens vulneráveis para criação de negócios e projectos de geração de rendimentos;
- Atribuição de bolsas formativas para jovens que pretendem legalizar e fortalecer os seus negócios, ou pretendam iniciá-los;
- Financiamento de Jovens com capacidade de desenvolver negócios;

Deste modo, para além destes grupos visados pelo projecto, que são as partes directamente afectadas, estão identificados outros grupos que serão afectados indirectamente. Os principais grupos de intervenientes identificados e o seu nível de influência cruzado com o interesse que possam ter no projecto determinarão o tipo e a frequência das actividades de engajamento necessárias para cada grupo. Ao utilizar a matriz de cores de interesse e influência acima (vermelho = alto; laranja = meio; verde = baixo) e como aplicada abaixo, determinará onde concentrar os esforços de engajamento das partes interessadas e porquê.

Será realizado, na fase inicial, um mapeamento dos diferentes grupos de partes interessadas e a sua categorização. O mapeamento será realizado nos locais de implementação do projecto e envolvendo os actores directos e indirectos. O mapeamento será o instrumento de base, que vai ser utilizado para confirmação ou revisão sobre as partes interessadas.

3.1. Partes afectadas pelo projecto

Tabela 1: Pessoas Afectadas pelo Projecto

Actividade	PAP	Possível participação/interacção com o projeto	Nível de interesse	Nível de Influência	Nível de Engajamento
Distribuição de Uniformes	Raparigas de 5ª, 6ª e 7ª classes, em Escolas com menor desempenho académico	Participação nas sessões de divulgação das regras de selecção das Escolas e das Raparigas que vão beneficiar do uniforme; Divulgação do projecto em geral ; Distribuição e recepção do uniforme; Eventos públicos de distribuição dos uniformes.	Alto	Baixo	Alto
	Famílias das raparigas e Comunidades onde estas raparigas estão inseridas;	Participação nas sessões de divulgação das regras de selecção das Escolas e das Raparigas que vão beneficiar do uniforme; Divulgação do projecto em geral Eventos públicos de distribuição dos uniformes	Alto	Baixo	Médio
	Provedores de serviços de produção e distribuição de uniformes	Divulgação do projecto em geral Participação nos processos de produção e distribuição dos Uniformes	Alto	Médio	Alto
	Conselho de Escola; Governos locais, Distritais e Provinciais	Participação nas sessões de divulgação das regras de selecção das Escolas e das Raparigas que vão beneficiar do uniforme; Divulgação do projecto em geral ; Distribuição e recepção do uniforme; Eventos públicos de distribuição dos uniformes.	Alto	Alto	Alto
	Rapazes que não beneficiam do uniforme	Participação nas sessões de divulgação das regras de selecção das Escolas e das Raparigas que vão beneficiar do uniforme; Divulgação do projecto em geral ; Distribuição e recepção do uniforme; Eventos públicos de distribuição dos uniformes.	Alto	Baixo	Baixo

Distribuição de Bicicletas	Raparigas de 8ª Classe, em Escolas selecionadas, com alto nível de desistências depois de conclusão de 7ª Classe	Participação nas sessões de divulgação das regras de selecção das Escolas e das Raparigas que vão beneficiar do bicicletas; Divulgação do projecto; Distribuição e recepção das bicicletas; Eventos públicos de distribuição dos uniformes.	Alto	Baixo	Alto
	Grupos vulneráveis	Participação nas sessões de divulgação das regras de selecção das Escolas e das Raparigas que vão beneficiar do bicicletas; Divulgação do projecto;	Alto	Baixo	Baixo
	Rapazes que não beneficiam de bicicletas	Participação nas sessões de divulgação das regras de selecção das Escolas e das Raparigas que vão beneficiar de bicicletas; Divulgação do projecto;	Alto	Baixo	Baixo
	famílias e comunidades	Divulgação do projecto em geral ; Eventos públicos de distribuição de bens e serviços providenciados pelo projecto	Alto	Médio	Baixo
Formação em Habilidades Para a Vida nos Espaços Seguros	Raparigas elegíveis, mas não integradas nos espaços seguros	Forte participação das Comunidades e das lideranças locais na escolha, construção e manutenção dos espaços seguros; Participação na preparação e realização das formações em habilidades para a vida.	Alto	Médio	Baixo
	Famílias e Comunidades;	Divulgação do projecto em geral ; Eventos públicos de distribuição de bens e serviços providenciados pelo projecto	Alto	Baixo	Médio
	Estruturas do Governo, ao nível local distrital e provincial;	Participação nas sessões de divulgação das regras de selecção das Escolas e das Raparigas que vão beneficiar de bens e serviços do projecto; Divulgação do projecto; Distribuição e recepção de bens e serviços do projecto; Eventos públicos de distribuição de bens e serviços.	Alto	Alto	Alto
	Empresas de Consultoria	Divulgação do projecto em geral	Alto	Médio	Alto

		Participação nos processos de concursos; Prestação de Serviços adjudicados			
	Organizações da Sociedade Civil	Divulgação do projeto em geral Participação nos processos de concursos; Prestação de Serviços adjudicados	Alto	Médio	Alto
Bolsas Formativas	Jovens (Raparigas e Rapazes), não integrados nos espaços seguros	Organização dos concursos para acesso às bolsas formativas; Participação no júri de avaliação dos concursos Recepção das bolsas formativas	Alto	Médio	Baixo
	Pessoas não selecionadas	Eventos de divulgação do projecto e distribuição pública de bens e serviços	Alto	Baixo	Baixo
	Famílias e comunidades	Eventos de divulgação do projecto e distribuição pública de bens e serviços	Alto	Médio	Baixo
	Estruturas do Governo, ao nível distrital, provincial e Central; Empresas de Consultoria	Participação nas sessões de divulgação das regras de selecção das Escolas e das Raparigas que vão beneficiar de bens e serviços do projecto; Divulgação do projecto; Distribuição e recepção de bens e serviços do projecto; Eventos públicos de distribuição de bens e serviços.	Alto	Alto	Alto
Financiamento de Planos de Negócios	Jovens (Raparigas e Rapazes), não integrados nos espaços seguros	Organização dos concursos para acesso às bolsas formativas; Participação no júri de avaliação dos concursos Recepção das bolsas formativas	Alto	Médio	Alto
	Empresas de Consultoria;	Divulgação do projeto em geral Participação nos processos de concursos; Prestação de Serviços adjudicados	Alto	Médio	Alto
	Famílias;Estruturas do Governo, ao nível distrital, provincial e Central	Participação nas sessões de divulgação das regras de selecção das Escolas e das Raparigas que vão beneficiar de bens e serviços do projecto; Divulgação do projecto; Distribuição e recepção de bens	Alto	Alto	Alto

		e serviços do projeto; Eventos públicos de distribuição de bens e serviços.			
Financiamento de mulheres e raparigas mais pobres e vulneráveis em diversos tipos de negócios, geração de rendimentos e meios de subsistência **Serão financiados raparigas mais vulneráveis, em SITUAÇÕES DIVERSIFICADAS….** **O problema será a dificuldade ou impossibilidade de abranger todas as raparigas elegíveis, por limitações financeiras**	Raparigas e Mulheres que não beneficiam dos financiamento	Organização dos concursos para acesso às bolsas formativas; Participação no júri de avaliação dos concursos Recepção das bolsas formativas	Alto	Médio	Alto
	Empresas de Consultoria	Divulgação do projeto em geral Participação nos processos de concursos; Prestação de Serviços adjudicados	Alto	Médio	Alto
	Famílias; Estruturas do Governo, ao nível distrital, provincial e Central	Participação nas sessões de divulgação das regras de selecção das Escolas e das Raparigas que vão beneficiar de bens e serviços do projeto; Divulgação do projeto; Distribuição e recepção de bens e serviços do projeto; Eventos públicos de distribuição de bens e serviços.	Alto	Alto	Alto
Distribuição de Kits de Higiene Menstrual para jovens e raparigas em situação de vulnerabilidade **Empresas contratadas, através de concursos públicos**	Adolescentes e Jovens vulneráveis de Escolas selecionadas e dos espaços seguros;;	Sessões de distribuição dos Kits e de formação para a sua utilização e conservação	Alto	Baixo	Médio
	Empresa de Prestação de Serviços	Divulgação do projeto em geral Participação nos processos de concursos; Prestação de Serviços adjudicados	Alto	Médio	Alto
	Famílias	Participação nas sessões de divulgação das regras de selecção das Jovens e Raparigas que vão beneficiar de Kits de higiene menstrual Divulgação do projeto; Participação em eventos	Alto	Baixo	Médio

		públicos de distribuição de Kits de higiene menstrual			
	Estruturas do Governo, ao nível distrital, provincial e Central	Participação nas sessões de divulgação das regras de selecção de jovens e raparigas que vão beneficiar de Kits de higiene menstrual; Divulgação do projecto;; Participação em eventos públicos de distribuição de Kits de higiene menstrual.	Alto	Alto	Alto

4.2. Outras partes interessadas

Tabela 2: Outras Partes Interessadas

Nível	Parte Interessada	Possível participação/interessão com o projeto	Nível de interesse	Nível de Influência	Nível de Engajamento
Central	Ministério da Economia e Finanças	Aprovações e Adendas aos Orçamentos; Limites Orçamentais do Projecto	Alto	Alto	Alto
	Ministério da Indústria e Comércio	Emissão de pareceres e licenças de projectos das áreas de indústria e comércio; Sinergias com projectos similares em implementação no Ministério	Médio	Alto	Médio
	Ministério do Trabalho e Segurança Social	Apoio em matérias sobre "trabalho infantil" e legislação laboral em geral; Higiene, Saúde e Segurança no Trabalho Sinergias com projectos similares em implementação no Ministério	Médio	Alto	Médio
	Ministério da Terra e Ambiente	Apoio e facilitação de "Licenças Ambientais", para os projectos dos jovens	Médio	Alto	Médio
	Ministério da Agricultura e Desengajamento Rural	Apoio e sinergias em projectos dos jovens, da área de agricultura;	Médio	Alto	Médio

	ONU Mulher	Apoio na identificação, no desenho e na implementação de projectos de raparigas e mulheres	Alto	Alto	Médio
	Fundo das Nações Unidas Para a População (FNUAP)	Parceria no desenvolvimentos de projectos de empoderamento da mulher e rapariga	Médio	Médio	Médio
	Fundação Para o Desengajamento da Comunidade (FDC)	Parceria no desenvolvimentos de projectos de empoderamento da mulher e rapariga	Médio	Médio	Baixo
	Agência dos Estados Unidos da América (EUA) de Cooperação Para o Desenvolvimento Internacional (USAID)	Parcerias e sinergias com os projectos similares, em curso na USAID	Médio	Alto	Médio
	União Européia (UE)	Parcerias e sinergias com os projectos similares, em curso na União Europeia (EU)	Alto	Baixo	Médio
	ONG,s que actuam no empoderamento da Rapariga e da Mulher	Implementação de determinados sub-projectos	Alto	Alto	Médio
Provincial	Serviços Provinciais de: Terra e Ambiente	Facilitação de Licenças Ambientais dos projectos	Médio	Alto	Médio
	Direcções Provinciais de Indústria e Comércio	Emissão de pareceres e licenças de projectos das áreas de indústria e comércio; Sinergias com projectos similares em implementação no Ministério	Médio	Alto	Médio
	Direcções Provinciais deTrabalho e Segurança Social	Apoio em matérias sobre "trabalho infantil" e legislação laboral em geral; Higiene, Saúde e Segurança no Trabalho Sinergias com projectos similares em implementação no Ministério	Médio	Alto	Médio
	Direcções Provinciais de Agricultura e Desengajamento Rural	Apoio e sinergias em projectos dos jovens, da área de agricultura;	Médio	Alto	Médio

	Municípios	Facilitação no desenho e implementação de projectos a nível Municipal, que possuem legislação e regras específicas	Médio	Alto	Médio
	ONGs[12] e outras entidades que actuam nas áreas de empoderamento da rapariga e da mulher	Execução de trabalhos e projectos específicos seleccionados	Alto	Médio	Médio
	Agências das Nações Unidas[13]	Sinergias e parcerias em projectos similares, em curso nessas Agências	Médio	Médio	Médio
Autoridades Distritais e Locais	Administradores	Participação nas aberturas e nos encerramentos das formações e dos seminários sobre o projecto; Participação nos eventos públicos de selecção dos beneficiários e distribuição pública de bens e serviços	Alto	Alto	Médio
	Chefes dos Postos Administrativos	Participação nas aberturas e nos encerramentos das formações e dos seminários sobre o projecto; Participação nos eventos públicos de selecção dos beneficiários e distribuição pública de bens e serviços	Alto	Médio	Médio
	Chefes das Localidades	Participação nas aberturas e nos encerramentos das formações e dos seminários sobre o projecto; Participação nos eventos públicos de selecção dos beneficiários e distribuição pública de bens e serviços	Alto	Médio	Médio
	Pontos Focais das diferentes áreas de empoderamento da Rapariga e de outras relacionadas	Participação nas aberturas e nos encerramentos das formações e dos seminários sobre o projecto;	Médio	Alto	Médio

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[12] São entidades locais que actuam com leis moçambicanas ou então de seus países, com estruturas específicas, em termos de recursos humanos, salários, prioridades e metodologias.
[13] Órgãos internacionais, com estruturas, mandato e regras de funcionamento diferentes das ONGs e têm um estatuto superior a de um Governo

		Participação nos eventos públicos de selecção dos beneficiários e distribuição pública de bens e serviços			
	Organizações da Sociedade Civil (OSC) que actuam na área de empoderamento da Rapariga e da Mulher	Desenho e implementação de subprojectos seleccionados	Médio	Alto	Médio
	Agências das Nações Unidas	Sinergias e parcerias em projectos similares, em curso nessas Agências	Médio	Alto	Médio
Todos **Todos** **Todos** **Todos**	Órgãos de Comunicação	Cobertura e divulgação das principais realizações do projecto, a nível Distrital, Provincial e Central	Médio	Alto	Médio
	Associações de Mulheres, Associações de Mulheres Jovens e as Associações Juvenis	Participação nas aberturas e nos encerramentos das formações e dos seminários sobre o projecto; Participação nos eventos públicos de selecção dos beneficiários e distribuição pública de bens e serviços	Médio	Alto	Médio
	Confissões Religiosas	Sensibilização das famílias e comunidades abrangidas sobre posturas adequadas dos beneficiários e participantes no projecto	Médio	Alto	Médio
	Sector Privado	Implementação de projectos seleccionados	Médio	Alto	Médio
	Órgãos de Comunicação Social: Privados e Públicos	Cobertura e divulgação das principais realizações do projecto, a nível Distrital, Provincial e Central	Médio	Alto	Médio

4.3. Indivíduos e grupos desfavorecidos/ Vulneráveis

No âmbito do projecto, os grupos vulneráveis ou desfavorecidos podem incluir e não estão limitados aos seguintes grupos:

- Raparigas dos 10 aos 17 anos;
- Jovens dos 18 aos 35 anos fora da Escola ;
- Jovens dos 18 aos 35 anos com capacidade de desenho e execução de projectos;
- Jovens de 18 a 35 anos com capacidade para formação profissional e realização de projectos de geração de rendimentos;
- Mulheres com mais de 35 anos;
- Idosos com mais de 65 anos, pessoas com condições médicas crónicas,
- Pessoas com deficiências de qualquer natureza, independentemente de estarem sob cuidados permanentes ou autocuidadas,
- Famílias monoparentais chefiadas por pais, homens e mulheres;
- Grupos economicamente marginalizados e desfavorecidos,
- Comunidades em áreas remotas e inacessíveis com pouca comunicação,
- Todas as categorias acima referidas residem em áreas geograficamente difíceis,
- Trabalhadores migrantes alojados em campos de trabalhadores,
- Pessoas com níveis limitados de alfabetização e educação,
- Pessoas que vivem dos serviços ecossistémicos sem meios de subsistência diversificados

4.4. Resumo da Identificação das Partes Interessadas no Projecto

Tabela 3: Resumo da Identificação das Partes Interessadas no Projecto

Nível	Diretamente Impactados	Indiretamente Impactados
Local	- Raparigas dos 10 aos 17 anos; - Jovens dos 18 aos 35 anos fora da Escola ; - Jovens dos 18 aos 35 anos com capacidade de desenho e execução de projectos; - Jovens de 18 a 35 anos com capacidade para formação profissional e realização de projectos de geração de rendimentos; - Mulheres com mais de 35 anos; - Mulheres com mais de 35 anos;	- Famílias das Adolescentes, Jovens, Raparigas e Mulheres Jovens Beneficiárias; - Comunidades onde estão inseridos os diferentes grupos de beneficiáris directos do projecto; - Autoridades aos níveis locais, Distritais, Provinciais e Centrais;
Provincial	Familiares directos dos grupos	Empresas, Organizações da Sociedade

	beneficiários; • Governo Provincial, que utiliza os progressos do projeto, como indicador de seu desempenho; • Organizações da Sociedade Civil, Empresas Privadas envolvidas na implementação directa dos subprojectos	Civil, Instituições públicas e privadas que desenvolvem projectos similares
Central	• Órgãos Decisores e implementadores do projeto: Goveno: Ministério da Economia e Finanças; Ministério do Género, Criança e Acção Social; Secretaria de Estado da Juventude e Emprego; • Banco Mundial	• Empresas Privadas e Prestadores de serviços; • Organizações da Sociedade Civil que trabalham na mesma Área; • Agências multilaterais e das Nações Unidas com projectos similares;

4.6. Resumo das necessidades as partes interessadas do projecto

Tabela 4: Resumo das necessidades das partes interessadas do projeto

Grupo de partes interessadas	Características principais	Necessidades linguísticas	Notificação preferencial	Necessidades específicas
Adolescentes, Raparigas e Mulheres Jovens	Adolescentes dos 10 aos 17 anos;	Língua portuguensa e linguas locais	Programas e Guiões das actividades	Flexibilidade, em termos de datas e horários das reuniões
	Jovens dos 18 aos 35 anos fora da Escola ;	Língua portuguensa e linguas locais	Manuais e brochuras	Sessões de formação e reuniões com tradutores
	Jovens dos 18 aos 35 anos com capacidade de desenho e execução de projectos;	Guiões de orientação em língua portuguesa	Manuais e brochuras	Reuniões de orientação e coordenação, em língua portuguesa
	Jovens de 18 a 35 anos com capacidade para formação profissional e realização de projectos de geração de rendimentos;	Guiões de orientação em língua portuguesa	Manuais e brochuras	Reuniões de orientação e coordenação, em língua portuguesa
Xxx **Mulheres Vulneráveis**	Mulheres com mais de 35 anos;	Língua portuguensa e linguas locais	Brochuras explicativas em línguas locais	Reuniões de orientação e coordenação, em línguas locais
xxxx	Idosos com mais de 65 anos, pessoas com condições médicas crónicas,	linguas locais	Brochuras explicativas em línguas locais	Reuniões de orientação e coordenação, em línguas locais

Idosos vulneráveis e sem capacidade para o trabalho				
Associações de Mulheres e Associações Juvenis	Mulheres vulneráveis e mulheres jovens; homens e Rapazes	Língua oficial e local	Manuais e audio visuais	Flexibilidade, em termos de datas e horários das reuniões
Líderes Locais de todos os locais de implementação do projecto	Régulos Secretários de Bairros	Língua local e língua oficial	Visita com tradutor e representante da sociedade civil	Brochuras em linguas locais e em português
Famílias e Comunidades	Situadas em zonas de maior incidência das principais actividades do projecto	Língua local e língua oficial	Visita com tradutor e representante das Autoridades Locais	Brochuras em linguas locais e em português
Jovens Elegíveis mas não abrangidos	Com conhecimento e interesse, em diversos produtos, bens e serviços do projecto	Língua portuguesa	Manuais e audio visuais	Reuniões de orientação e uso de Brochuras em lingua portugues
Estruturas do Governo, a nível distrital, provincial e central	Directamente envolvidos e interessados nos resultados e impactos do projecto	Língua portuguesa	Manuais e audio visuais	Reuniões de orientação e uso de Brochuras em lingua portuguesa
Empresas de Consultoria e prestadoras de serviços	Com conhecimentos, vocação e experiência na prestação de serviços, em projectos similares	Língua portuguesa	Manuais e audio visuais	Reuniões de orientação e uso de Brochuras em lingua portuguesa
ONGs que actuam na área de empoderamento da mulher e rapariga	Gestoras de assuntos de mulher e rapariga	Língua portuguesa	Manuais e audio visuais	Reuniões de orientação e uso de Brochuras em lingua portuguesa
ONGs Internacionais e Agências das Nações Unidas	Que actuam a nível internacional, mas também de Moçambique	Língua portuguesa	Manuais e audio visuais	Reuniões de orientação e uso de Brochuras em lingua portuguesa

Confissões Religiosas	Longa experiência com público diversificado (constituído por pessoas mais vulneráveis, menos vulneráveis e abastadas)	Língua portuguesa	Manuais e audio visuais	Reuniões de orientação e uso de Brochuras em lingua portuguesa

5. Programa de Engajamento das Partes Interessadas

5.1. Actividades Planeadas de Engajamento das Partes Interessadas

O principal objectivo desta AP é reforçar a apropriação das actividades do projecto pelos interessados a todos os níveis de implementação e ao longo de todo o ciclo de vida do projecto.

A tabela abaixo descreve as actividades planificadas para o engajamento das partes interessadas. As actividades serão desenvolvidas em todas as fases do projecto. As mesmas serão realizadas pelos Oficiais e Pontos Focais de Salvaguardas Sociais e Ambientais, actualmente existentes aos níveis central, provincial e distrital, coordenados pelo Especialista de Salvaguardas Sociais e Ambientais. Em caso de necessidade, estas equipas serão apoiadas por Técnicos Séniores e médios Governamentais, em serviço ao nível central, provincial, Distrital e Local.

Tabela 5: Actividades Planeadas de Engajamento das Partes Interessadas

Fase do projecto	Intervenientes-alvo	Tópico(s) de compromisso	Método(s) utilizado(s)	Localização	Frequência	Responsabilidades
Concepção do projecto	Instituições do Governo: Ministérios da Economia e Finanças; Género, Criança e Acção Social, Educação e Saúdee SEJE; Banco Mundial; PAPs	Divulgação de informações; Consultas, ; Sensibilizações; Actividades específicas pontuais;	Reuniões e contactos directos; Reuniões online	Maputo-Moçambique	03 Viagens directas das equipas do BM (EUA) para Maputo e 12 Reuniões online	Banco Mundial e Governo (Coordenação) Quadros Séniores do Banco Mundial e do Governo, participação no desenho do projecto
Implementação do projecto	PAPs; autoridades locais, famílias, comunidades locais, beneficiários e não-beneficiários; Prestadores de Serviços; ONGs	Divulgação de informações sobre as atividades do projeto e potenciais riscos e impactos, utilizando rádio, televisão, cartazes e brochuras; Consultas, sessões de sensibilização Sobre Bens e serviços a serem atribuídos aos grupos visados	Reuniões e contactos directos; consultas;	Em todas as Províncias e em todos os Distritos visados pelo Projecto	Regularmente ou permanentemente, ao longo dos 6 anos de implementação do projecto	Intituições do Governo aos níveis Central, Provincial e Distrital; Empresas Prestadoras de Serviços, ONGs e Banco Mundial
Períodos de supervisão e de Avaliação do Projecto	Beneficiários do Projecto; Implementadores do Projecto	Bens e Serviços Providenciados; Resultados, Benefícios, Impactos, Constrangimentos e Desafios	Visitas de campo; Questionários públicos às comunidades; Avaliações de impacto; Entrevistas; Sistematização dos dados sobre os resultados do projecto	Em Províncias e em Distritos visados pelo Projecto, a serem seleccionados	01 (uma) avaliação de meio termo E 01 (uma) avaliação final do projecto	Instituições do Governo que implementam o Projecto a todos os níveis e Banco Mundial

As informações sobre o projecto e o calendário de actividades serão partilhadas periodicamente, bem como informações sobre as decisões que estão a ser tomadas para os comentários e preocupações das pessoas.

Os métodos para divulgar as informações acima referidas podem variar de acordo com o público-alvo. A selecção da divulgação - tanto para notificação como para fornecimento de informação - baseia-se na forma como a maioria das pessoas nas imediações do projecto obtém rotineiramente informação, e pode incluir uma fonte de informação mais central para interesse nacional. Deve ser utilizada uma variedade de métodos de comunicação para atingir a maioria dos interessados. O projecto seleccionou os que são mais apropriados e têm uma justificação clara para as suas escolhas.

A comunicação em massa/meios de comunicação social é um importante instrumento de comunicação. A entidade implementadora designará um perito em comunicação que será inter alia responsável por assistir a entidade implementadora na divulgação, disseminação de informação e comunicação com a população local. Os meios de comunicação devem ser considerados adequados para cada comunidade, tendo em consideração o tipo e sensibilidade das partes interessadas.

O plano deve incluir uma declaração de boas-vindas com comentários sobre o plano de compromisso proposto e sugestões de melhoramento. Para as partes interessadas remotas, poderá ser necessário prever um ponto de venda adicional de jornais ou uma reunião separada, ou documentos adicionais que deverão ser colocados no domínio público.

Em linhas gerais, as pessoas, famílias e comunidades serão sensibilizadas nas proximidades das suas residências, nos locais onde habitualmente são realizados eventos públicos. As sensibilizações serão orientadas pelas equipas de Salvaguardas, com a presença e participação das Autoridades locais, nomeadamente, Chefes das Localidades, dos Postos Administrativos e dos Administradores

Nesta perspectiva, a informação será divulgada ao público através de uma variedade de materiais de comunicação incluindo:

Tabela 6: Materiais de Comunicação

Nível	Material de Comunicação
Nível Local	Rádios Comunitárias, nas línguas locais e uma pequena parte em português, nas Comunidades, concretamente nos espaços seguros;
	Vídeos, brochuras e panfletos em português e nas línguas locais, nas Comunidades e nas Escolas;
	Cartazes e camisetes, nas Escolas e nas Comunidades;
	Reuniões com estruturas locais, nas Comunidades;
	Reuniões com Orgaizações femininas e de jovens em geral, nas Comunidades.

Nível Distrital	Órgãos dos Governos Distritais, nas sedes e capitais dos Distritos
	Conselhos Consultivos Distritais , nas sedes e capitais dos Distritos
	Fóruns das Organizações Não Governamentais, nas capitais Provinciais e Distritais
Nível Provincial	Conselhos Técnicos e Coordenadores Provinciais, nas Capitais Provinciais;
	Fóruns das Organizações Não Governamentais, nas capitais Provinciais e Distritais
	Órgãos Públicos de Comunicação: Televisão; Rádio e Jornais
	Órgãos Privados de Comunicação: Televisão, Rádio; Jornais electrónicos
Nível Central	Website do Governo: Ministérios Implementadores
	Website do Banco Mundial
	Órgãos Públicos de Comunicação: Televisão; Rádio e Jornais
	Órgãos Privados de Comunicação: Televisão, Rádio; Jornais electrónicos
	Seminários e reuniões regulares;

Como indicado no Quadro 8 abaixo, a estratégia de divulgação de informação proposta deve ter em conta as necessidades específicas das partes interessadas.

Tabela 7: Estratégia proposta para a divulgação de informação

Fase do projecto	Intervenientes-alvo	Informações a Divulgar	Método(s) utilizado(s)	Localização	Frequência	Responsabilidades
Concepção do projecto	Líderes e Técnicos Séniores do MGCAS e SEJE; Banco Mundial; Associações de mulheres e Raparigas, Associações Juvenis em geral; Lideranças Governamentais a todos os níveis: Central, Provincial, Distrital e Local	Discussão sobre os objectivos do projecto, grupos alvo, bens e serviços previstos, resultados e impactos esperados; Apresentação dos dados preliminares e auscultação e obtenção de dados complementares, na óptica dos diferentes grupos potenciais beneficiários do projecto; Informação e discussão sobre a relevância do projecto e se o mesmo vai responder aos problemas dos grupos alvo visados;	Reuniões Presenciais e online, comunicações via email; Canais de comunicação, Provinciais, Distritais e dos Chefes dos Postos Adminostrativos e das Localidades; Rádios Comunitárias.	Províncias e Distritos a seleccionar	03 vezes 01 vez 02 vezes	Instituições do Governo que implementam o Projecto a todos os níveis
Preparação de atividades e sub-atividades	Equipas das Instituições de Implementação e ONGs que participarão na implementação do projecto	Apresentação detalhada do projecto; Apresentação das propostas de planos e das actividades prioritárias;	Reuniões presenciais, online, comunicações via email	Níveis central e provuincial	03 vezes	Líderes e Técnicos Séniores do MGCAS e SEJE; Banco Mundial;

Implementação do projecto	Raparigas de 5ª, 6ª e 7ª classes, em Escolas com menor desempenho académico Outros beneficiários do Projecto; Implementadores do Projecto Rapazes que não beneficiam do uniforme Raparigas Elegíveis, mas não integradas nos espaços seguros Adolescentes, Raparigas, Mulheres Jovens, Jovens em geral, Mulheres; Provedores de serviços de produção e distribuição de uniformes Famílias das raparigas e Comunidades onde estas raparigas estão inseridas; Autoridades locais; sector privado;	Informação sobre os uniformes que serão atribuídos: critérios; beneficiário; quantitativos; periodicidade; locais de distribuição; Apresentação dos mecanismos de implementação do projecto, incluindo tercialização; Descrição detalhada do Projecto: critérios de selecção dos beneficiários; objectivos Descrição detalhada do Projecto, componentes e sub-componentes: critérios de selecção dos beneficiários; objectivos; resultados e impactos esperados; mecanismos de implementação	Realização de Consultas anuais: Rádio: nacional e radios comunitárias; Televisão: Nacional e emissoras provinciais, jormais, nacionais e locais; jornais online; website Realização de Consultas anuais: Rádio: nacional e radios comunitárias; Televisão: Nacional e emissoras provinciais, jormais, nacionais e locais; jornais online; website Rádio: nacional e radios comunitárias; Televisão: Nacional e emissoras provinciais, jormais, nacionais e locais; jornais online; website	Províncias e Distritos a seleccionar	2 a 3 Consultas; Rádio: quinzenal; Televisão Quinzenal; Jornais: mensais Rádio: quinzenal; Televisão Quinzenal; Jornais: mensais Rádio: quinzenal; Televisão Quinzenal; Jornais: mensais	Instituições do Governo que implementam o Projecto a todos os níveis; Empresas e ONGs parceiras na implementação do Projecto e Banco Mundial

	comunidades locais; sociedade civil				

5.3. Estratégia proposta para as Consultas

Como indicado no Quadro 4 abaixo, as principais estratégias de consulta das partes interessadas para este projecto regional são workshops, reuniões, correio electrónico e o website do projecto.

Tabela 8:Estratégia proposta para as Consultas

Fase do projecto	Intervenientes-alvo	Tópico(s) de compromisso	Método(s) utilizado(s)	Localização	Frequência	Responsabilidades
Concepção do projecto	MGCAS[14], SEJE, MEDH[15], MISAU[16]	Fundamentação sobre a Necessidade e importância das consultas Objectivos da Consulta; Objectivos do projecto; Descrição detalhada do Projecto; Discussão sobre o universo dps potenciais grupos alvo do projecto, para construção de CONSENSOS e APROVAÇÃO e a selecção daqueles que terão benefícios Mecanismos de implementação do Projectos;	Website; seminários; Reuniões de curta duração; Televisão, Rádio; jornais; Canais de comunicação dos Chefes das Localidades e dos Postos Administrativos; Rádios comunitárias.	Maputo Moçambique e a nível internacional	Permanente	Instituições do Governo: Ministérios da Economia e Finanças; Género, Criança e Acção Social, Educação e Saúdee SEJE e Banco Mundial

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[14] MGCAS – Ministério do Género, Criança e Acção Social;

[15] SEJE, MEDH – Ministério da Educação e Desengajamento Humano

[16] MISAU – Ministério da Saúde

Implementação do projecto	Beneficiários do Projecto; Implementadores do Projecto Adolescentes, Raparigas, Mulheres Jovens, Jovens em geral, Mulheres Famílias; comunidades; Grupos não beneficiários;	Descrição detalhada do Projecto; Grupos alvo, mas que não beneficiaram do projecto;; Mecanismos de implementação do Projectos; Gestão de Expectativas	Website; seminários; Reuniões de curta duração; Televisão, Rádio; jornais; Canais de comunicação dos Chefes das Localidades e dos Postos Administrativos; Rádios comunitárias.	Maputo, Províncias, Distritos, Postos Administrativos e Localidades	Permanente	Instituições do Governo: Ministérios da Economia e Finanças; Género, Criança e Acção Social, Educação e Saúdee SEJE, OSC e Banco Mundial

Para assegurar que a visão dos grupos vulneráveis é considerada e incorporada nos processos de implementação do projecto, será adoptada a seguinte estratégia, abordagem e metodologia:

a. **Grupos vulneráveis que residem em zonas remotas**, serão criadas condições de transportes apropriados, com capacidade de acesso às zonas remotas. Com base nestes meios de transporte, os Pontos Focais de Salvaguardas Sociais e Ambientais poderão realizar visitas regulares de auscultação. Em outras ocasiões e com base nestes meios de transporte, os grupos vulneráveis em referência poderão ser convidados a participar em eventos públicos e seminários de consultas públicas,organizados ao nível Distrital e Provincial.

b. **Grupos vulneráveis com limitações de lingua portuguesa,** nas sessões de trabalho com os mesmos, serão utilizados os Pontos Focais locais ou distritais de Salvaguardas, com domínio das linguas locais. Serão utilizadas brochuras escritas em linguas locais. Um instrumento crucial que será utilizado são as Rádios comunitárias, que, em Moçambique possuem uma larga experiência de comunicação com os grupos vulneráveis localizados em zonas remotas e que não falam em lingua portuguesa;

c. **Grupos vulneráveis sem recursos mínimos de participação**, estes grupos poderão ser apoiados, como grupos e não individualmente, como por exemplo, em centro de recursos, com rádio, televisão, telemóvel para acesso à linha verde do sistema de resolução de queixas e outras formas.

Os modelos dos Relatórios de consultas deverão incluir, obrigatoriamente, um capítulo sobre auscultação, registo e resposta às preocupações dos grupos mais vulneráveis. Nos modelos de monitoria e avaliação, este indicador deve ser estabelecido com dos mais importantes na classificação de desempenho do projecto.

6. Recursos e Responsabilidades na Implementação das Atividades de Engajamento das Partes Interessadas

6.1. Recursos

Foi atribuído um orçamento adequado para implementar plenamente todas as actividades previstas deste AP. Informações de contacto em **Erreur ! Source du renvoi introuvable.** abaixo é fornecido como parte da implementação deste SEP para permitir às pessoas com comentários ou perguntas sobre o projecto ou os processos de consulta.

Tabela 9: Informações de contacto para o AP

Título	Responsabilidade	Contacto
Especialista em Salvaguardas Sociais	Coordenação da Implementação do Plano na SEJE	+258 876983945
Director Nacional Adjunto de Género	Coordenação da Implementação do Plano no MGCAS	+258 86 º686 0860

6 .2. Papéis e Responsabilidades

O processo de engajamento das partes interessadas será coordenado e liderado pela Unidade de Gestão do Projecto,nomeadamente a área de Salvaguardas Ambientais e Sociais. O Especialista coordenará estreitamente com outros intervenientes-chave. Os Especialistas da SEJE e do MGCAS trocarão informações e comunicações de forma regular, nos processos de planificação, implementação e monitoria e avaliação das actividades. Irão Organizar seminários por cada instituição, para apresentação e discussão dos resultados das consultas e dos processos de engajamento em geral, com a participação de ambos e outros actores relevantes.

Todos os processos serão organizados em bases de dados e em forma de documentos físicos (pastas de arquivos). Toda a documentação será regularmente partilhada com todos os intervenientes relevantes na implementação do projecto,

Tabela 10: Papéis e Responsabilidades

Interveniente	Responsabilidades
Especialista de Salvaguardas Sociais	Coordenação de todos os processos do engajamento das partes interessadas
Especialista de Salvaguardas Ambientais	Coordenação do processo, no domínio Ambiental
Responsáveis pela cooperação e comunicação com as agências de implementação	Coordenação de todos os processos do engajamento das partes interessadas
Pontos Focais de Salvaguardas e Governos Locais	Coordenar os processos locais de implementação da estratégia e actividades de engajamento das partes interessadas

7. Monitoreamento e Relatório

A monitoria e avaliação das actividades de engajamento das partes interessadas será feito através de verificação regular do número de visitas realizado, com base no número das acções realizadas, listas de presenças e actas das reuniões. Serão igualmente analisados documentos complementares como agendas e programas das reuniões.

Os Relatórios finais sobre as actividades desenvolvidas neste domínio, constituem igualmente os instrumentos essênciais de monitoria e avaliação.

Os Relatórios são elaborados semestralmente e enviados ao Banco Mundial. Após a sua aprovação serão também partilhados com todos os sectores e actores relevantes no projecto.

Os Especialistas em Salvaguardas Sociais e Ambientais são os responsáveis por estes processos.

Uma avaliação de meio termo será realizada sobre os resultados e impactos deste plano, assim como uma avaliação final, de acordo com a periodicidade definida para o projecto.

8. Mecanismo De Queixa Sensível Ao EAS/AS

8.1. Mecanismos de Gestão de Queixas presentes

A figura abaixo resume o mecanismo de reclamação e reparação disponível para utilização no âmbito deste projecto.

8.2. Níveis do MGP

O sistema de resolução de queixas (SRQ) está instalado ao nível local, distrital, provincial e central. Este sistema utiliza diferentes canais e funciona diariamente. Através dos seus diferentes canais e funcionamento permanente o SRQ vai viabilizar a divulgação dos Relatórios, dentro de uma periodicidade apropriada.

8.3. Acesso à informação

Todas as equipas envolvidas na implementação das diversas actividades do projeco, nas Escolas e nas Comunidades, sob coordenação da área de salvaguardas sociais, farão a divulgação do SRQ (Sistema de Resolução de Queixas), incluíndo a sensibilização para uma maior adesão aosistema, devido à sua funcionalidade, objectividade, celeridade, transparência, justiça, fiabilidade e confidencialidade.

Para massificação das campanhas de divulgação, serão utilizados os órgãos de comunicação a todos os níveis, local, distrital, provincial e central. Especial atenção será dada às rádios comunitárias, panfletos, brochuras e cartazes, inclusive em linguas locais, onde isto for necessário.

Será solicitada às lideranças de todos os níveis, para que durante as suas viagens de trabalho, dediquem alguns minutos para divulgação do SRQ e os benefícios da sua utilização, junto das Comunidades.

8.4. Canais de Admissão de Reclamações

O principal canal do SRQ é a "linha verde" (gratuita). Este canal garante que todas as partes interessadas, em particular os grupos vulneráveis, possam apresentar suas queixas e reclamações, por ser gratuita e funcionar 24 horas por dia e abranger todo o território moçambicano, porque utiliza as três (03) operadoras da telefonia móvel: Vodacom; Tmcel e Movitel. Este canal assegura, a prior, confidencialidade, uma vez que o contacto entre o queixoso e quem recebe a queixa, é indirecto.

Outros canais são as "caixas de reclamações", os "emails" e os "telefones directos" de actores seleccionados para estes efeitos. As caixas de queixas e reclamações serão colocadas em todos os Distritos, Postos Administrativos e Localidades onde serão executadas as actividades do projecto, inclusive nas Escolas.

8.5. Exploração e Abuso Sexual/ Assédio Sexual (EAS/AS)

Todos os actores envolvidos na implementação deste plano e do projecto, deverão assinar um código de conduta. Este código define de forma objectiva, o que é EAS/AS e quais as condutas e posturas que devem ser assumidas e seguidas por todos os que estão envolvidos na implementação do projecto. Estabelece as sanções e medidas que serão tomadas para todos os que estiverem envolvidos com casos de EAS/AS e violência baseada no género (VBG), de um modo geral. As sobreviventes serão referenciadas para o Centro de Atendimento Integrado (CAI), através da Linha Verde e dos Pontos Focais de Salvaguardas Ambientais e Sociais, em serviço ao nível dos Distritos e das Províncias. O Cai dispõe de todos os serviços, que incluem: polícia, médico, psicológo, jurista e especialista de VBG. Os progressos da sobrevivente até à sua melhoria, são acompanhados pelos Pontos Focais de Salvaguardas Ambientais e Sociais e pelos Especialistas de Salvaguardas Sociais e Ambientais.

9. Orçamento Estimativo

Quadro 6: Orçamento provisório para o PA

	Anual (USD)	6 Anos (USD)
Especialista Social	72.000	432.000

Especialista Ambiental	60.000	360.000
Oficial Social e Ambiental	33600	201.000
Oficial de Comunicação e Imagem	33600	201.000
03 Consultas às Partes Interessadas por Ano	210.000	1.260.000
60 Programas das Rádios Comunitárias	60.000	360.000
60 Reuniões com diferentes grupos e Beneficiários, em Particular Vulneráveis	180.000	1.080.000
3.000 Brochuras Cartazes, Folhetos	120.000	720.000
Operacionalização de 01 Linha Verde 24/24 horas	180.000	1.080.000
Transporte e Manutenção das Equipas no campo	250.000	1.500.000
70 Visitas de Monitoria e Avaliação	180.000	1.080.000
	1.379.200,00 (01 Ano)	**8.274.000,00 (06 Anos)**