



East, Central and Southern Africa Health Community
(ECSA-HC)

AFE Health Emergencies, Preparedness and Response
Resilience, MPA (P180127)

Stakeholder Engagement Plan (SEP)

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1. Introduction

1.2. Project description

The World Bank is proposing to finance a Multi Phased Approach (MPA) project (or the "project"), AFE Health Emergencies, Preparedness, Response and Resilience MPA regional operation that will include in the first instance Kenya, Ethiopia, and Sao Tome and Principe. The project will also support selected activities in non-project countries based upon an agreed upon criteria. The MPA Project Development Objective (PDO) is to strengthen health system resilience and multisectoral preparedness and response to health emergencies in Eastern and Southern Africa. The project has four components, namely: (i) **Strengthening the preparedness and resilience of regional and national health systems** to manage Health Emergencies (HE) through strengthening multisectoral planning, financing and governance for HEs, emphasizing, support health workforce development and "essential public health functions" (EPHF), supporting information systems for HEs and the digitalization of the health sector, supporting climate resilient health systems and supporting the readiness of healthcare systems and essential services continuity; (ii) **Improving the detection and response** to HEs at the regional and national levels; through supporting collaborative surveillance and laboratory diagnostics, support emergency management and coordination, support risk communication and community engagement, empowerment, and social protection for all health emergencies, will support an accelerated access to and deployment of countermeasures before, during and in the aftermath of a HE, leveraging public and private sector resources; and (iii) **Program management** and supporting monitoring and evaluation (iv) **Contingent Emergency Response Component (CERC)**. Each component describes a menu of activities that is supported under the overall project; however, in line with the objectives of the project countries will have the flexibility to choose or introduce relevant activities under the components, based on the specific country context and priorities, as long as they are well-aligned with the Project Development Object (PDO) and the theory of change of the project.

The project envisions a strong regional focus on issues such as equity and inclusion, effective governance/integration/coordination, information sharing, seamless knowledge creation, capacity building and exchange, cross-border surveillance, and robust technology transfer among all relevant public and private entities in the participating countries. This is a cross-cutting aspect across all components. The following is a summary of the scope of the project by components.

1.2. Role of ECSA-HC under the project

Under the AFE Health Emergency Preparedness, Response and Resilience MPA Project, ECSA-HC will provide technical assistance and regional coordination support, facilitate knowledge sharing, and advocate for policy and institutional change, as would be agreed with key project stakeholders. Specific roles and responsibilities for ECSA-HC will focus on:- (i) providing technical assistance to build/enhance countries' capacities to accelerate implementation; (ii) supporting knowledge exchange and policy dialogues; (iii) coordinating inter-country/cross-border activities; (iv) supporting development of strategic documents (plans, AOPs, NAPHS); (v) facilitating peer-to-peer assessment of IHR core-capacities through an innovative peer-SPAR approach; (vi) developing and implementing innovations to facilitate better service delivery; (vii) knowledge exchange and sharing among the countries among other key activities.

In the implementation of the project, this will engage various stakeholders who are likely to be affected in one way or the other by the project activities. The project stakeholders are individuals or groups that can be affected by the project implementation and outcomes, either directly or indirectly and both positively or negatively (Project Affected Parties (PAP)) or an have interest in the project (other interested parties (OIP)). ECSA-HC's analysis of stakeholders therefore encompasses identification of the stakeholder groups that are likely to influence or be

affected by the proposed project activities either positively or negatively and organizing them according to the potential impacts of the project activities.

ECSA-HC will continue to use the existing channels that have already been established to reach out the stakeholders expected to collaborate with the organization in the Project implementation. In this regard, stakeholders will be engaged during the design, planning and execution of project. In this project, stakeholders are classified based on: (a) their roles and responsibilities in the project; (b) the interest in the project (project affected parties (PAP) or other interested parties (OIP)).

1.3. About the SEP

ECSA-HC has developed a stakeholder engagement plan (SEP) to provide guidance for stakeholders' engagement. The goal of this SEP is to improve and facilitate decision making and create an atmosphere of understanding for those activities which involves project-affected people and other stakeholders in a timely manner. The SEP will ensure that stakeholders are afforded adequate opportunity to voice their opinions and concerns that may affect the project decisions. The SEP describes the timing and methods of engagement with stakeholders throughout the life cycle of the project as agreed between the Bank and ECSA-HC, distinguishing between project-affected parties and other interested parties. This SEP will also describe 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. The SEP further includes a list of the stakeholder groups identified, including disadvantaged or vulnerable individuals or groups; the proposed stakeholder engagement program (including topics stakeholders will be engaged on, how stakeholders will be notified, the methods of engagement, list of information/documents that will be in the public domain, languages they will be available in, length of consultation period, and opportunities to comment); resources required and the responsibilities for implementing stakeholder engagement activities; summary description of the grievance mechanism; and contact information and process for seeking further information.

2. Summary of previous stakeholder engagement activities

No previous consultation and disclosure of any findings related to this project has been conducted as the project is at the design stage. However, various stakeholders will be engaged at various levels as follows: -

- (a) **Pre-effectiveness engagement:** However, it is planned that prior or during the project appraisal, ECSA-HC will engage with the beneficiary countries to discuss on the project purpose, goals, scope of activities and support from ECSA-HC under the project and the jointly prioritize and plan for implementation.
- (b) **Technical and policy level engagement:** As the project commences, the project will establish fora for stakeholders engagement throughout the project including (i) focal national implementing entities – ECSA-HC will engage with the departments within the various ministries of the project countries to align the implementation plans; (ii) Communities of Practice technical meetings for priority setting, monitoring and knowledge exchange among the project countries and non-project countries engaged in the project; (ii) Policy level engagement through the Regional Advisory Committee (RAC) for approval of activities and advisory.
- (c) **Contractors:** Contractors assigned different activities will be engaged during the selection process and throughout implementation of the assigned works.
- (d) **ECSA-HC Secretariat:** ECSA-HC has a regional coordination role and facilitation role to support countries on various technical areas and convening the regional advisory committee.

3. Stakeholder identification and analysis

A key element of any stakeholder engagement plan is effective identification of key stakeholders. ECSA-HC will have an extensive engagement with various stakeholder groups from its member states during preparation of the project, consultation on the priority areas of focus, development and validation of strategies, policies, guidelines, and

standard operating procedures which consultation and consensus among the stakeholders. The regional work plans will need to be reviewed and approved by the regional advisory committee (RAC), a policy organ that will be established for the project. Prior engagement with communities of practice comprised of membership from the member states and other non-state actors (regional organizations and NGOs) will also take part in monitoring technical implementation and contributing to the regional work plans so that these can speak to the countries/regional priorities. Many activities will require multi-sectoral engagement mainly involving the sectors responsible for human health, animal health, environment, and various departments within these ministries. Some engagements will also involve the private sector and academia (training institutions). The following stakeholders will be engaged during planning and execution of Project activities, monitoring, and evaluations and as part of capacity building activities:-

3.1. Affected parties

- Project countries (Kenya, Ethiopia and Sao Tome in the initial phase and others as they join the project) Ministries of responsible for Health, Agriculture/Animal Health, and Environmental affairs. Additionally, the countries bordering the project countries including Uganda, Tanzania, Malawi, Zambia, Mozambique, Rwanda, Burundi Djibouti, and South Sudan) that will be engaged to collaborate or benefit indirectly from the interventions will also form part of the stakeholders. These stakeholders will be engaged in meetings during inception and progress reporting meetings. ECSA-HC will be convening annual regional advisory committee meeting for high level participation of officials from the Project countries (PS, Director Generals of Health, and technical experts).
- Technical teams from the Project countries including experts from the collaborating ministries will be meeting through virtual or in-person meetings through the communities of practice (CoPs). This will ensure cross-country learning and knowledge exchange.
- Collaborating organizations e.g., EGAD, East African Community, Southern Africa Development Community (SADC), Africa CDC, AFENET will be incorporated in the governance meetings (RAC) and the technical meetings indicated above.
- Training institutions especially those training field epidemiologists - meetings will be held with these institutions to collaborate in providing FELTP residents to support the Project while gaining experiences on field epidemiology.
- World Bank will be engaged throughout the Project through during Project implementation missions, email communications, online meetings, RAC meetings.

Effective consultations and other stakeholder engagements with the project affected communities will be conducted by the ECSA-HC Management with oversight from the Project Coordination unit once the project countries have been engaged and throughout implementation period.

3.2. Other interested parties

- As the project activities to be implemented overall will have a positive impact on public health in the region, other regional organizations including WHO, SADC, EAC, ASLM, AFENET, local universities and training institutions are other interested parties. These organizations will be engaged from time to time collaborating with the project to implement activities such as training of experts, undertaking risk assessments for health emergencies, rolling out surveillance activities, strengthening public health emergency operations centres, mobilizing additional resources to support other countries among others.

Table 1: Summary of Stakeholders Identification

Stakeholder	Departments	Roles	Level of interest	Project Affected Party/Other Interest Parties	Language Needs	Preferred Means of Communication
1. Project Countries	Ministries of responsible for Health, Agriculture/Animal Health, Environmental affairs, and Ministries of Finance	<ol style="list-style-type: none"> 1. Review and approve of the regional and advise on key priorities. 2. Responsible for preparations of the country workplans, implementing planned activities, activity reports, country annual progress reports, 3. Updating project results framework 	High	PAP, major beneficiaries	Language Translators for National and local languages	Face to Face and Virtual Meetings, Emails, Phone Calls.
2. Other project beneficiary countries bordering the project countries	Ministries of responsible for Health, Agriculture/Animal Health and Environmental affairs	Responsible for preparations of workplans on selected activities, implementing planned activities, preparations of activity reports.	High	PAP	Language Translators for National and local languages	Face to Face and Virtual Meetings, Emails, Phone Calls
3. IGAD		Collaborate on implementation of some critical activities especially those related with advocacy, legislation reviews, climatic changes	High	OIP	Language Translators	Face to Face and Virtual Meetings, Emails, Phone Calls.
4. WHO	WHO-Afro Region	Responsible for Strengthening IHR Core Capacities, Human Resources Development on Surveillance and Laboratories, and Emergency Preparedness and Response	High	OIP	Language Translators	Face to Face and Virtual Meetings, Emails, Phone Calls.
5. East African Community	Health Desk (Department)	Support implementation of selected activities on surveillance and response including simulations; bring the discussions to the policy organs of the EAC	Moderate	OIP	Language Translators	Face to Face and Virtual Meetings, Emails, Phone Calls.
6. Southern Africa Development Community (SADC)	Health Desk (Department)	Support implementation of selected activities on surveillance and response including simulations; bring the discussions to the policy organs of the	Moderate	OIP	Language Translators	Face to Face and Virtual Meetings, Emails, Phone Calls.

		SADC, contribute to the discussions at the RAC				
7. Africa CDC	Eastern, Central and Southern Africa Regional Coordination Centers (RCC)	Responsible for Human Resources Capacity Development on Surveillance and Laboratories, Emergency Preparedness and Response.	High	OIP	Language Translators	Face to Face and Virtual Meetings, Emails, Phone Calls.
8. AFENET	Field Epidemiology Unit	Collaborate on Training and Capacity Building on Field Epidemiology	High	OIP	Language Translators	Face to Face and Virtual Meetings, Emails, Phone Calls.
9. Training institutions	Muhimbili University of Health Sciences, Jomo Kenyatta University/University of Nairobi, Addis Ababa University	Responsible for Training and Capacity Building on Human Resources for Health	High	OIP	Language Translators	Face to Face and Virtual Meetings, Emails, Phone Calls.
10. Operators and service providers including contractors and sub-contractors, consultants		Entities providing different such as consultants engaged to undertake specific assignments including the studies, development of strategies	Moderate	OIP	Clear terms of reference, provide the necessary information and tools to be able to deliver	Face to face and virtual, phone calls, letters
11. Project and ECSA-HC staff	Various clusters and corporate	Support project implementation, work plans development and development of documents	High	PAP		Face to face and virtual, phone calls, letters and internal memos

3.3. Disadvantaged / vulnerable individuals or groups

The project will identify disadvantaged/vulnerable individuals or groups to understand their needs and address them appropriately. Such vulnerable groups include women and girls participating in the activities to mitigate against potential sexual exploitation, persons with disabilities facilitating their movement to events and access the venues where activities are undertaken and access to other critical amenities such as washrooms etc.

Table 2: Anticipated vulnerable groups needs and support planned

Vulnerable Group	Limitations to participation in/consultation with the Project	Additional support/resources to be made available
<p>Women and girls</p> <p>Female headed households/ widows</p>	<p>They are typically left out of decision-making processes and political representation, leading to local and community-based decisions that do not account for their unique needs and capacities. This produces a ripple effect on labor or economic opportunities and educational opportunities. The risk of sexual violence negatively affects women’s ability to access income and resources.</p>	<p>Work through female community representatives in the affected communities, to identify suitable venues and timing for dedicated consultations and support for childcare. Provide safe spaces to discuss GBV-SEA and provide information on Grievance Redress Mechanism (GRM) and relevant referral pathways. This will be applicable mainly, during the regional activities including training, field work activities etc</p>
<p>Youth</p>	<p>Young people have largely been excluded from professional and political life</p>	<p>Targeted consultation to enable meaningful participation in the project implementation including their involvement training activities.</p>
<p>Persons with disabilities (PWD) and their caregivers</p>	<p>The main challenges faced by people with disabilities are access to basic services such as water, sanitation and hygiene and discrimination that hinders their participation in social, political and economic life. Women with disabilities experience higher levels of physical, psychological and sexual violence.</p>	<p>All venues for consultations, workshops and meetings will be selected with a view to facilitate physical access for PWD. Where necessary the project will avail sign-language interpreters.</p>

4. Stakeholder Engagement Program

4.1. Introduction on stakeholders' engagement program

Stakeholder engagement program refers to the process of actively involving individuals, groups, or organizations that have a stake or interest in a project, organization, or issue. The purpose of stakeholder engagement is to build and maintain relationships with stakeholders, understand their perspectives and concerns, and use their feedback to inform decision-making.

This Stakeholder Engagement Plan is therefore used to formulate schedules, strategies and general plan that will be used to effectively engage stakeholders and ensure there is participation from the beginning to the end of the project. It consists of planning on how consultations will take place, developing the layout and how issues raised will be implemented in a transparent and inclusive way.

The stakeholder engagement plan also outlines how consultations will be carried out and the scope of work to be achieved. The plan will be updated on regular basis to promptly include new developments and issues that may arise. This may include the techniques to be used in the engagement of stakeholders to reduce stakeholders' resistance and enhance ownership.

The stakeholder engagement program will include following:

1. Identification of stakeholders: Identify all individuals, groups, or organizations that have a stake or interest in the project or issue.
2. Prioritization of stakeholders: Prioritize stakeholders based on their level of influence, interest, and potential impact on the project or issue.
3. Developing engagement strategies: Develop strategies to engage stakeholders, such as meetings, focus groups, surveys, or other communication methods.
4. Engaging stakeholders: Engage stakeholders in a timely and transparent manner, listen to their concerns and feedback, and provide them with updates on the project or issue.
5. Using feedback to inform decision-making: Use the feedback and input received from stakeholders to inform decision-making, make changes to the project or issue, and ensure that stakeholder concerns are addressed.
6. Monitoring and evaluation of the engagement: Continuously monitor and evaluate stakeholder engagement to identify areas for improvement and ensure that the program is effective in achieving its goals.

This proposed stakeholder engagement plan outlines the methods ECSA will use to engage with stakeholders throughout the project period. The plan is tailored to the specific needs and interests of each stakeholder group and is designed to foster a collaborative and productive relationship between the project and its stakeholders. The engagement shall be guided by objectives to be achieved (table 3).

Table 3: Summary of the stakeholders' engagement plan

Objectives	Target Stakeholders	Agenda	Means of Communication	Schedule /Frequency	Responsible Person
Convene Project Regional Advisory Committee (RAC) to present the project work plan and get stakeholders inputs on: Regional Annual Work Plan, Stakeholder Engagement Plan (SEP) and Environmental and Social Commitment Plan (ESCP).	Project Countries: Kenya, Ethiopia and Sao Tome).	<ul style="list-style-type: none"> • Review of Regional and Country Annual Work Plans • Orientation on the Project Results Framework • Stakeholder Engagement Plan (SEP) • Environmental and Social Commitment Plan (ESCP). 	Face to face and Virtual Meetings, e-mail Communications,	Annually	ECSA Secretariat
Orient collaborating partners/organizations on project objectives, scope of work and plan of implementation	WHO, East African Community, Southern Africa Development Community (SADC), Africa CDC, AFENET and Training institutions	<ul style="list-style-type: none"> • Update on Project, project development objectives (PDO), scope of work and implementation plan • Review and update the Stakeholder Engagement Plan (SEP) 	Face to face and Virtual Meetings, e-mail communications	During the first year of implementation	ECSA Secretariat
Information dissemination (quarterly, annual progress reports)	Project countries and neighboring countries, and other interested parties	Share project activities, progress reports, newsletters	Face to face and Virtual Meetings, e-mail communication	Throughout project implementation	ECSA Secretariat

Any stakeholder consultations meeting/workshops, either virtual or face-face, the PCU will strive to provide relevant information to stakeholders with enough advance notice (minimum 10 business days) so that the stakeholders have enough time to prepare and provide meaningful feedback. The PCU will gather written and oral comments, review them and report back to stakeholders on how those comments were incorporated during the design and implementation.

4.2. Purpose and timing of stakeholder engagement program

This Stakeholder Engagement Plan aims to ensure a systematic, consistent, comprehensive, and coordinated approach to stakeholder participation and communication throughout the project cycle. The SEP outlines ways in which the project team will communicate with stakeholders and feedback mechanisms to be utilised. The plan will guide timely engagement with key stakeholders as well as dissemination and increased access to relevant project information. The project will innovate ways for consultations to be effective and meaningful to project and stakeholder needs depending on circumstances such as restricted physical meetings that may be occasioned by the existing international and local protocols.

Stakeholder engagement is an important part of project management and is crucial for the success of this initiative. By engaging with stakeholders, the project will build trust, increase transparency, and ensure that project interventions align with stakeholder needs and interests.

The purposes of consultations and information dissemination/disclosure in the MPA Project are to:

- (a) Assess the level of stakeholder interests and support to enable their views taken into account in project design and throughout the implementation.
- (b) Promote and provide means for effective and inclusive engagement with project-affected parties throughout the project life cycle.
- (c) Adapt project interventions to the evolving needs of the project countries.
- (d) Ensure that appropriate project information on environmental and social risks and impacts is disclosed to stakeholders in a timely and appropriate manner and format.
- (e) Ensuring of coordination between all implementers and government and community authority structures.
- (f) Receive of feedback and comments as well as grievances from all stakeholders on project design, and implementation, and to adapt the project accordingly.
- (g) Provide of transparent and accountable mechanisms on all aspects of Project implementation and monitoring; and
- (h) Ensuring that members of vulnerable groups from project affected communities can participate fully in the consultation process and enjoy project benefits.

Provide project-affected parties with accessible and inclusive means to raise issues and grievances, which will be appropriately responded to and grievances managed. To ensure this, a Grievance Mechanism (GM) will be in place throughout the life cycle of the Project and will be set up in a way that all affected individuals and groups can report on project related grievances or can provide comments and feedback. Stakeholders will be informed on the existence of a grievance mechanism and how they can access it.

4.3: Proposed strategy for information disclosure

Information dissemination and disclosure are required at all stages of project, and it is meant to promote effective engagement of all stakeholders including project implementers, regulatory agencies, Ministries, project affected persons and project beneficiaries. The information to be disclose include the objectives of the project, nature of the intervention and purpose of the engagement. The electronic copies of the disclosure materials will be placed on the ECSA-HC and World Bank websites to allow easy access for all stakeholders. Various methods of communication can be used to reach the stakeholders. The PCU will select the methods that are most appropriate and very clear for the selected stakeholders.

The methods used for disclosure include newspapers, posters, radio, television, information centres and exhibitions, or other visual displays, brochures, leaflets, posters, reports, official correspondence meetings, website, and social media. The IGAD websites have an online feedback feature that will enable readers to leave their comments in relation to the information shared. The disclosure materials will also be shared with the targeted stakeholders through email and during project related meetings. In addition to disclosure of the various project materials (ESCP, SEP, PID), formal channels will be put in place to register and document comments and suggestions from the public. These grievance arrangements shall be made publicly available to receive and facilitate the resolution of concerns in r

Information disclosure to the beneficiary countries and communities and other interested parties will be done using various strategies. Information will be disclosed in English or the respective key local languages, where appropriate. Local authorities, such as traditional authorities, religious leaders, and regional leadership will be requested to inform communities in community meetings and through disclosure at project locations. In addition, the MPA project will be publicly disclosed on the ECSA HC and World Bank websites as well as at the county level in counties targeted by the project to ensure that everyone is informed about potential risks and respective mitigation measures. Stakeholders will also be encouraged to provide feedback, raise queries on gaps and suggest solutions to enable the improvement of project implementation.

The project will innovate ways for information disclosure to be effective and meaningful to meet project and stakeholder needs. Strategies to be employed include smaller meetings, small FGDs to be conducted as appropriate. Where meetings are not possible, traditional channels of communications such as radio and public announcements will be implemented. Other strategies will include one-one interviews through phones and virtual platforms for community representatives, CSOs and other interest groups. Community facilitators, who will be part of this process, will also enable two-way communication by way of collecting views from community members of various key groups such as men, women and other vulnerable groups.

Some of the methods of stakeholder consultation to be employed include (i) use of phone and email; (ii) interviews (one-to-one); (iii) distribution of leaflets and pamphlets; (iv) public meetings; (v) group discussion; (vi) use of local radios; and (vii) newsletters. When deciding the frequency and appropriate engagement technique to consult group of stakeholders, the following three criteria will be taken into consideration: (i) the extent of impact of the project, (ii) the extent of the influence of the stakeholder on the project, (iii) the culturally appropriate and acceptable engagement and information dissemination (table 4).

During the campaign planning phase, detailed stakeholder’s communication strategy/plan will be prepared and put in place in which the following issues are addressed:

- Location of engagement, general information on potential risks of project interventions
- Appropriate and effective type of communication method to reach the target groups (e.g. radio, television, newspapers, mobile phones, bulk SMS to communities).
- Means of informing the public in case of emergencies

Table 4: Stakeholders’ disclosure program

Project stage	List of information to be disclosed	Methods proposed	Timetable: Locations/ dates	Target stakeholders	Responsibilities
Project Design	Project concepts note, project activity details, ESCP, SEP	Website, emails, virtual meetings	During project preparation, Project countries and others through virtual space	ECSA-HC staff PCU staff Focal officers from participating Countries and other beneficiary countries Public stakeholders	ECSA-HC PCU
Project Launch	Project information brochures, ESCP, SEP, Annual Work Plan	Website, emails, formal letters Launch meeting	During project launch Project countries and others through virtual space	ECSA-HC staff PCU staff Focal officers from participating Countries and other beneficiary countries, implementing partners, Public	ECSA-PCU, Communication officer
Implementation phase	Project Progress Reports, M&E performance reports, Information on specific	Email, website, meetings (in-person and virtual), phone calls	Throughout the implementation, Project countries and others through virtual space	ECSA-HC staff PCU staff Focal officers from participating Countries and other beneficiary countries Public, implementing partners,	PCU

4.4. Proposed strategy for consultation

This plan lays out the overall consultative processes of the project with its different stakeholders. In principle, ECSA HC, the World Bank that oversee sub-component activities will follow their existing participatory engagement and consultation methods, especially with project countries. The Project will ensure that these tools and methods fulfil the requirements outlined throughout this document and are in line with agreed upon tools. In case any additional needs arise from identified deficiencies or from context changes, the project will update and adapt this SEP accordingly. The GRM will be another means of consultation, as complaints received will be filed, assessed and responded to.

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

The approaches taken will thereby ensure that information provided is meaningful, timely, as complete as possible, and accessible to all affected stakeholders, use of different languages including addressing cultural sensitivities, as well as challenges deriving from illiteracy or disabilities, tailored to the differences in geography, livelihoods, and way of life. The project will also ensure the establishment of a Grievance Redress Mechanism. The project will also establish a worker grievance mechanism in line with guidelines to enable all direct workers and contracted workers to raise workplace concerns, including in relation to workplace sexual harassment.

This section outlines some of the proposed methods of stakeholder engagement over the project cycle. Stakeholder engagement will be undertaken on a continuous basis to inform the public of project plans, activities and outcomes. Different engagement methods are proposed and cover different needs of the stakeholders.

- One-on-one interviews: The interviews will aim to give chance to individuals to air concerns on project and will involve project affected parties (PAPs) and other interested parties (OIPs) depending on the issues to be addressed.
- Structured Agenda: Agenda will be prepared based on the project issues on component or subcomponent under consultation.
- Focus Group Discussions: Focus groups will bring together stakeholders with common characteristics to discuss specific topics or project components.
- Surveys, polls, and questionnaires will be used to get information on the priority areas of action for each of the project countries.
- Formal meetings: These meetings are focused to identify and discuss specific stakeholder concerns and to disclose project information. Such engagements with relevant stakeholders will be through face to face and virtual meetings, direct phone calls.

The following table indicates the Project Stakeholder Consultation Plan.

Briefly describe the methods that will be used to consult with each of the stakeholder groups. Methods used may vary according to target audience, for example:

- Interviews with stakeholders and relevant organization
- Surveys, polls, and questionnaires

- Public meetings, workshops, and/or focus groups on specific topic
- Participatory methods
- Other traditional mechanisms for consultation and decision making.

Table 5: Stakeholder Consultation Program

Project Stage	Information to be consulted	Methods proposed	Timetable: Locations / dates	Target stakeholders	Responsibilities
Project Design	SEP (including GRM) Project progress, budget and financing.	Email, websites, meetings with government leadership political and technical, community meetings, community boards,	Prior to project effectiveness	Project Countries and beneficiary communities	PCU, ECSA-HC
		Email, websites, stakeholder meetings	Prior to project effectiveness	All national, state and county level stakeholders	PCU
Project launch	ESCP, SEP, initial work plan,	Meetings and formal letters, website	During project launch	RAC members, Government representatives, non-state actors, PCU and ECSA staff and other parties	PCU, ECSA-HC
Project Implementation	Annual work plans, progress reports, ESIA reports, performance reports, consultants and studies reports	Email, ECSA-HC and project website, meetings (communities of practice, RAC and specific activities meetings)	Continuous	Country level and regional stakeholders and Partners	PCU, ECSA-HC

4.5. Proposed strategy to incorporate the view of vulnerable groups

ECSA-HC will ensure that women, persons with disabilities and other members of vulnerable groups are participating effectively and meaningfully in consultative processes and that their voices are not ignored. This will require specific measures and assistance to afford opportunities for meetings with vulnerable groups in addition to general community consultations. For example, women are usually more outspoken in women-only consultation meetings than in general community meetings. Similarly, separate meetings need to be held with young people, persons with disabilities. The more dominant groups will be sensitized so that they can accept the voices of the vulnerable. Further, it is important to rely on other consultation methods as well, which do not require physical participation in meetings, such as social media, text messages, or radio broadcasting, where feasible, to ensure that groups that cannot physically be present at meetings can participate.

In view of promoting women's empowerment, it is most important to engage women's groups on an ongoing basis throughout the lifetime of the project. Women voicing their concerns and contributing in the decision-making process on issues such as community infrastructure should be encouraged, especially in governmental or traditional committees predominantly consisting of men. The project will similarly encourage the

deployment of female staff, in particular where staff interface with community members. GRMs will be designed in such a way that all groups identified as vulnerable (see below) have access to the information and can submit their grievances and receive feedback as prescribed.

4.6. Timelines

The stakeholder consultations shall be conducted throughout the project lifecycle. It will be conducted during the preparation of the project and will be conducted throughout project implementation. Activities under each sub-component will include further consultations prior to their commencement to ensure a good selection of beneficiaries, transparency, and accountability on project modalities, and to allow project country priorities to form the basis of the concrete design of every intervention and consultations will continue throughout the project cycle.

The SEP will be updated, and the detail will be prepared prior to commencement of the subproject activities depending on the local context. This SEP will be updated to outline specific country consultations and time for the different areas to be funded by the Project.

The information on timelines for project phases and key decisions that was described above are:

- a) Preparatory Phase: The SEP and ESCP will be finalized before the project approval. Meetings with the beneficiary countries and neighboring countries will also be held to discuss the support by ECSA-HC under the project.
- b) Launch: documents to be disclosed at the launch include the ESCP, SEP, project information and annual work plan. The project launch will take place within a month months after the project's effectiveness date (January/February 2024).
- c) Implementation Phase: During implementation, there will be regular annual face to face meetings and quarterly meetings with the project communities of practice and annual meetings with the regional advisory committee. In addition, when needs rise, key stakeholders will be consulted. For example, on matters of the specific activities that will be implemented in the countries, ECSA-HC will engage the technical experts and the policy level officials through the regional advisory committee (that will be established at the initial stages of implementation) while updating the first year work plans. All comments received during the consultation meetings/workshops will be finalized and shared with all participants at the events in a format of action items.

4.7. Review of comments

ECSA-HC PCU will gather all comments and inputs originating from stakeholder engagements GM outcomes, surveys and FGDs. This will then be shared with the project coordination unit for implementation purposes. It will be the responsibility of the team to respond to comments and inputs, and to keep open a feedback line to the stakeholders, as well as the government.

Training on environmental and social standards facilitated by WB will be provided soon after the project becomes effective to ensure that all implementing staff are equipped with the necessary skills.

5. Resources and Responsibilities for implementing stakeholder engagement activities

5.1. Resources for implementing SEP

The budget for the implementation of the SEP will be funded as part of overall Project management cost. Resources for the implementation of stakeholder engagements, including the GRM, will be covered by the budget assigned under the Project Management activities. **An adequate budget of US\$ 85,000 has been provided to support SEP activities that meet the requirements of the ESF, as follows: -**

Table 6: Stakeholders’ engagement activities budget estimate

Activities	Budget	Notes
Communication officer from ECSA-HC to support the activities		There is a communication officer at ECSA-HC that will support the project whose costs will be covered through the indirect costs from the project and hence will not need to hire a full time staff
Consultation sessions and outreach	20,000	Stakeholder activities will be undertaken alongside some technical activities and therefore more of the SEP activities will be undertaken leveraging on the technical activity budgets
Establishment and maintenance of website	10,000	
Translation Services	20,000	Technical activities involving countries whose official languages are different e.g. French and Portuguese, translation services will be procured. Therefore additional costs for translation will be covered in the technical activity budgets.
Grievance mechanism including development of online GM reporting system	20,000	Communication Stakeholder engagement activities will be undertaken alongside some technical activities and therefore additional costs for translation be covered in the technical activity budgets
Training	15000	Specific training on implementation of stakeholder engagement, GM handling among others as needs will dictate
Total	US\$ 85,000	

5.2. Management functions and responsibilities

The project coordination unit (PCU) will support the implementation of the SEP supported by the office of the Director of Programs and Institutional Development (DOID). A dedicated staff will be assigned and trained to follow through the SEP activities as part of their job description in addition to their regular responsibilities. Responsibility of engagement of various stakeholders will depend on the agenda for discussions. For example, informing the project countries and their involvement in the regional priority setting agenda for the technical experts will be assigned to technical officers within the project on various project components but the project coordinator will be ultimately responsible. Involvement of the RAC members will involve the office of the Director General supported by the project coordinator and the DOID’s office. The PCU will develop a log that will be used to track the stakeholder’s engagement activities and keep a record of the same as part of the project documentation. In order to document the various stakeholders and vulnerable groups including women, youth, PWD the registers for participation in various activities will be designed to capture the relevant information to track the involvement of such groups. The responsibility for this record will be on the dedicated officer under the PCU and a duplicate file kept in the office of the

DOID.

6. Grievance Mechanism

ECSA-HC has established a grievance mechanism to receive and address grievance arising internally from the project staff, ECSA-HC staff, and external stakeholders. The Grievance Mechanism will be as follows: -

1. Reporting of grievances shall be submitted to the Director General through the DOID's office and acknowledgement of the grievance shall be done within 2 days.
2. A meeting to resolve the issue shall be convened within 10 workings of reporting the grievance in-person or virtually based on the preference of the parties.
3. Should the matter not have been resolved within 30 days, the matter shall be escalated to Management Board (Advisory Committee) and further to the Conference of Health Ministers (1 month). Through the chairs of these respective organs. The affected party shall be provided with weekly updates on the progress of the discussions to provide a resolution.

If the grievances are submitted anonymously, these grievances shall be submitted through the suggestion box available at the office or through an electronic ECSA-HC GM portal. ECSA-HC will set up an electronic GM portal within the first year of the project operation. The DOID convenes meetings to review and discuss. As the custodian of the human resources affairs in ECSA-HC, the DOID shall be responsible for following through staff grievances submitted openly and through anonymous means.

For grievances raised against external contractors, ECSA-HC will set up a mechanism for receiving and facilitating/mediating redress of grievances between the contractors and their workers.

Written records agreed to by all parties will be maintained and held confidentially by ECSA-HC in the officer of the DOID. A log of raised grievances and how they were resolved is kept for future reference while handling similar grievances in the future.

The cases shall be considered closed when:

- The decision has been made and the complainant has indicated acceptance of the response.
- Where the complainant has not responded within one month of being intimated the final decision of the grievance officer on his grievance/complaint.
- Where the Complainant fails to attend the meetings related to the complaint; and
- Where the Complainant withdraws his/her complaints

7. Monitoring and Reporting

7.1. Involvement of stakeholders in monitoring activities and reporting back to stakeholder groups

The project countries will be involved in reviewing and approving the progress reports and work plans on an annual basis. Part of the reports will include updates on the stakeholder's engagement during the period under review (at the minimum annually). Feedback will be provided through emails and during the technical and RAC policy meeting that will involve most of the stakeholders listed previously.