



Volume 1
East, Central and Southern Africa Health Community
(ECSA-HC)

**Health Emergency Preparedness, Response and
Resilience Project for Eastern and Southern
Africa under Phase I of the Multiphase
Programmatic Approach
(P180127)**

Up Dated Stakeholder Engagement Plan (SEP) for
Additional Financing

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1. Introduction

1.2. Project description

The World Bank implementing a Multi Phased Approach (MPA) project, the **Health Emergency Preparedness, Response and Resilience Project for Eastern and Southern Africa under Phase I of the Multiphase Programmatic Approach** (or the “ project”) that includes in the first instance Kenya, Ethiopia, and Sao Tome and Principe. The project supports 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 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 had 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 involve project-affected people and other stakeholders in a timely manner. The SEP will ensure that stakeholders are affording 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.

Why revised SEP

When the HEPRR Program was approved by the Board in September 2023 for an overall program envelope of US\$1 billion, five countries (Ethiopia, Kenya, STP, DRC, and Burundi) were expected to participate. Ethiopia, Kenya, and STP were approved together with ECSA-HC and IGAD as Phase 1, and DRC and Burundi as Phases 2 and 3, respectively. Since then, together with the approval of Phase IV (Rwanda), the HEPRR Program has received AF of 500 million in May 2024, increasing the program envelope to US\$1.5 billion. Malawi, Zambia, Mozambique, Botswana, and Angola have been approved as Phases 5, 6, 7, 8, and 9. As of January 2026, the total number of countries included in the program financing framework has increased to 12, of which 11 have been approved by the Board, totaling \$1.37 billion.

The revised SEP is being prepared as the regional entities will require AF to be able to serve the needs of a larger group as more countries join the MPA. Further, a Level 2 restructuring is anticipated, at program and project levels, to make a few necessary adjustments to the results framework following a multi-country assessment of indicator definitions and relevance, baselines, and targets by ECSA-HC, IGAD and the Bank. There are no changes anticipated to program or project development objectives.

2. Progress made so far

Project activities are being implemented nationwide in participating countries. No construction activities are being financed under ESCA-HC components; therefore, the environmental and social risks are minor and related to security, exclusion of underserved communities, labor and working conditions, gender-based violence (GBV), and community health and safety. The actions therefore are in line with the E&S risks identified. A robust GRM is already in place and staff are sensitized to using it. The GRM committee has also been established. The agreed

E&S staff as per ESCP is in place. ESCA-HC has baseline assessments and assessments of progress across all Board-approved participating countries and has also fulfilled MPA legal covenants by signing the required MOUs with non-member states. ECSA-managed social standard activities are in progress and include: (i) conducting risk assessment and profiling of the risk, including gender-based risk for all project countries; (ii) regional training support on Gender, Equity, and Inclusion in HEs; and (iii) the recruitment of a Gender specialist. The technical assistance activities being implemented by ESCA-HC are not expected to have any environmental and social footprint and hence the environmental and social risk is low.

3. Summary of previous stakeholder engagement activities

Since the project is still in the early stage of implementation, not much has been done in terms of stakeholder engagement. ECSA-HC, in collaboration with IGAD, completed baseline assessments for each of the 8 countries that are currently active in the program: Ethiopia, Kenya, STP, DRC, Burundi, Rwanda, Malawi, and Zambia. These assessments aimed to evaluate the baseline and current status of project indicators, set annual operational targets, assess country readiness for public HEs, and identify strengths, weaknesses, and opportunities for improvement in emergency preparedness policies and systems. ECSA has also completed risk assessment and profiling of the risk, including gender-based risk for all project countries and regional training support on Gender, Equity, and Inclusion in HEs.

However, stakeholders that need to be engaged remain the same as under:

- (a) **Pre-effectiveness engagement:** As mentioned above, ECSA has engaged with the beneficiary countries to discuss the project's purpose, goals, scope of activities and support from ECSA-HC under the project and the joint priority 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 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 to the regional advisory committee.

4. Stakeholder identification and analysis

A key element of any stakeholder engagement plan is effective identification of key stakeholders. ECSA-HC has extensively engaged with various stakeholder groups from its member states covering issues such as 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 have been reviewed and approved by the regional advisory committee (RAC), a policy organ that has been 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) also takes 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: -

4.1. Affected parties

- Project countries (CSA-HC, in collaboration with IGAD, completed baseline assessments for each of the 8 countries that are currently active in the program: Ethiopia, Kenya, STP, DRC, Burundi, Rwanda, Malawi, and Zambia)
- Ministries of responsible for Health, Agriculture/Animal Health, and Environmental affairs. Additionally, the countries bordering the project countries including Uganda, Tanzania, , Mozambique, 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.

4.2. 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 experts, undertaking risk assessments for health emergencies, rolling out surveillance activities, strengthening public health emergency operations centres, and 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"> Review and approve of the regional and advise on key priorities. Responsible for preparations of the country workplans, implementing planned activities, activity reports, country annual progress reports, 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 preparation 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 activities, 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

4.3 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 members of the LGBTI community, 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, fieldwork 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 facilitating physical access for PWD, people with visual disability, autistic people, etc. Where necessary the project will avail auxiliary aids and services such as sign-language interpreters and sensitize and train staff on accessibility and disability etiquette.</p>

5. Stakeholder Engagement Program

5.1. 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 input on: Regional Annual Work Plan, Stakeholder Engagement Plan (SEP) and Environmental and Social Commitment Plan (ESCP).	All participating countries	<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) in future if needed 	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.

5.2. 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 utilized. 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 coordination between all implementers and government and community authority structures.
- (f) Receive feedback and comments as well as grievances from all stakeholders on project design and implementation and adapt the project accordingly.
- (g) Provide 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 of the existence of a grievance mechanism and how they can access it.

5.3: 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 disclosed includes 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 both audio and print provisions such as newspapers, posters, radio, television, information centres and exhibitions, or other audio-visual displays, brochures, leaflets, posters, reports, official correspondence meetings, websites, 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.

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 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 in new participating countries	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

Implementati on phase	Project Progress Reports, M&E performance reports, Specific information activities	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
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5.4. 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 on identifying and discussing specific stakeholder concerns and disclosing 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 topics
- 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

5.5. 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, people 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 women staff, when staff interface with community members. GRMs will be designed in such a way that all groups identified as vulnerable (people with physical and / or visual disability, autistic people, women, old age people, indigenous community, IDPs, migrants, people on the move due to conflict, etc.) have access to the information and can submit their grievances and receive feedback as prescribed.

5.6. Timelines

The stakeholder consultations shall be conducted throughout the project lifecycle. Consultations were conducted during the preparation of the project and will be conducted throughout project implementation. Activities under each sub-component 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 project conducts 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 are also consulted. For example, on matters of the specific activities that will be implemented in the countries, ECSA-HC engages with the technical experts and the policy level officials through the regional advisory committee (established at the initial stages of implementation) while updating the first-year work plans. All comments received during the consultation meetings/workshops are finalized and shared with all participants at the events in a format of action items.

5.7. Review of comments

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

Training in environmental and social standards facilitated by WB was provided during the launch workshop to ensure that all implementing staff are equipped with the necessary skills.

6. Resources and Responsibilities for implementing stakeholder engagement activities

6.1. 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. The budget estimated during the preparation includes SEP activities in additional countries and therefore no additional budget is required for additional financing.**

financing.

Activities	Budget	Notes
Communication officer from ECSA-HC to support the activities	US\$	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 travel cost; addressal expenses and 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	

6.2. 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 for the 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.

7. 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.
4. Since only one GRM has been established, the GRM Focal person will be sensitised and trained for ethical and safe handling of SEA/SH cases including survivor centred approach, prioritizing confidentiality and safety, coordination with the service providers and counsellors, non-judgemental responses. The training will be provided by Bank specialists. The project will ensure that GRM provides for safe and confidential ways to report such as dedicated telephone line, email, in-person, and through community liaisons. The project will maintain strict confidentiality. All complaints will be recorded in a secure, confidential register to track progress and resolution while protecting the survivor's identity. The project has made signing of Codes of Conduct for all staff and contractors mandatory, outlining clear definitions of SEA/SH and prohibitions.

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

The project has not received any grievance so far.

8. Monitoring and Reporting

8.1. 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 meetings that will involve most of the stakeholders listed previously.

Table 6: Details of Stakeholder Consultation conducted so far

Project Component	Activities carried out	Beneficiary countries
Component 1: Strengthening the preparedness and resilience of regional and national health systems to manage health emergencies	Conducted cross border surveillance review meeting	Burundi, Tanzania, Uganda and Tanzania
	Conducted Tabletop Simulation Exercises as part of preparedness for Murburg outbreak	Ethiopia and STP
	Strategic Risk Assessment (SRA) for Points of Entry (PoEs) and Develop Public Health Emergency Contingency Plans	All participant countries
	Conduct IHR core capacity assessment for points of entry in the supported countries to establish gaps and capacity building needs	STP
	Regional Training of SMEs and writers for the JEE	Participants from Democratic Republic of Congo, Kenya, Malawi, Cameroon, Tanzania, Lesotho, Zambia, Uganda, Burundi, Rwanda, and Ethiopia
	Training need assessment	MPA Project Countries
Component 2: Improving the detection and response to health emergencies at the regional and national level through a multi-sectoral approach	Sensitization of Senior MoH officials in the importance (and to provide support) of implementing laboratory Quality Management System (QMS).	Sao Tome and Principe
	Conducted orientation session to raise awareness of laboratory professionals on QMS and Standard ISO 15189	Sao Tome and Principe
	Trained NRL staff to produce, validate and distribute EQA panels using the DTS method for HIV serological testing	Burundi
	Regional workshop to adopt the WHO Global framework for Health Care Associated Infections Surveillance and regional MDRO Detection Prevention and Control Guide	MPA Project Countries
	Support all project countries to train Subject Matter Experts to be Team lead on JEE Assessment	MPA Project Countries
Component 3: Program Management	Baseline Assessment	DRC, Kenya, Ethiopia, STP, Rwanda, Burundi, Malawi and Zambia
	Conduct ToT training on the Online Web Based Reporting System	MPA project countries

Annex 1: List of Stakeholders

- Ministries of responsible for Health, Agriculture/Animal Health, and Environmental affairs from participating countries
- Additionally, the countries bordering the project countries including Uganda, Tanzania, Malawi, Zambia, Mozambique, Rwanda, Burundi Djibouti, and South Sudan) that are being 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 convenes 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 participating countries including experts from the collaborating ministries that meets through virtual or in-person meetings through the communities of practice (CoPs) to ensure cross-country learning and knowledge exchange.
- Collaborating organizations e.g., IGAD, East African Community, Southern Africa Development Community (SADC), Africa CDC, AFENET through governance meetings (RAC) and the technical meetings.
- Training institutions especially those training field epidemiologists - meetings are held with these institutions to collaborate in providing FELTP residents to support the Project while gaining experiences on field epidemiology.
- Other regional organizations including WHO, ASLM, 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.

Annex 2: Sample Grievance form -Grievance Mechanism

(To be made available in all local languages)

Date:
Place of Registration: _____
Mode of Communication (e.g., note/letter, email, verbal/telephone):
Name _____
Gender
Age _____
Home Address(optional): Woreda/district: _____ Kebele/Village _____ Province/Region _____
Phone/Email _____
Individual/authority to whom the complaint was submitted: _____
Details of Grievance / Feedback