

Ministry of Innovation and Technology

# Stakeholder Engagement Plan

Ethiopia Digital Foundation Project

## LIST OF ABBREVIATIONS

ATA	Agricultural Transformation Agency
CBE	Commercial Bank of Ethiopia
CERC	Contingent Emergency Response Component
COVID-19	COronaVIRus Disease 2019, or novel coronavirus-2019
CSOs	Civil Society Organizations
ECA	Ethiopian Communications Authority
EDFP	Ethiopian Digital Foundation Project
EEP	Ethiopian Energy and Power
ESMF	Environmental Social Management Framework
EthERNet	Ethiopian Research and Education Network
EIC	Ethiopian Investment Corporation
ERC	Ethiopian Railway Corporation
EU	European Union
GoE	Government of Ethiopia
GRM	Grievance Redress Mechanism
ICT	information and communication technologies
ISPs	Internet service providers
JCC	Jobs Creation Commission
LMP	Labor Management Plan
MCIT	Ministry of Communication and Information Technology (former Ministry)
MDAs	Ministries, Departments and Agencies
MFD	Mobilizing Finance for Development
MInT	The Ministry of Innovation & Technology
MOF	Ministry of Finance
MOP	Ministry of Peace
MoSHE	Ministry of Science and Higher Education
MoTIIn	Ministry of Trade and Industry
MSME	Micro, Small and Medium-Sized Enterprise
NBE	National Bank of Ethiopia
NGOs	Non-Governmental Organizations
NREN	Ethiopia's National Research and Education Network
PAD	Project Appraisal Document
PDO	Project Development Objective
PIU	Project Implementation Unit
PPA	Project Preparation Advance
PSC	Project Steering Committee
RPF	Resettlement Policy Framework
SEP	Stakeholder Engagement Plan
SME	Small and Medium-sized Enterprise
TOR	Terms of Reference
TVET	Technical and Vocational Education and Training
USF	Universal Service Fund
WBG	World Bank Group

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## 1. Introduction

The Ethiopia Digital Foundations Project is intended to develop Ethiopia's digital economy through expansion of the digital market and regulatory environment and improve its infrastructure and expand digital service coverage. The project will enable citizens, businesses and Government to reap digital dividends in the form of faster growth, lower transaction costs, more jobs and greater efficiency.

The Ethiopia Digital Foundation Project has a wide-ranging stakeholder that are affected by it or have interest in the project. Their engagement in the project is important for achieving the project objectives. The purpose of this Stakeholder Engagement Plan (SEP) is to establish the timing and methods of engagement throughout the implementation of the Ethiopia Digital Foundation Project.

The SEP supports the development of strong, constructive and responsible relationships with project stakeholders that are important to and integral for the successful management of the project's environmental and social risks. Stakeholder engagement and consultation is a continuous and inclusive process conducted throughout the project cycle. The SEP will be updated regularly, based on the planning and implementation of sub-project activities to reflect project developments and/or changes. Any future consultation and disclosure activities will reflect the concerns and issues raised

The scope of this Stakeholder Engagement Plan seeks to be proportionate to the nature and scale of the project and its potential risks and impacts.

Specific objectives of the stakeholder engagement plan are as follows:

- To build and maintain a constructive relationship with stakeholders;
- To assess the level of stakeholder interest and support for the project and to enable stakeholders' views to be taken into account throughout the project cycle;
- To promote and provide means for effective and inclusive engagement with stakeholders throughout the project life cycle on issues that could potentially affect them; and
- To ensure that appropriate project information on environmental and social risks and impacts is disclosed to stakeholders in a timely, understandable, accessible and appropriate manner and format.

### 1.1 Project Components

The Project Development Objective of the Ethiopia Digital Foundation Project ("the Project") is to improve Ethiopia's competitiveness in the digital age through increased inclusion and affordability of digital services, and through digital job creation. The project aims to improve access and affordability of digital services by strengthening market competition, private sector participation in the telecommunication sector and effective independent sector. It also increases government capacity to provide digital services and promotes digital entrepreneurship and digital businesses.

**Component 1: Digital Economy, enabling legal and regulatory environment-** This component will strengthen policymaking, and effective regulation for the telecommunications sector and for the development of digital entrepreneurship.

Sub-component 1.1: Partial privatization of Ethio-Telecom. This subcomponent will support the recruitment of a transaction advisor.

Sub-component 1.2: Strengthening independent ICT sector regulation- This sub-component will support the establishment of an independent regulatory body, develop procedures to create a competitive market and develop a universal access fund to support the expansion of services to rural areas. It also includes capacity building of the regulatory agency and developing regulatory standards for climate risk mitigation

Sub-component 1.3: Supporting the development of the Digital Economy- This sub-component will strengthen government capacity for design, implementation and evaluation of the digital economy, support a systematic study of legislation hindering digital job creation. It will also support the introduction of a general data protection law, establishment of an independent data protection commission, introduction of a foundational identification system law and regulations and capacity building to implement the foundational identification system.

**Component 2: Digital Government, Connectivity and Skills-** This component will develop the capacity of GoE to deliver digital services, crowd-in private sector investments to improve regional and domestic connectivity infrastructure, to connect public institutions and educational institutions to broadband internet. It also aims to stimulate the expansion of geographic coverage of broadband networks through private-sector-led investment to better serve Government institutions, businesses and citizens across the country.

Sub-component 2.1: Digital Government and COVID-19 response-this will support the development of a consolidated portal for MDAs and digitalization of selected e-services, improved facilities for remote working, develop and implement digital capacity building program for Government.

Sub-component 2.2: Connecting targeted public institutions to broadband- This sub-component will support GoE's efforts to enhance its level of digital connectivity to Government offices and public institutions across the country

Sub-component 2.3: Connecting selected educational institutions to broadband. This sub-component will focus on connecting selected educational institutions to high-speed internet services.

**Component 3 – Digital Business and Entrepreneurship-** This component aims to increase participation in the digital economy through support to digital entrepreneurship, incentivizing digital businesses to train, provide digital devices, and employ.

Sub- Component 3.1 Grants to digital startups and digital business- This component provides a matching grant for supporting start-ups and training and capacity building support for increased participation in the digital economy.

Sub-component 3.2 Technical Assistance to the Ministry of Innovation and Technology (MInT). This is a capacity building support to MInT for harmonizing Ethiopia with the regional digital single market initiative under the *Horn of Africa Digital Foundations Initiative*.

**Component 4: Project Management-** This component will support national and regional level Project Implementation Units (PIUs) with the management and implementation of the project and associated activities.

**Component 5: Contingent Emergency Response Component-** This will have an initial zero value but may be financed during the course of the project to allow for an agile response to an eligible crisis or emergency. These could include for instance, humanitarian crises which require the provision of emergency communications services to replace facilities that have been damaged, or to facilitate emergency humanitarian payments using mobile money.

## 1.2 Implementation Arrangement

These include both the implementing agency and implementing partners for the different components of the project at a national level. The respective sub-regional counterparts of ministries and agencies will play a supportive role.

**Ministry of Innovation and Technology (MInT)** is the implementing agency for the project. MInT was established following the proclamation No.1097/2018, definition of Powers and Duties of the Executive Organs of the Federal Democratic Republic of Ethiopia. The mandates of the ministry include the preparation and execution of innovation and technology research and development programs, provides professional and technical support and capacity building for regional innovation and technology institutions.

**Ethiopian Communication Agency (ECA)** is a regulatory body established in 2019 with the mandate as a regulatory authority for Communications Services in Ethiopia. Its scope of regulation covers both Telecommunications Services and Postal Services. ECA is responsible for issuing licenses in the communications services sector, and supervise operators of communications service; specifying technical standards for the provision of communications service; regulating tariffs relating to communications service;

**Ministry of Science and Higher Education (MoSHE)** is responsible to lead the development of science, higher education and technical and vocational education and training. These include Universities, Colleges and research institutes.

**Ministry of Trade and Industry** was organized in 1995 is responsible for promoting trade and industry, ensure sustained competitive ness in trade and industry, regulation and licensing of trade and industry.

**Job Creation Commission** was established in 2018 and is mandated with to lead the job creation agenda, coordinate stakeholders, monitor and evaluate performance.

**Table 1: Summary of Implementation Arrangement by Component**

Implementing agency/partner	Component	Key role
MoF	Sub-component 1.1	Lead project preparation, implement component 1.1
MInT	Components 1.3, 2.1,2.2,3.1	Implementing agency, Manages PIU and chairs PSC, establish technical advisor for component 3
ECA	Component 1.2	Implement capacity building for ECA
MoSHE/EthERNet	Component 2.3	Implement
Regional counterparts	All components	Facilitate implementation

## 2. Project Environmental and Social Risks

This project will be implemented throughout Ethiopia including in rural and urban centers and expected to have an overall positive impact on the country's population by : reducing costs and enhance reliability of digital access; increasing efficiency of public service delivery through support of digitalization of public services; allowing digitalization of higher education and thus raising graduate's preparedness for the digital world; promote affordable internet coverage in rural areas with low access to communications infrastructure and services and supporting an enhanced digital business environment potentially leading to more well-paid jobs in the sector.

The environment and social risk is classified to be moderate. The main environmental risks may include terrestrial habitat alteration , hazardous materials and waste and emissions to air. The potential social risk will mainly be related to social exclusion the design and related instruments will address the issue. As a nation wide project, implementation area include Somali, Beneshangul, Gambella, Afar and some parts of Oromia regions where vulnerable mobile communities reside. From social exclusion perspective, the project will be supporting increased access to broadband also in rural areas including the underserved regions. The capacity building support for government agencies and institutions will improve services for communities in underserved regions. Inclusion and gender sensitive approach will be adapted in training activities.

Experience from other Bank financed projects shows that the implementing entity's capacity to manage environmental and social risks needs considerable improvement. The project ESMF (Environmental and Social Management Framework) and LMP (Labor Management Plan) outline the procedure to be followed in managing the environmental and social risks, a comprehensive description of the anticipated risks and mitigation measures, the implementation arrangement to be put in place the environmental and social risks as well as the potential capacity building activities.

The Project component 1.2 also supports the sector in developing regulatory standards and procedures for climate risk mitigation. This includes procedures for handling and disposal of digital waste, mitigation of risks by digital infrastructure, including the need for small-scale land acquisition and community health and safety for instance, construction of cell towers in rural areas. As the Project will finance also the design of procedures for future digital infrastructure investments, which may lead to land acquisition downstream, such TA will include the development of Resettlement Policy Framework(RPF) that will guide the process for preparing, reviewing, approving, and implementing subsequent (Abbreviated) Resettlement Action Plans (RAPs) where necessary and prior to the commencement of any civil works. The RPF which is part of the TA will be completed during the project implementation, prior to finalization of TA process to support Ethiopian Communications Authority (ECA) in developing specifications and procedures for future digital infrastructure investments.

## 3. Brief Summary of Previous Stakeholder Engagement Activities

Several stakeholder engagement activities were conducted during the preparation phase led by project implementing agencies and the World Bank team. Several online and offline consultations were conducted. The consultations offline took the form of focus group discussions, technical meetings, key informant interviews, surveys, national workshops, and validation workshops. Stakeholders from GoE included ministries, departments and public sector agencies. It also included a wide range of project beneficiary

educational institutions, civil society organizations, stakeholders in the private sector including tech companies, startups, investors, and technology companies.

Consultation on Ethio-Telecom Reform Process: The on line (October 22-November 22, 2019) and off line consultations on the Ethio-Telecom reform process November 12, 2019) with private sector, investors, government and other stakeholders provided important feedback that were addressed, integrated into the project design and also informed subsequent consultation activities with stakeholders. The project design considered the technical assistance needed for regulatory directives and the recommendations for future consultations to include regional states level stakeholders.

Consultations on Directives and Regulations: ECA has conducted consultation on the regulatory framework for the ECA and subsequent three rounds of on- line consultation on various directives and regulations. The feedback from the consultation on regulatory framework were summarized and shared with stakeholders.

The disclosed draft consultation documents were both in English and Amharic to ensure a wider circulation and feedback from stakeholders. The SEP addressed the gap identified in publishing the summary of comments provided and the decisions that were informed by the comments by providing a clear feedback disclosure mechanism. This will encourage sustained engagement of stakeholders throughout the project cycle.

Consultation on National Digital Transformation Strategy: There have been series consultations for the development of the strategy with various stakeholders. The consultations included dialogues, small group discussions and interviews. Three workshops were held as culmination of these consultation processes with private sector, CSOs and government stakeholders. The consultation included individual interviews and three workshops.

Three separate stakeholder consultation sessions were held with CSOs, private sector and government agencies and regional level stakeholders. The consultation workshop with CSOs focused on inclusivity and issues such as the data sharing policy, open data and cyber security have been highlighted (integrated into the project component 1.2). The stakeholder consultation brought up important issues as inputs to the strategy as well its implementation.

The regional consultation has brought into light the need for rural centered approach to expansion of services, capacity building plans to address the gaps in digital skills in regions and the need for integration and coordination of various initiatives at regional and federal levels. The recommendation for a systematic engagement through a bi-annual and annual event with regional stakeholders is integrated into the SEP.

Digital Entrepreneurship and Innovation (component 3). A validation workshop on preliminary findings of the diagnostic study on digital entrepreneurship was conducted with wide range of stakeholders. The reports were enriched by the workshop inputs and follow up meetings were organized with some of the stakeholders to further discuss the contributions.

The project consultation process during design has covered wide range of stakeholders. The consultation process will be strengthened by broadening the process to include more participation from the end users of services such as students, academia, e-service users, rural residents, women, and underserved communities.

Summary of stakeholder engagement activities are included in Annex 1



## 4. Stakeholder Identification and Analysis

Project stakeholders can be divided into a) project affected parties- these are stakeholder groups who are affected or likely to be affected by the project described above and b) other interested groups: these are stakeholder groups who may have a possibility to be involved in the project decision making related to the project or may have an interest in the project.

### **Project affected Parties:**

Project affected parties are stakeholder groups who are affected or likely to be affected by the project .Most of the project TA and capacity building activities ara the first instance directed towards the implementing institutions themselves and other associated institutions. The second level of stakeholders are the end users of the services.

The following are the project affected parties.

First level of stakeholders:

- 1) Institutions targeted by the capacity building activities such as Universities, TVETs, Colleges, Hospitals and Health centers, ICT Park, youth community centers, woreda administrative bodies, secondary cities and MDAs.
- 2) Digital startup businesses, ICT businesses, angel investors

Second level of stakeholders:

- 3) Service users including students, academia, health service users, businesses, private and public institutions and general public.
- 4) Farmers, suppliers, MSMEs (engaged in logistics, catering and rental businesses)
- 5) Rural residents, underserved communities, businesses, women, schools, that will be reached through expansion of infrastructure and services

### **Other Interested Parties:**

Other interested parties: stakeholder groups who may have a possibility to be involved in the decision making related to the project or may have an interest in the project. These group of stakeholders includes ICT users in the public and private sector, investors, media, academia and civil society organizations. The project contracted private and public infrastructure service companies for project implementation including new Telecom and broadband companies, consulting firms to implement project activities. Project supporters and donors are also project interested parties.

Different stakeholder engagement groups have different interests and influence on the project and these different levels of interest and influences will inform the form of engagement to be undertaken throughout the project cycle.

**Table 2: Project Stakeholders**

Stakeholders	Description	Project Component	Roles and interests
Project affected – 1 <sup>st</sup> level	MDAs, Education and Health Institutions, secondary cities, woreda offices  Youth community centres	Component 2	Receive capacity building, improve ICT services to end users, improve quality of education and health services, improve communication, improve governance through e-services  Geographic targeting criteria, availability of infrastructure, adequacy of facilities for service (eg.computer), digital skills training,
	Start-ups Entrepreneurs Investors ICT businesses	Component 3	Access financial and technical support and facilities for ICT start up and investment, access support for digital devices and outreach activities, availability of facilities for start-ups Expand business opportunities Outreach and information dissemination on the competition, transparency, selection process, assistance for participants from remote areas, language barriers,
Project Affected 2 <sup>n</sup> level	Students, academia, research institutes,	Components 2 and 3	Improved access to ICT and educational resources, Improve educational performance, accessibility of services, availability of adequate facilities, fraud, code of conduct for use of technology
	Farmers, suppliers, MSMEs		identify new business opportunities, digital skills training, access to information about the services, availability of infrastructure, risk of fraud and theft
	Vulnerable, rural, underserved		Accessibility of services, affordability, geographic targeting, digital skills training, selection

Stakeholders	Description	Project Component	Roles and interests
	communities, women, girls		criteria for training, cultural norms constraining access to digital technologies, risk of fraud and theft
Other interested Stakeholders	Private Sector (ICT businesses, investors, Bilateral donors)	All project components	Access to information on project activities, new opportunities in the ICT market, regulatory constraints, synergy with financial and other sectors, digital skills improvement, improvement in government services
	chambers of commerce, business associations,		Expansion of digitalization of businesses, digital skills improvement, regulatory constraints, cost and quality of services, geographic targeting,
	Civil society (NGOs working on social policy issues, gender, disability, etc)		Equity, affordability of services, open data and access to information, public awareness on ICT, ethical issues in use of ICT, fraud and cyber security, accessibility of services to persons with disability, digital skill gaps
	Media (private and public)		Project information, awareness, policy and regulatory issues, transparency,

## 5. Disadvantaged and Vulnerable Individuals and Groups

“Disadvantaged or vulnerable groups” refers to those who may be more likely to be adversely affected by the Project or are less able to, understand the project impacts or aware of project benefits. These groups are more likely to be excluded from the consultation process. Poor project design may also cause harm. Various types of barriers may influence the capacity of such groups to participate and articulate their concerns and priorities in relation to the project impacts.

Vulnerable groups include women, girls, non-literate people, people with disabilities, elderly, low income youth and rural population.

Communities living in low land regions of the country including Somali, Afar, Gambella, Beneshangul and part of Oromia regions have limited access to infrastructure, have livelihood based on seasonal movement. They have less opportunities for education especially for girls while low literacy levels, cultural and linguistic factors may limit access to information.

Rural residents living away from cities have low access to information. Lack of adequate infrastructure and communication makes access to information on project services by rural residents difficult. Affordability of digital devices and service fees may act as barriers to accessing project benefits especially by low income households.

Women especially in rural areas have low level of education and digital literacy. Women are less likely to be aware of ICT services and their use of basic digital devices such as mobile phones is lower. This digital divide is also reflected in education where fewer girls learn ICT in colleges and universities hampering their capacity to fully benefit from the project activities. Persons with disabilities have physical or visual limitations to travel long distances or access certain spaces.

**Table 3. Summary of Project Stakeholder Needs**

No.	Stakeholder group	Key Characteristics	Language needs	Preferred notification	Specific needs
1.	Communities living in underserved regions	Low access to infrastructure, distance, seasonal mobility	Use of local languages /translation	Local media, local community leaders, marketplaces	Distance to meeting venue, travel costs
2.	Rural residents	Low access to infrastructure High poverty level	Local language	Local media, community structures and kebele administration  Schools and health centres	local travel distance and travel cost
3.	Women	limited time low awareness	Local language translation	Local government, community organizations  Market place	Consultation close to home, child-care facilities, travel costs, timing and duration of consultation
4.	Persons with disabilities	Mobility/visual limitations	Local language translation	Local government,  NGOs	Travel costs, assistance for mobility, sign language, accessibility of venues

No.	Stakeholder group	Key Characteristics	Language needs	Preferred notification	Specific needs

## 6. Stakeholder Engagement Program

The main goal of the stakeholder engagement plan is to ensure that project stakeholders are consulted, and their concerns and issues are considered in project design, implementation and monitoring and evaluation. The stakeholder consultation for the project aims to create awareness and increase understanding, improve project decisions making, mobilize support and forge collaboration and clarify roles and responsibilities. Stakeholder consultations will serve as a platform for the dissemination of project information and receive feedback. Stakeholder engagement that started at the project design stage will continue throughout the project cycle. The sequencing of the project components makes it possible for stakeholders to provide input into assessments, studies and decision-making processes.

**Project Launch:** The project implementing agency (MInT) and implementing partners will organize a project launch workshop at national, regional and city levels. The purpose of the national launch workshop at a national level is to clarify the roles and responsibilities, implementation arrangements, project time frame and sequencing, the prioritization of activities. The national workshop will be accompanied by disclosure of key project documents and other relevant documents (strategies and regulations). The project launch will be held at a regional level to create awareness of the project, the time frame for implementation and stakeholder coordination and communication. Input will be solicited on strategies for lower level consultations, stakeholder implementation schedules and grievance mechanisms. The regional Innovation and technology bureaus will organize the regional workshops in collaboration with respective bureaus of implementing partners. The Project will be launched in selected secondary cities. Participants will be from stakeholder institutions, local administration, businesses, civil society, NGOs and local communities.

**Project Implementation:** Periodic review of project implementation (bi-annual) will be conducted at the national level and regional levels with stakeholders. Implementing agencies and partners share information on the overall project progress with stakeholders, lay out the plans for a subsequent period and receive feedback and recommendations.

The implementation of project components is sequenced and planned to be implemented at a different time. The completion of activities in component 1 is a prerequisite for the implementation of most of the activities of component 2. Similarly, the successful implementation of component 2.2 is a prerequisite for the implementation of component 2.3. Stakeholder engagement activities should be tailored to the different components and implementation stages. Consultation for specific project activities and with specific stakeholders will be conducted to solicit input for project implementation. This includes consultation on selection for education institutions for high speed internet to be by MoSHE/EthERNET, consultation on selection of capacity building training for government staff at various levels and soliciting feedback on studies and assessments to be conducted as part of project implementation.

**Project Evaluation:** Project stakeholders will be engaged in both baseline data collection, midterm and end line project evaluation activities based on the results framework for the project.

**Project closing:** Stakeholder consultation on project closure and post closure concerns are also considered at the end of the project to inform project achievements, share lessons learnt and make recommendations for possible future engagements.

The table below summarizes the strategy for consultation at the different stages of the project

**Table 4. Strategy for Consultation**

<b>Project Stage</b>	<b>Topic of Consultation</b>	<b>Method Used</b>	<b>Time</b>	<b>Target Stakeholder</b>	<b>Responsibilities</b>
<b>Project preparation</b>	Project activities	Community meeting	Project design	Rural residents	Woreda administration education desk Regional MInT
	Implementation time frame	Focus group discussion		Communities	
	ESMF/Social Assessment/SEP			Women	
	Grievance redress mechanism			Community organizations	
	GBV redress mechanism and procedures	Public meeting	Project design	MSMEs, suppliers, farmers	Regional MInT Regional/city office of trade and industry
		Focus group discussion		Startups, ICT businesses, private sector organizations	
		Public meetings		Education Institutions,	
		Focus group discussions	Project design	Students	City education, trade an industry, Regional innovation and technology institutes/ Bureau
				Accademia	
				Youth community centers	
				Secondary cities	
		Public meeting		Regional offices, Woreda	Regional Bureau of InT

Project Stage	Topic of Consultation	Method Used	Time	Target Stakeholder	Responsibilities
		Workshops Focus group discussion			Trade and Industry, Education Bureau and Wereda offices for Education, Trade and Industry
		workshops, focus group discussions,	Continuous/ project design	Implementing partners	MInT, ECA, MoSHE
		workshops, focus group discussions	Project design	Other interested parties	MInT, ECA, MoSHE
<b>Project Launch</b>		National Launch	Launch	Implementing partners, other interested parties	MInT, ECA, MoSHE
		Regional Launch workshop	Launch	1 <sup>st</sup> level and second level affected stakeholders, interested parties, regional level implementing agencies and woredas	Regional offices of MInT, ECA and MoSHE
		Selected city launch workshop	Launch	1 <sup>st</sup> level and second level	Regional offices and cities



Project Stage	Topic of Consultation	Method Used	Time	Target Stakeholder	Responsibilities
				affected stakeholders, interested parties, regional level implementing agencies and woredas	
<b>Implementation</b>	ESMP, RPF Grievance Mechanisms Project activities GBV prevention and complaint mechanism	Community meeting Focus group discussion	Six-monthly	Rural residents Communities Women Community organizations Community leaders	Woreda administration /education desk
	Consultation and studies on barriers to access and use of telecom services for women and girls	Surveys, Focus group Interviews Participatory methods	Six-monthly	Rural residents, communities, women Community organizations, Community leaders	MiNT, ECA
	Availability and quality of ICT services,	Surveys, interviews,	Six monthly	MSMEs, suppliers, farmers	MiNT

<b>Project Stage</b>	<b>Topic of Consultation</b>	<b>Method Used</b>	<b>Time</b>	<b>Target Stakeholder</b>	<b>Responsibilities</b>
	Regulatory and other constraints	validation workshops		Startups, ICT businesses, private sector organizations  Investors	
	Quality of ICT services,  e-service needs  accessibility of ICT service centers	Surveys  Online surveys  Interviews	Six-monthly	Education Institutions,  Students, Accademia,  Youth community centers  Secondary cities	EthERNet  MoSHE  Universities
	Assessment, studies, e-service needs  New market entrants	Workshops,  On-line surveys  Interviews,  Validation workshops  Open information days	Six-monthly	Media, investors, businesses, private sector organizations, NGOs, civil society, Academia, research institutes	MInT  ECA  MoSHE
<b>Project Closing</b>	Achievements, lessons learnt, future plans	National Workshop	End of project	All stakeholders/ representatives	MInT

## 6.1 Proposed strategy for Information Disclosure

The project strategies for information disclosure will be tailored to the different stakeholders at the federal, regional city and local/Woreda levels. Appropriate formats and methods of disclosure and information sharing will be used. A central/national depository of all disclosed information will be maintained with the project implementing agency website. Information on the different project components will be disclosed on the websites of the respective project implanting partners. Other means of communication including print media, radio, television, public events, brochures fliers, social media will be used.

**Table 5. Information Disclosure**

<b>Project Activity</b>	<b>Type of information to be disclosed</b>	<b>Methods proposed</b>	<b>Target stakeholders</b>	<b>Time Frame</b>	<b>Responsibilities</b>
<b>Project preparation</b>	Project activity plans Draft SEP, ESMF/SA Grievance Mechanisms	Website, consultation workshop	National, regional MDAs, Telecom service providers, MSMEs, Entrepreneurs, investors, private sector organizations, civil society, NGOs, Media	Prior to approval	PIU/ ECA/ MInT
<b>Project Launch</b>	-PAD -Executive summary of PAD translated into local language Workshops at regional and city levels Community meeting at woreda levels	Websites of MiNT/MOSHE/ ECA/MoF National Radio/TV and local FMs Press conference Information day	Implementing partners Regional bureaus MDAs Universities, colleges, TVETs and schools, Civil society public	Project Launch	PIU
<b>Project implementation</b>	Quarterly progress reports Annual reports	Soft copies of reports,	Implementing partners, regional offices, education	Implementation	MInT ,PIU/ in collaboration with

<b>Project Activity</b>	<b>Type of information to be disclosed</b>	<b>Methods proposed</b>	<b>Target stakeholders</b>	<b>Time Frame</b>	<b>Responsibilities</b>
		Summary reports	institutions, woreda offices		implementing partners
	Draft proposals studies, assessments, regulations, disclosure of e-services Matching grant competition announcements New market entrants and service providers Evaluation reports	Websites National TV/Radio and FMs, News paper E mails Notice board Newspaper Social media Notice boards	Project interested parties including Media, investors, businesses, private sector organizations, NGOs, civil society, Academia, research institutes general public	During implementation	MIInT ,PIU/ in collaboration with implementing partners
<b>Project closure</b>	Project achievements, Lessons learnt Follow up	Websites National Radio/TV Soft copies of reports Social media	Project interested parties including Media, investors, businesses, private sector organizations, NGOs, civil society, Academia, research institutes general public	End of project	MIInT ,PIU/ in collaboration with implementing partners

## 6.2 Proposed Strategy for Consultation

A variety of methods will be used to disclose information to project stakeholders. Disclosed information will allow stakeholders to understand the risks and impacts of the project, and potential opportunities. They will also provide stakeholders with access to information, (a) The purpose, nature and scale of the project; (b) The duration of proposed project activities; (c) Potential risks and impacts of the project on local communities, and the proposals for mitigating these; (d) The proposed stakeholder engagement process highlighting the ways in which stakeholders can participate; (e) The time and venue of any proposed public consultation meetings, and the process by which meetings will be notified, summarized, and reported; and (f) The process and means by which grievances can be raised and will be addressed.

The information will be disclosed in a variety of ways including on relevant government websites (on the website of the ministries that will be implementing the project, including the website of the MInT), and local offices, in a manner that is accessible and culturally appropriate, taking into account any specific needs of groups that may be differentially or disproportionately affected by the project or groups of the population with specific information needs (such as, disability, literacy, gender, mobility, differences in language or accessibility).

Considering the current COVID-19 situation, different ways of consultation and information disclosure could be necessary to minimize risks. The following are examples of methods that could be considered where appropriate to future consultations. Table 4 presents in a more detailed manner.

- Information on project can be shared by making a short video (that can be transmitted by WhatsApp). The video could present the objectives of the project and the main risks and benefits.
- Share the link from where the documents are available on the Client website for stakeholders that can access websites
- Conduct interviews over the phone - especially for people who do not have Internet access.

### 6.3 Proposed Strategy for Stakeholder Engagement of Disadvantaged and Vulnerable Groups

Incorporating the views of disadvantaged and vulnerable groups at various stages in project implementation should be done using appropriate communication methods. Information on consultation should be provided in advance and appropriate venues and times (taking into account mobility calendars) should be selected in consultation with local community leaders who have local knowledge. The use of local language and translation is critical. Focal group discussions, interviews and other participatory methods should be used. Meetings places should consider mobility and other physical constraints for participants and person to person interviews at convenient locations including door to door interviews should be considered. Local institutions including schools, community based organizations and community leaders should be approached to facilitate consultations.

Engagement with the vulnerable groups and individuals often requires the application of specific measures and assistance aimed at the facilitation of their participation in the project-related decision making so that their awareness of and input to the overall process are commensurate to those of the other stakeholders. Special arrangements should be made for child- care, transportation, interpretation as needed. Demonstrations and visual aids should be used where necessary and separate meetings could be held with women and girls depending on local norms.

The project will ensure that studies and assessments (eg. expansion of network coverage, service gaps) conducted by consulting firms include clear methodologies for integration of the views of vulnerable and disadvantaged groups.

Community consultations should be well documented and kept in the local administration office for reference. Where consultations are done through local administrations, basic guidelines and reporting formats should be provided by implementing agencies. Where possible, community facilitators from local NGOs could be called to assist the consultation process.

## 6.4 Review of Comments

Upon disclosure of project information, a provision will be made for websites of implementing agencies where dedicated space in their portal will be provided for the general public and concerned stakeholders to submit their comments, observations and questions regarding the projects and various studies, assessments, proposals and draft regulations.

For information disclosed through meetings, instant feedback will be collected through designated rapporteurs who will be available during the meetings. Participating stakeholders shall also be given the freedom to take their own minutes of the proceedings and share a copy with the rapporteurs.

The project will conduct a survey at least bi-annually and receive feedback on various aspects of the project from the targeted project stakeholders, vulnerable and disadvantaged groups and the general public and integrate the result into the project annual planning and review cycle. The results of the surveys will be disclosed through the websites of implementing agencies.

## 7 Resources, Roles and Responsibilities for Stakeholder Engagement Plan

Implementation and monitoring of the Environmental and Social Management Framework (ESMF) and all other Environmental and Social Standards (ESS) instruments will be the responsibility of each implementing agency -MInT, MoSHE and MoH. The PIU under the MInT will engage Environmental and Social Specialists. Project implementation unit (PIU), will be responsible for the implementation of the SEP in collaboration with key implementers . The SEP will be coordinated by the Project PIU Social Specialist in MInT and in collaboration with focal persons in implementing partners. The TA under component 4 of the project has dedicated resources for assessment of the institutional capacity of the relevant institutions and capacity development needs for managing environmental and social risk management. The project ESMF will be used to develop and implement site specific environmental and social management tools.

The project will allocate adequate resources each year and monitor implementation. The budget proposed (Table 7) is indicative budget for the 5 years.

**Table 6: Roles in Implementation of SEP**

PIU	Roles in implementation
PIU project manager/ Project Social Specialists	<ul style="list-style-type: none"> <li>• Manage and implement the Stakeholder Engagement Plan (SEP)</li> <li>• Dissemination of project information</li> </ul>
Environmental and social specialists in implementing	<ul style="list-style-type: none"> <li>• Interface with stakeholders and respond to comments or questions about the project or consultation process.</li> <li>• Provide contact information if stakeholders have questions or comments about the project or consultation process.</li> <li>• Document any interactions with external stakeholders.</li> </ul>

	<ul style="list-style-type: none"> <li>• Maintain database, records for SEP</li> <li>• Coordinating public meetings, workshops, focus groups etc.</li> <li>• Makes sure the SEP is being adhered to and followed correctly.</li> <li>• Raise awareness of the SEP among project implementation unit, employees contracted firms and relevant external stakeholders</li> <li>• Deliver information to stakeholders on complaint mechanism and procedures of the SEP</li> </ul>
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### 7.1 Indicative Budget

The project will allocate sufficient funds to implement the SEP. The following is an indicative plan for the five years of implementation.

**Table 7. Indicative Budget**

Activities	No.	Unit cost USD	Frequency/year	Total Cost for 5yrs
Project launch workshops	6	5000	1	30,000
Consultation meetings	10	5000	2	50,000
Production and dissemination of communication material	5	10,000	1	50,000
<b>Grand Total</b>				<b>130,000</b>

## 8 Grievance Redress Mechanisms

In order to ensure the implementation of the Project in a timely manner and effectively address any anticipated and unanticipated risks that would be encountered during implementation, including the development of the necessary actions of mitigation and avoidance, a Grievance Redressal Mechanism (GRM) is developed. The GRM will enable the Project Authorities to address any grievances against the Project. The establishment of project level Grievance Redress (GR) will integrate with existing GR structures in the respective communities and the implementing agencies and maintained and strengthened throughout the project lifecycle. Application of the standard will be closely monitored and reported throughout the project life cycle.

While measures are taken to minimize and mitigate potential social and environmental risks and impacts it is possible that the project may affect communities, individuals and firms that need to be addressed during project implementation. Grievances that relate to project workers will be handled by a separate mechanism which is included as part of the project's LMP.

### 8.1 Objectives of the Grievance Redress Mechanism

The objectives of the Grievance Redress Mechanism are as follows:

- Ensure that the World Bank Environmental and Social Standards are adhered to in all subprojects and activities;
- Address any negative environmental and social impacts of all sub-projects and activities;
- Resolve all grievances emanating from the project activities in a timely manner;
- Establish relationships of trust between project staff and stakeholders;
- Create transparency among stakeholders including affected persons through an established communication system;
- Bolster the relationship trust amongst the project staff and the affected parties.

### 8.2 Grievance Redress Mechanism

Grievances arising with the implementation of the project could typically include access and quality of services, issues about targeting for services and availability of facilities and resources. Grievances may also relate to expansion of infrastructural activities with some physical footprints in the later stages of project implementation.

Figure: Levels of Grievances

<b>Leve One</b>	1. Receive grievance 2. Acknowledge grievance 3. Register/Log 4. Screen 5. Investigate 6. Resolution
<b>Level Two</b>	Grievance Redress Committee
<b>Level Three</b>	Court

#### **The first level of grievance:**

The project institutions within which project activities are carried out are the first level of grievance redress for component 2. Each institution (MDA, Universities, colleges, TVETs, city administrations, hospitals, health centres, Woreda, regional office) where project activities are undertaken will use exiting grievance mechanisms to review and address grievances.

The first level of grievances associated with component 3 will be handled at the PIU level GRM that is composed of representatives from the implementing agency MInT and the implementing partners represented in the PSC.

The full contact details of the grievance committees for component 1, 2 and 3 will be disclosed publicly on the website of the GRM member ministries and agencies. The same information should be displayed in the



notice boards of the agencies and institutions along with the complainant box that should be placed in a visible location within the premises of the institutions, ministries and agencies. Grievances from the project dedicated complainant box will be collected and reviewed by the institution's grievance committee on a weekly basis.

Grievances can be received in person, verbally via phone, in writing or via e mail, fax, text message or any other media. Grievances submitted anonymously could be submitted through the complainant box. Grievances received will be recorded using the format (Annex 1).

All grievances will be acknowledged by telephone or in writing by the grievance body of the institution using the Grievance Acknowledgment Form (Annex2) within 48 hours of receipt and the complainant informed of the approximate timeline for addressing the complaint, if it can't be addressed immediately.

The grievance body will work to ensure the speedy resolution of the grievance. If the complaint cannot be resolved at this level it is taken to the next level.

The point of receipt of complaints is listed below:

**Register/Log Grievance:** After receiving and recording the grievance on the GIF (Grievance information Form- Annex 2) it will be registered in the Grievance Redressal Registration and Monitoring Sheet (GRRMS) (Annex 3)

**Screen:** The complaint will be forwarded to the grievance structure that is responsible for investigating the claim and liaising with the aggrieved in order to come to an acceptable resolution. Meetings with the grievant/complainant will be held, if necessary, to resolve the matter.

**Investigate:** The investigation by the grievance committee will include, but not limited to, meetings with the grievant/complainant, site visits, meetings/interviews with project staff and collection of relevant documentation and other forms of evidence. For meetings, the deliberations and decisions will be recorded on the Meeting Record Form included as Annex 4.

**Resolution:** The resolution at the first tier should normally be completed within 15 working days of receipt of the grievance and notified to the concerned party through the Disclosure Form (Annex 5). If the grievance is not resolved within this period, it can be referred to the next level of the Grievance Redressal system. However, once it is determined that progress is being made towards a resolution, the grievance will be retained at this first level. The complainant will be informed of this decision and an estimated time for the resolution of the matter will be given either verbally or in writing. If the issue cannot be resolved within 25 working days, it will be transferred to the next level.

Once a resolution has been agreed and accepted, the complainant's acceptance will be obtained on the Disclosure Form included as Annex 5. If the proposed resolution is not accepted the grievance will be escalated to level 2.

## **Second level of Grievance Redress:**

A Grievance Redressal Committee (GRC) will be formed at the PIU/MInT comprised of key implementing entities, that will consist of members of their respective Project Steering Committees. The GRC will be called into place when a first-tier resolution is not found (for component 2), but it could also meet on a quarterly basis to evaluate the performance of the project level GRM. From this perspective it is a standing body.

This committee will be chaired by the GRC representative of MInT in the Project Steering Committee. The implementing partner ministries/agencies represented in PSC will assign representatives to the GRC.

The functions of the GRC are as follows are to:

1. Provide relief and support to the affected persons in a timely manner;
2. Prioritize grievances and resolve them at the earliest reasonable time;
3. Provide information to PIUs on serious cases at the earliest plausible time;
4. Coordinate the process of the Affected Persons getting proper and timely information on the

The solution worked out for his/her grievance;

5. Study the normally occurring grievances and advise the PM/PIU as to their scale and scope.

The project manager at the PIU will coordinate the convening of the meetings of the GRC. He / She is also responsible for briefing the GRC on the deliberations of the first level of Redressal. The GRC will hold the necessary meetings with the affected party / complainant and the concerned officers and attempt to find a solution acceptable at all levels.

GRC will record the minutes of the meeting in the format using the same format detailed in Annex 4 The decisions of the GRC will be communicated to the complainant formally and if she/he accepts the resolutions, the complainant's acceptance will be obtained on the disclosure format as in Annex.

If the complainant does not accept the solution offered by the GRC, then the complaint is passed on to the next level / or the complainant can activate the next level. It is expected that the complaint will be resolved at this level within 30 working days of receipt of the original complaint. However, if both parties agree that meaningful progress is being made to resolve the matter may be retained at this level for a maximum of 60 working days.

## **Third Level of Redress**

If the affected party / complainant does not agree with the resolution at the 2nd level, or there is a time delay of more than 60 working days in resolving the issue, the complainant can opt to consider taking it to the third level (second level for component 3 related grievance). This level involves the complainant taking legal recourse within the local courts.

### **8.2.1 GBV Related Grievance Redress Mechanism**

When GBV related complaint is received at the first or second tier of GRM, the complaint should be kept confidential by the person/persons receiving the complaint. The complaint should be reported to the relevant committee and immediate actions should be taken that is consistent with the wishes and choices, rights and dignity of the complainant. The complainant should be given information in simple and clear terms on the steps for filing complaints and the possible outcomes, the timelines and the types of supports available to be able to make informed decision.

For GBV cases, it is important to ensure that access to the complaints processes is as easy and as safe as possible for the complainant survivor. The recording of incidence should be limited to the nature of

complaint put exactly in the words of the complainant, the age of the survivor and if to the best of their knowledge, the perpetrator was associated with the project. The complainant should decide on whether they would like to be referred to the grievance committee and the complainant should give consent to share basic monitoring data.

**Safety & Well-Being:** The safety of the survivor shall be ensured at all times including during reporting, investigation, and the provision of victim assistance. Those involved in the management of complaints will need to consider potential dangers and risks to all parties (including the survivor, the complainant if different, the subject of the complaint, and the organizations involved), and streamline ways to prevent additional harm in all the complaint handling process.

The survivor is never to blame for reporting an act of GBV and should never be made feel investigated. On the contrary, it is important that she/he feels that her story is heard, believed and valued. The actions and responses of the complaint mechanism will be guided by respect for the choices, needs, rights, and the dignity of the survivor.

**Confidentiality:** The confidentiality of complainants, survivors, and other relevant parties must be respected at all times. All GBV-related information must be kept confidential, identities must be protected, and the personal information on survivors should be collected and shared only with the informed consent of the person concerned and on a strict need-to-know basis.

**Survivor-Centred Approach:** All prevention and responses action will need to balance the respect for due process with the requirements of a survivor-centred approach in which the survivor's choices, needs, safety, and wellbeing remain at the centre in all matters and procedures. As such, all actions taken should be guided by respect for choices, needs, rights and dignity of the survivor, whose agency and resilience must be fostered through the complaint process.

**Accessibility and non-discrimination:** The mechanism must be accessible to all potential complainants and sufficient information must be given on how to access the it, making the complaints process accessible to the largest possible number of people. This includes identifying and instituting various entry points that are both gender and context sensitive. To facilitate incidents reporting and avoid stigmatization, reports from third parties (witnesses, people suspicious or aware of an incident, etc.) must also follow accountability protocols.

### 8.3 Building Grievance Redress Mechanism Awareness

The PIU ESS will initially brief all staff of the project office, the Project Steering Committee (PSC), consultants and contractors on the Grievance Redressal Mechanism and GBV complaints mechanism of the Project and explain to them the procedures and formats to be used including the reporting procedures.

The project Social Specialist will brief all project stakeholders on the Grievance Redressal Mechanism of the Project and explain the procedures and formats to be used including the reporting procedures. Awareness campaigns would be conducted targeting project stakeholders to inform them of the availability of the mechanism; various mediums will be used- as detailed in previous sections of the SEP. The GRM will also be published on the MInT website and those of the implementing partners and the project website or Facebook page if there is one. A project site board will be erected on the sites of sub-projects indicating the existence of the mechanism and a phone number, email and address for further information. The GRM will be translated into local languages if needed.

#### 8.4 Monitoring and Reporting of GRM

The Environmental Safeguards Specialist and/or Social Specialist/s will prepare the Monthly and Quarterly Reports on the Grievance Redress issues of the project.

The Grievance Redressal Committee may review the nature of grievances that have been represented and if grievances are repeated, recommend suitable changes in implementation procedures and forward these to the PSC for implementation.

The following indicators could be used as monitoring purposes:

- Number of active project complaints and appeals recorded and reported in each institution
- Percentage of grievance redressed claims settled within the specified period
- Percentage of unresolved complaints or disputes during the monitoring period
- Comments received by government authorities, women & youth ,family, community leaders and other parties and passed to the Project;

#### 8.5 Performance Monitoring of SEP

The SEP monitoring process will be the responsibility of the PIU-Social Development Specialist and the focal persons for the project in the respective implementing partner agencies. The monitoring activities of the project implementing agencies and partners will incorporate reporting of the SEP based on key performance indicators.

- Number of women who participated in focus group meetings, workshops and other public meetings
- Number of women and men in underserved communities who participated in FGD, public meetings and workshops
- Number of bi-annual survey reports conducted
- Number of communication materials produced and disseminated in local languages in underserved regions

### 9. Point of contact

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## Annex 1

**Table1: Summary of Stakeholder Engagement Activities**

Stakeholder Consulted	Main Points Covered	Dates
Government, private sector, donors, tech companies	Inputs for the new regulation to establish ECA	November 2018, January 2019
Tech companies (agriculture, education, e-service, finance)  Civil society, government officials, private sector, regional governments and city administrations, investors	-Inputs to the Telecom reform, market opening, enabling regulation for digital innovation  -Inclusive digital reform and perspectives of regional governments	October-November 2019
Infrastructure service providers (EEP, ERC), Universities, MInT, EIC, ECA, IT Park	Electrification for rural digital connectivity, affordability of digital devices	November 2019
Private sector, investors, government agencies, consulting firms,	Ethiopian Digital Ecosystem Report-validation workshop	January 2020
General Public	Comments on draft National Digital Transformation strategy	October 2019
Government agencies (ECA, MInT, MoF, EthERNet, MoSHE), World Bank	Project design elements, time-line, public disclosure of draft directives, project preparation	June 15-19, 2020  October 26-5 <sup>th</sup> Nov, 2020
Government Agencies (EthERnet, MoSHE, JCC, ATA, EIC, CBE), ICT Park, Angel Investors, Digital Entrepreneurs, Private Sector, Multilateral and Bilateral Donors	Status of diagnostic entrepreneurship, constraints and opportunities	February 4, 2020

Annex 2 Grievance Information Form

<b>Date/Time received:</b>	<b>Date: (dd-mm-yyyy)</b>  <b>Time:</b> <input type="checkbox"/> <b>am</b> <input type="checkbox"/> <b>pm</b>	
<b>Name of Grievant:</b>		<input type="checkbox"/> You can use my name, but do not use it in public.  <input type="checkbox"/> You can use my name when talking about this concern in public.  <input type="checkbox"/> You cannot use my name at all.
<b>Company (if applicable)</b>		<input type="checkbox"/> You can use my company name, but do not use it in public.  <input type="checkbox"/> You can use my company name when talking about this concern in public.  <input type="checkbox"/> You cannot use my company name at all
<b>Contact Information:</b>	<b>Phone:</b>  <b>Email address:</b>  <b>Address:</b>  (Kindly indicate the preferred method of communication)	

<b>Details of grievance:</b> (Who, what, when, where)	<input type="checkbox"/> One-time incident/complaint <input type="checkbox"/> Happened more than once (indicate how many times): _____ <input type="checkbox"/> Ongoing (a currently existing problem)
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**Grievant/Complainant Signature (if applicable)**

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**Date (dd-mm-yyyy)**

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**Signature- Project personnel (to confirm receipt only)**

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**Date (dd-mm-yyyy)**

**For PIU use only:**

**Grievance No:** \_\_\_\_\_

**Grievance Category:**

Problems during material transport     Smell  
 Blocked road access                       Problem with project staff  
 Dust     Other (specify): \_\_\_\_\_  
 Noise

**Grievance Owner/ Department:** \_\_\_\_\_

### Annex 3- Grievance Acknowledgement Form (GAF)

The project acknowledges receipt of your complaint and will contact you within 10working days.

<b>Date of grievance/complaint:</b> (dd/mm/yyyy)	
<b>Name of Grievant/Complainant:</b>	
<b>Complainant's Address and Contact Information:</b>	
<b>Summary of Grievance/Complaint:</b> (Who, what, when, where)	
<b>Name of Project Staff Acknowledging Grievance:</b>	
<b>Signature:</b>	
<b>Date:</b> (dd/mm/yyyy)	



**Annex 4- Grievance Redressal Registration Monitoring Sheet**

<b>No.</b>	<b>Name of Grievant/Complainant</b>	<b>Date Received</b>	<b>Grievance Description</b>	<b>Name of Grievant Owner</b>	<b>Requires Further Intervention</b>	<b>Action(s) to be taken by PIU</b>	<b>Resolution Accepted or Not Accepted and Date of Acceptance/Nonacceptance</b>
1.							
2.							
3.							
4.							

## Annex 5- Disclosure/Release Form

<b>Grievance No:</b>	
<b>Name of Grievant/Complainant:</b>	
<b>Date of Complaint:</b>	
<b>Summary of Complaint:</b>	
<b>Summary of Resolution:</b>	
<b>Resolved at:</b>	<input type="checkbox"/> First Level <input type="checkbox"/> Second Level <input type="checkbox"/> Third Level
<b>Date of grievance resolution (DD/MM/YYYY):</b>	

## Annex 6: GBV Grievance Redress Pathways

Grievances related to gender-based violence (GBV) reported through the GRM will be handled with anonymity and swift actions that are survivor centred. The first step to take when GBV (sexual exploitation and abuse, sexual harassment, rape, other types of GBV, etc) related complaints is submitted to the first-tier grievance mechanism is to immediately refer the GBV survivor to support services within the national GBV Referral Pathway. The four main components of the GBV Referral Pathway are health services, psychosocial support services, legal and justice services and security and protection services (police).

When services are not available in the specific Woreda/Kebele, the first tier Grievance Focal Persons should work together with PIU-level grievance committee to ensure that GBV survivors receive the support needed and follow up on cases. Federal PIU and the Social Development Specialist will work with the first tier GRM focal person to ensure that survivors are receiving the required support and follow up on cases. It may involve transporting of the survivors outside to their location to cities or regions where the needed services are available. The project will ensure survivor centred approach is followed.

**Table 8: Grievance Redress Pathways**

Health	Police
<ul style="list-style-type: none"> <li>• Health Centers</li> <li>• Hospitals</li> <li>• One Stop Centers)</li> </ul>	<ul style="list-style-type: none"> <li>• Victim Support Unit (community Policing)</li> <li>• Community Crime Prevention Unit</li> <li>• One Stop Centers</li> </ul>
Legal Support	Psychosocial Support
<ul style="list-style-type: none"> <li>• City level EWLA (lawyers Association)</li> <li>• Federal level EWLA</li> <li>• MWCYA at city and Federal level</li> <li>• Courts</li> <li>• One Stop Centers</li> </ul>	<ul style="list-style-type: none"> <li>• City of Social and labor affairs</li> <li>• Local &amp; International NGOs</li> <li>• One Stop Centers</li> </ul>
Community Advocates	
Traditional leaders, faith-based organizations, CBOs, women's groups	